

# Adopted Budget | Volume 1

## City Summaries & Bureau Budgets

City of Portland, Oregon  
Fiscal Year 2024-25



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Adopted Budget  
City of Portland, Oregon  
Fiscal Year 2024-25

Volume One

Citywide Summaries  
and Bureau Budgets

*Mayor Ted Wheeler*

*Commissioner Dan Ryan*

*Commissioner Carmen Rubio*

*Commissioner Rene Gonzalez*

*Commissioner Mingus Mapps*

*Auditor Simone Rede*



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# Budget Award



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**City of Portland  
Oregon**

For the Fiscal Year Beginning

**July 01, 2023**

*Christopher P. Monill*

Executive Director

# User's Guide

## User's Guide

The budget document consists of three volumes. Volume One contains general information and an overview of the budget for the City of Portland, as well as the budgets for individual City bureaus and offices. Volume Two provides detailed information about the City's funds and capital projects. Narrative descriptions of each of the City's programs can be found in Volume Three, as well as budgetary and performance data for these programs.

If you have any questions about the budget document or the City's budget, please call the City Budget Office at (503) 823-6925 or email [citybudgetoffice@portlandoregon.gov](mailto:citybudgetoffice@portlandoregon.gov).

### **Volume One – Bureau Budgets**

#### **Mayor's Message**

This is a message from the Mayor about the challenges and opportunities faced in preparing the Proposed Budget and highlights the Mayor's budget priorities. The Mayor's Message may be updated for the Adopted Budget pending final decisions by City Council during budget adoption.

#### **Overviews**

##### **City Overview**

The City Overview gives general information about the City of Portland, including its demographics and government management systems.

##### **Budget Overview**

The Budget Overview presents the total City budget from a number of perspectives, identifies City Council's strategic goals and values, and outlines the City's overall budget process. It also summarizes key budget decisions and delineates the links between those decisions and City Council goals and strategic issues.

##### **Financial Overview**

The Financial Overview lays out the City's financial planning process, fiscal structure, and related policies. This section also includes the five-year forecast, a discussion of City debt management, and highlights of key revenue and expenditure trends.

##### **Budget Notes**

The Budget Notes section lists issues that require further analysis or action, per City Council's direction. The notes generally direct bureaus to undertake a particular assignment.

#### **Financial Summaries**

These summaries show Citywide revenues, expenses, and authorized positions. Tables at the beginning of Volume One summarize the City budget across all funds, list bureau expenses and total City expenses by fund, and detail the City's Capital Improvement Plan (CIP). The Appropriation Schedule, Tax Levy computations, and Urban Renewal Tax Certifications are also included. This section concludes with tables related to the City's debt obligations.

## Volume Two — City Funds

<b>Fund Summaries by Service Area</b>	Presented in the same service area order as Volume One, these sections detail the resources and requirements of each City fund. A brief description of each fund's purpose and relevant trends and issues are incorporated with fund financial information.
<b>Capital Project Details</b>	<p>These sections, included only in the Adopted Budget, describe each of the City's capital projects by bureau and capital program. Each project includes the following:</p> <ul style="list-style-type: none"> <li>◆ A title</li> <li>◆ Project description</li> <li>◆ Funding source (last line of project description)</li> <li>◆ Historical and five-year projected costs</li> <li>◆ Net operation and maintenance costs</li> <li>◆ The geographic location of the project</li> <li>◆ The project objective</li> <li>◆ Total project cost (projected cost of the total project if expenditures are planned beyond the five-year plan)</li> <li>◆ Original project cost (displays the total project cost as identified during the first year of project implementation)</li> <li>◆ The confidence level of the bureau that the project costs will not change</li> </ul> <p>Project titles beginning with "NEW" were not included in the previous year's five-year capital improvement plan.</p>
<b>Prosper Portland Adopted Budget</b>	<p>As required by the City's Charter, the Prosper Portland Adopted Budget is incorporated here by reference. See the Prosper Portland website for the Prosper Portland Adopted Budget:</p> <p><a href="http://prosperportland.us/">http://prosperportland.us/</a></p>

## Volume Three — Citywide Program Offers

<b>Program Offers</b>	Presented in the same service area order as Volume One, by bureau.
<b>Program Offer Details</b>	<p>These sections, included only in the Adopted Budget, describe each of the City's program offers by bureau. Each program offer includes the following:</p> <ul style="list-style-type: none"> <li>◆ A name</li> <li>◆ Program description and goals</li> <li>◆ Performance measures (some program offers do not yet have performance measures associated with them and are left blank)</li> <li>◆ Explanation of services</li> <li>◆ Equity impacts</li> <li>◆ Program budget expense table</li> </ul>

Managing Agency	Fund	Service Area	Fund Type
Bureau of Development Services			
	Development Services Fund	Community Development	Special Revenue
Bureau of Emergency Communications			
	Emergency Communication Fund	Public Safety	Special Revenue
Bureau of Environmental Services			
	Environmental Remediation Fund	Public Utilities	Enterprise
	Sewer System Construction Fund	Public Utilities	Enterprise
	Sewer System Debt Redemption Fund	Public Utilities	Enterprise
	Sewer System Operating Fund	Public Utilities	Enterprise
	Sewer System Rate Stabilization Fund	Public Utilities	Enterprise
Bureau of Fire & Police Disability & Retirement			
	Fire & Police Disability & Retirement Fund	Public Safety	Trust
	Fire & Police Disability & Retirement Res Fund	Public Safety	Trust
Bureau of Planning & Sustainability			
	Community Solar Fund	Community Development	Special Revenue
	PDX Clean Energy Fund	Community Development	Special Revenue
	Solid Waste Management Fund	Community Development	Enterprise
City Budget Office			
	Fire & Police Supplemental Retirement Res Fund	Public Safety	Trust
	General Fund	City Support Services	General Fund
	General Reserve Fund	City Support Services	Special Revenue
	Recreational Marijuana Tax Fund	City Support Services	Special Revenue
Office of Community and Civic Life			
	Cannabis Licensing Fund	City Support Services	Special Revenue
Office of Management & Finance			
	42nd Avenue NPI Debt Service Fund	City Support Services	Debt Service
	82nd Ave/Division NPI Debt Service Fund	City Support Services	Debt Service
	Airport Way Debt Service Fund	City Support Services	Debt Service
	Arts Education & Access Fund	City Support Services	Special Revenue
	Assessment Collection Fund	City Support Services	Special Revenue
	Bancroft Bond Interest and Sinking Fund	City Support Services	Debt Service
	BFRES Facilities GO Bond Construction Fund	Public Safety	Capital Projects
	Bonded Debt Interest and Sinking Fund	City Support Services	Debt Service
	Central Eastside Ind. District Debt Service Fund	Community Development	Debt Service
	CityFleet Operating Fund	City Support Services	Internal Service
	Citywide Obligations Reserve Fund	City Support Services	Special Revenue
	Convention and Tourism Fund	Community Development	Special Revenue
	Convention Center Area Debt Service Fund	Community Development	Debt Service
	Cully Blvd. NPI Debt Service Fund	Community Development	Debt Service
	Cully Tax Increment Fin Dist Debt Svc	Community Development	Debt Service
	Division-Midway NPI Debt Service Fund	Community Development	Debt Service
	EBS Services Fund	City Support Services	Internal Service
	Education URA Debt Service Fund	City Support Services	Debt Service
	Facilities Services Operating Fund	City Support Services	Internal Service
	Gas Tax Bond Redemption Fund	City Support Services	Debt Service
	Gateway URA Debt Redemption Fund	Community Development	Debt Service
	Governmental Bond Redemption Fund	City Support Services	Debt Service
	Grants Fund	City Support Services	Special Revenue
	Health Insurance Operating Fund	City Support Services	Internal Service
	Insurance and Claims Operating Fund	City Support Services	Internal Service
	Interstate Corridor Debt Service Fund	Community Development	Debt Service
	Lents Town Center URA Debt Redemption Fund	Community Development	Debt Service
	Local Improvement District Fund	Community Development	Capital Projects
	North Macadam URA Debt Redemption Fund	Community Development	Debt Service
	Parkrose NPI Debt Service Fund	Community Development	Debt Service
	Pension Debt Redemption Fund	City Support Services	Debt Service

	Portland Police Assoc Health Insurnc Fund	City Support Services	Internal Service
	Printing & Distribution Services Operating Fund	City Support Services	Internal Service
	Property Management License Fund	Community Development	Special Revenue
	Public Election Fund	City Support Services	Special Revenue
	Public Safety GO Bond Fund	Public Safety	Capital Projects
	River District URA Debt Redemption Fund	Community Development	Debt Service
	Rosewood NPI Debt Service Fund	Community Development	Debt Service
	South Park Blocks Redemption Fund	Community Development	Debt Service
	Special Finance and Resource Fund	City Support Services	Special Revenue
	Special Projects Debt Service Fund	City Support Services	Debt Service
	Spectator Venues & Visitor Activities Fund	Parks, Recreation, & Culture	Enterprise
	Technology Services Fund	City Support Services	Internal Service
	Waterfront Renewal Bond Sinking Fund	Community Development	Debt Service
	Willamette Industrial URA Debt Service Fund	Community Development	Debt Service
	Workers' Comp. Self Insurance Operating Fund	City Support Services	Internal Service
Portland Bureau of Transportation			
	Transportation Operating Fund	Transportation & Parking	Special Revenue
	Transportation Reserve Fund	Transportation & Parking	Special Revenue
	Parking Facilities Fund	Transportation & Parking	Enterprise
	Closed - Parking Facilities Debt Redemption Fund	Transportation & Parking	Enterprise
Portland Children's Levy			
	Children's Investment Fund	Community Development	Special Revenue
Portland Fire & Rescue			
	Fire Capital Fund	Public Safety	Capital Projects
Portland Housing Bureau			
	Housing Investment Fund	Community Development	Special Revenue
	Community Development Block Grant Fund	Community Development	Special Revenue
	HOME Grant Fund	Community Development	Special Revenue
	Tax Increment Financing Reimbursement Fund	Community Development	Special Revenue
	Inclusionary Housing Fund	Community Development	Special Revenue
	Housing Property Fund	Community Development	Special Revenue
	Affordable Housing Fund	Community Development	Special Revenue
	Housing Capital Fund	Community Development	Capital Projects
Portland Parks & Recreation			
	Parks Local Option Levy Fund	Parks, Recreation, & Culture	Special Revenue
	Portland Parks Memorial Fund	Parks, Recreation, & Culture	Special Revenue
	2020 Parks Local Option Levy Fund	Parks, Recreation, & Culture	Special Revenue
	Parks Capital Improvement Program Fund	Parks, Recreation, & Culture	Capital Projects
	Parks Endowment Fund	Parks, Recreation, & Culture	Permanent Fund
	Golf Fund	Parks, Recreation, & Culture	Enterprise
	Portland International Raceway Fund	Parks, Recreation, & Culture	Enterprise
	Golf Revenue Bond Redemption Fund	Parks, Recreation, & Culture	Enterprise
Portland Police Bureau			
	Police Special Revenue Fund	Public Safety	Special Revenue
Portland Water Bureau			
	Hydroelectric Power Operating Fund	Public Utilities	Enterprise
	Water Fund	Public Utilities	Enterprise
	Hydroelectric Power Bond Redemption Fund	Public Utilities	Enterprise
	Water Bond Sinking Fund	Public Utilities	Enterprise
	Water Construction Fund	Public Utilities	Enterprise
	Hydroelectric Power Renewal Replacement Fund	Public Utilities	Enterprise



## **Mayor's Message**

## **Mayor's FY 2024-25 Budget Message**



Office of Mayor Ted Wheeler  
City of Portland

### **Introduction**

Over the course of the last several years, Portland has faced numerous, unprecedented and overlapping crises: a rapid increase in unsheltered homelessness, rising rates of crime and gun violence, livability issues related to trash and graffiti, and the strain to our economy in the wake of the pandemic.

Portlanders remain clear that they want solutions on our streets. In response, I, along with City Council, have invested in new systems and programs to address the most complex challenges facing our city. In answering the call for on the ground solutions, we reinvented how the city serves Portlanders and laid the foundation for bold change while healing our city.

Despite the complex crises, the ongoing government transformation work, and budgetary challenges, my proposed budget for Fiscal Year 2024-2025 builds on the momentum we have achieved in meeting the most critical needs of Portlanders.

### **Public Safety**

The citywide Portland Insights Survey clearly identified Public Safety as one of the top priorities for Portlanders. This is the largest public safety budget that has ever been proposed. The Portland Police Bureau, Portland Fire and Rescue, the Bureau of Emergency Communications, Portland Street Response, the police vehicle theft taskforce, the Focused Intervention Team, the Enhanced Community Safety Team, the Office of Violence Prevention, Rose City Defense, Summer Ceasefire, and more will continue leading the way to a safer, more livable community.

### **Homelessness and Livability**

This budget formally establishes Portland Solutions as a program in the City Administrators office. Our Safe Rest Village program, the Temporary Alternative Shelter Site program, the Impact Reduction Program, the Public Environment Management Office, and the Street Services Coordination Center will operate under one umbrella to enhance coordination and service delivery citywide. Many of these programs were piloted in our 90-day resets. Now is the time to ensure they are memorialized in the city structure and can be taken citywide.

### **Economic Recovery**

Our work to support economic recovery across the city is bolstered through this budget. This budget establishes the Portland Permitting & Development Bureau or PP&D – a historic move to streamline the permitting process for housing developers, businessowners, and homeowners alike. It also supports the Events Office and establishes the Office of Small Business within Prosper Portland, improving entrepreneurs' access to repair grants, technical assistance for business development, and permit navigation.

### **Charter Transition**

This budget will span both forms of government with the current council executing the first half of the fiscal year and the newly elected Mayor executing the second half of the fiscal year. This budget funds the new management structure, the physical infrastructure changes, and the onboarding required to ensure the City and its incoming electeds are ready for business January 1, 2025 – just as voters wanted.

This is my last annual budget as Mayor of Portland. Over the last several budget cycles, we have created a solid foundation that has facilitated an incredible amount of change. The proposal we have built for the 2024-2025 fiscal year seeks to institutionalize that change to ensure we continue to address our community's most pressing challenges and successfully transition to the new form of government.

### **Background**

As we kick off the fiscal year (FY) 24-25 budget development season, it's helpful to review the greater economic context in which we are making these decisions. The City's fiscal environment is and will continue to be more constrained than we have experienced in recent years.

The financial forecast for the FY 2024-25 budget indicated a deficit of \$2 million ongoing within the General Fund to continue current programs, and no additional one-time resources. In addition, several significant issues needed to be addressed within FY 2024-25, including, but not limited to:

- Legal obligations such as the Columbia River Levee, the Police Oversight Board, and other environmental liabilities;
- Higher personnel costs due to historic rates of overtime in emergency response bureaus;
- The expiration of one-time funding for high priority programs, including federal funding through the American Rescue Plan Act, at the end of 2024;
- Declines in certain revenue streams outside the General Fund, such as the Portland Bureau of Transportation and the Bureau of Development Services; and
- Costs related to the implementation of the voter approved charter reform.

### **Mayor's Budget Process and Guidance Overview**

This budget cycle, we piloted a more centralized budget process. The City Budget Office met with each service area and Commissioners-in-Charge to identify and prioritize cost reductions, assess and provide policy options for key financial issues specific to their service area, and identify opportunities for collaboration.

Following those meetings, I met with each Commissioner-in-Charge and bureau leadership within their service area to understand the impact of cost reductions on service levels and Council priorities prior to formulating my proposed budget.

### **General Fund Guidance**

With the exception of Portland Fire & Rescue, the Portland Police Bureau, and the Portland Bureau of Emergency Communications, all bureaus were directed to take a 5% constraint in Current Appropriation Levels, which has resulted in an overall reduction of approximately \$11.9 million.

All bureaus were directed to incorporate the specific costs related to charter transition, by either:

- 1) Identify existing budget resources or external revenue to balance the expenses, or
- 2) Include new General Fund requests only for the list of specific items related to charter transition.

### **Non-General Fund Guidance**

The **Utility Bureaus** were directed to reflect previously forecasted rate increases only: a 5.15% increase for FY 2024-25 for sewer rates and a 7.9% increase for water, resulting in a combined increase of 6.24%. These bureaus were also directed to absorb new costs required as a result of the charter transition within the current rates.

**Internal Service Funds** and ongoing programs funds were directed to meet a 5% budget constraint and absorb the costs related to the charter transition.

### **Recreational Cannabis Tax**

Due to declining revenues, ongoing programs funded by Recreational Cannabis Tax funds were directed to make a 22% cut.

### **PCEF**

The City is ever aware of our carbon footprint and the impact that our fleet, facilities, contracting work, and more has on this community and this region, which is why we established our climate goals.

City bureaus worked in close partnership with the PCEF committee to engage in a community process to review and approve over \$600 million in City of Portland bureau projects that aligned with PCEF goals. This alignment resulted in Service Areas receiving the following allocations to expend over the next five years:

- City Operations: \$29 million
- Community & Economic Development: \$176 million
- Public Works: \$235 million
- Vibrant Communities: \$167 million

A few examples of these PCEF projects include: the electrification of the city vehicle fleet, active transportation programs, LED streetlights, strengthening an equitable tree canopy to combat extreme heat, and improved HVAC and other efficiency upgrades at our well-loved community centers.

By matching specialized funding sources like PCEF with appropriate projects, we were able to execute upon critical climate work that Portlanders want and fund other priorities.

Our collaboration over the last several months demonstrates the immense potential for continued partnership – fueling the culture change needed for the City to fully lean into sustainable business practices and meet our climate goals.

I want to extend my gratitude to the PCEF Committee for their engagement and carrying out the community process to review and approve the projects included within this budget to align with PCEF goals.

### **Conclusion**

This is my last annual budget as Mayor of Portland. I am proud of the progress we've made standing up successful programming to address critical issues in our community. We've continued to keep public safety front and center, expanded our outreach to those struggling on our streets, and broadened our support for small businesses and community events. All the while, we are full steam ahead on our government transition and we've successfully navigated an incredibly difficult fiscal year as a team.

It has been an honor to serve this community and produce a budget that funds thoughtful and effective solutions and stabilizes the City services for the next group of electeds.



# City Overview

## Introduction

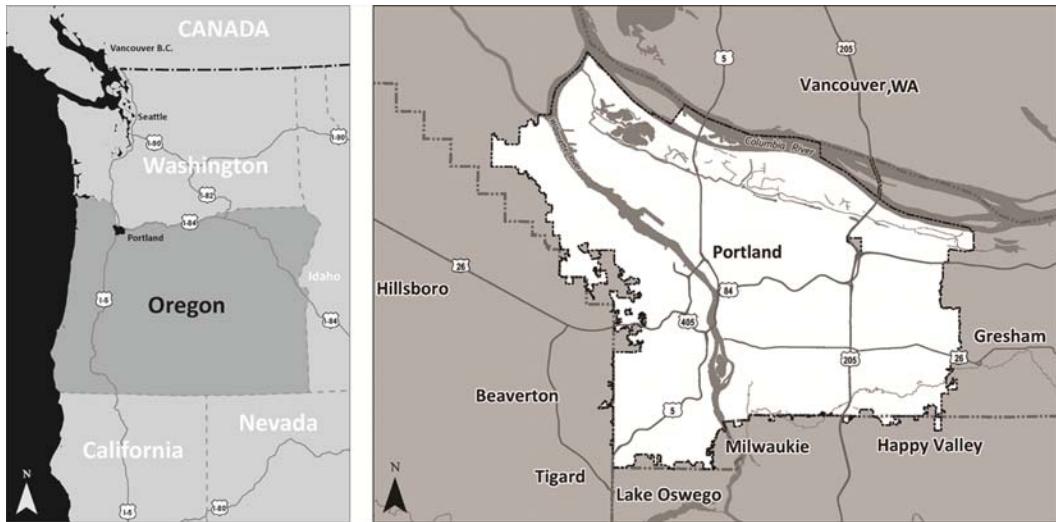
This section of the FY 2024-25 Adopted Budget document provides general information about the city of Portland, its demographics, and its government management systems. This overview provides context for the environment in which decisions are reached during the budget process and makes it easier to navigate other sections of the budget document.

Portland's budget reflects City policies, goals, and priorities. In reviewing how revenues are collected and spent, readers of this document are watching policy at work. The budget implements the City's long-range strategic and financial plans and serves as an operations guide for the government and its activities. It is also a communication tool, informing residents of the short- and long-term issues and challenges confronting the City. The budget document reflects the goals of community members and leaders alike.

## City of Portland Characteristics

### Introduction

As of July 2023, the city of Portland has an estimated population of 648,097 per the Population Research Center at Portland State University and comprises an area of approximately 145 square miles in northwestern Oregon. Located astride the Willamette River at its confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for a metropolitan area of more than 2.5 million people (the Portland-Vancouver-Hillsboro Metropolitan Statistical Area includes the Oregon counties of Clackamas, Columbia, Multnomah, Washington, and Yamhill, as well as Clark and Skamania counties in Washington). Portland is the largest city in Oregon, the seat of Multnomah County, and the second largest city in the Pacific Northwest.



The Portland American Indian/Alaska Native community numbers over 50,000 and represents upwards of 380 Tribes from across the United States. The Portland Metro area rests on traditional village sites of the Multnomah, Wasco, Cowlitz, Kathlamet, Clackamas, Bands of Chinook, Tualatin Kalapuya, Molalla and many other Tribes who made their homes along the Columbia and Willamette Rivers. Today, people from these bands have become part of the Confederated Tribes of Grand Ronde, the Confederated Tribes of Siletz Indians, Confederated Tribes of Warm Springs, and the Cowlitz Nation.

Portland is home to national, regional, state, and local institutions that serve and employ American Indian/Alaska Native peoples. They include but are not limited to the Bureau of Indian Affairs, Bison Coffeehouse, Indian Health Service, National Indian Child Welfare Association, Native Arts & Culture Foundation, Affiliated Tribes of Northwest Indians, Northwest Native Chamber, Columbia River Intertribal Fish Commission, Oregon Health and Science University Northwest Native American Center of Excellence, Native American Rehabilitation Association, Northwest, and the Native American Youth and Family Center.

### Natural Areas

Portland is situated in the heart of a vast and diverse recreational area encompassing desert, marine, forest, and mountain environments. The city is a convenient point of departure for Pacific Ocean beaches to the west and the forested Cascade Mountains to the east.

Among the snow-capped peaks is 11,235-foot Mt. Hood, one of the world's most climbed mountains and home of the world-famous Timberline Lodge, only 60 miles from Portland. On a clear day, Mt. St. Helens, an active volcano, is visible to the north.

The Columbia River Gorge National Scenic Area is within 20 miles of downtown Portland. The gorge presents opportunities for swimming, hiking, boating, sailing, and camping, and is well-known for windsurfing.

The city, with one of the highest parks-per-capita ratios in the United States, prides itself on its many beautiful parks, forests, trails, and wetlands. These include the 40-Mile Loop (a trail circling the city that is now much more than 40 miles long); Forest Park which, at 5,000 acres, is the largest wilderness park in the United States; Tom McCall Waterfront Park, built on the site of a freeway dismantled in 1974; and Tryon Creek State Park.

### Visitor Opportunities

Known as the City of Roses, many tourist and business visitors are drawn to Portland's attractions. The Oregon Symphony and Portland Opera, the annual Rose Festival, art and historical museums, the Oregon Museum of Science and Industry (OMSI), the Western Forestry Center, the Classical Chinese and Japanese Gardens, the International Rose Test Garden, and the Oregon Zoo are some of Portland's cultural and recreational highlights.

*Nearby Cascade mountain peaks, the Columbia Gorge, and city parks provide abundant opportunities for lovers of the outdoors.*

Portland's professional sports teams include the NBA Trail Blazers, the Winterhawks hockey team, and two professional soccer teams, the Timbers and the Thorns. The city's main arena, the Moda Center, was opened in October 1995 as a private-public joint venture. The renovation of the city's Civic Stadium, now called Providence Park, brought the Timbers soccer team to Portland. The Timbers began to play as a Major League team in 2011, winning the MLS Cup in 2015. Thorns FC, Portland's professional women's soccer team, are the 2017 NWSL Champions.

## The Economy

*A diverse economy is key to Portland's future.*

### Overview

Portland's economy has diversified over the past decades. Steady growth in nontraditional sectors, such as electrical equipment manufacturing, instruments, and related products, has helped Portland's economy adapt to national and global trends. The city also boasts a thriving food and restaurant industry, consistently being named in lists of top American food cities.

Semiconductor manufacturers, such as Intel and Siltronic, have established major facilities in the region. Athletic companies Nike, Adidas, Under Armor; medical establishments Providence Health & Services, Kaiser Permanente, and Legacy; and retailers Safeway, Albertsons, and Fred Meyer are some of the other major nongovernment employers in the Portland metropolitan area. Major public employers include Oregon Health and Science University (OHSU) and Portland State University (PSU).

The COVID-19 pandemic had significant impacts on Portland's economic, particularly industries such as leisure and hospitality. The FY 2024-25 Adopted Budget expects continued growth as many of the short-term remnants of the pandemic continue to recede.

### Recent Trends

Prior to the COVID-19 crisis, the Portland area economy was well into the expansion that followed the Great Recession and led the state's economic recovery with most broad economic measures approaching cyclical highs. Prior to March 2020, unemployment in the Portland-Vancouver-Hillsboro metro area was around 3%. As of May 2024, unemployment in the region is reported at 4.1% according to the most recent data from the State of Oregon Department of Employment (<https://www.qualityinfo.org/portland-metro>). In terms of employment, the region has surpassed pre-pandemic highs.

### Shipping and Other Port Facilities

*The Port of Portland manages three working marine terminals, including Oregon's only deep-draft international container port, three airports, including the Portland International Airport, and five industrial parks.*

The Port of Portland manages three working marine terminals, including Oregon's only deep-draft international container port, three airports, including the Portland International Airport, and five industrial parks.

The Port's three working marine cargo terminals handle autos, grain, mineral, and other bulks. The Port ranks number one on the U.S. West Coast for auto exports. In a typical year, 2 to 4 million tons of grain are exported through the Port of Portland to feed other parts of the world.

Portland International Airport (PDX) is consistently ranked among travelers' favorite airports in the U.S. In August 2024 the Port will open its new mass timber main terminal. Behind this \$2 billion investment is a commitment to sustainability, shared prosperity, earthquake resilience and traveler wellbeing. The centerpiece is a nine acre mass timber roof that pays homage to the Pacific Northwest's rich natural beauty while also highlighting Oregon's growing wood innovation sector. The growth at PDX is being driven by a recovering economy and strong domestic demand and investment from Alaska Airlines, Spirit Airlines and Frontier Airlines. PDX now offers seasonal and year-round nonstop service to more than 75 markets, including 11 international destinations. Though traffic at PDX has not recovered to its pre-pandemic levels, there are strong year-over-year gains. In fact, summer travel at PDX (June, July and August 2024) is forecasted to increase by 14% compared to 2023, and summer seat capacity is up 10% year over year—meaning there are more seats available to meet demand.

The Port is the largest industrial landowner in the Portland metro area and the state. Within its 10,000 acres of property holdings, the Port oversees five industrial parks that offer traded-sector businesses expansion options and fast, efficient access to markets. These industrial parks include Rivergate Industrial District, Swan Island, and the Portland International Center.?

### **Citywide Economic Development and Redevelopment Activities**

*The City of Portland balances residential, commercial, and industrial uses in its development.*

The City's financial commitment to downtown and surrounding communities has resulted in one of the nation's most attractive cities for quality of life and healthy, urban living. Prosper Portland, formerly known as the Portland Development Commission, is an independent agency created in 1958 to serve as Portland's economic and urban development agency. The agency partners with the City to create economic growth and opportunity for Portland, supporting both neighborhood and traded sector economic development.

A summary of key activities is provided below.

- ◆ Interstate Corridor URA: 2000-2024. Interstate Corridor is Portland's largest urban renewal area. It includes a diverse collection of historic communities in north and northeast Portland comprising older residential neighborhoods interconnected by commercial corridors, with large-scale industrial centers. Activities include implementation of the North/Northeast Community Development Initiative Action Plan, which focuses on promoting property ownership and redevelopment, supporting business ownership and growth, investing in new and existing homeowners, advancing community livability projects, and catalyzing cultural-business hubs.
- ◆ Lents Town Center URA: 1998-2022. Priorities for investment in the Lents Town Center URA are based on the Five-Year Lents Action Plan. Prosper Portland and the Portland Housing Bureau are currently implementing Lents Town Center mixed-use projects associated with the plan including Oliver Station, 9101 Foster, Asian Health Services Center, and the Woody Guthrie housing project with future redevelopment planned at the Prosper Portland owned site at 92nd and Harold. Housing and business development, including an affordable housing project at SE 72nd and Foster, is focused along west Foster concurrent with street improvements on west Foster from SE 52nd east to the town center. Other infrastructure investments include support for the Leach Botanical Garden expansion.

- ◆ North Macadam URA: 1999-2025. With completion of the Central District, through projects like the greenway and SW Gibbs pedestrian bridge, current investments focus on leveraging major infrastructure projects, such as the Portland-Milwaukie Light Rail alignment and South Waterfront, and implementing a Development Agreement with Portland State University. New investment will support ongoing growth of the region's major educational institutions, PSU and OHSU, and infrastructure investments via a public-private partnership to spur redevelopment of the Zidell properties to house significant new job growth in the Central City.
- ◆ Central Eastside URA: 1986-2023. As Prosper Portland transitions Burnside Bridgehead redevelopment to the private sector, current investments focus on supporting the Central Eastside's ongoing growth as a high density job center for Portland's industrial businesses, entrepreneurs, and cluster industry firms. Projects include redevelopment of key sites adjacent to and along the new Portland-Milwaukie light rail alignment, such as at the ODOT blocks and new stations at OMSI and SE Clinton. Major infrastructure improvements (the Streetcar Loop and the Burnside/ Couch couplet) were recently completed and will further support future economic development efforts.

## Transportation and Land Use

Portland's transportation system connects people to the places they want to go. The City's system of roads, sidewalks, bike lanes, transit and trails get Portlanders from place to place easily, safely and sustainably. Portland's transportation system serves as a foundation for the high quality of life Portlanders enjoy.

### TriMet: Tri-County Metropolitan Transportation District

TriMet provides transit services to approximately 533 square miles of the metropolitan area, including Portland and other cities in Clackamas, Multnomah and Washington counties. TriMet operates 85 bus routes, a 60-mile light rail system, a 15-mile Westside Express Service (WES) Commuter Rail line, and has provided 1.0 million trips through LIF paratransit. The agency posts system performance data on their website at <https://trimet.org/about/performance.htm>.

### Portland Bureau of Transportation

As stewards of Portland's transportation system, the Portland Bureau of Transportation (PBOT) has three fundamental goals: deliver well-maintained transportation assets; protect Portlanders' safety through Vision Zero; and enhance the city by managing for growth. With these and other initiatives, PBOT works to ensure that the City's transportation system contributes to a prosperous economy, equitable neighborhoods and a healthy environment.

### Metro

*Metro is the country's only directly elected regional government.*

Under Oregon land use law, the Portland area is surrounded by an urban growth boundary. Metro manages the boundary and growth within it. Balancing growth with the maintenance of natural amenities is one of the region's major challenges. The public's desire for parks and natural areas was demonstrated through passage of a local option levy in the May 2013 special election, which was subsequently renewed in 2016 and again in 2022. The levy raises approximately \$19 million per

year to support habitat restoration, land management, regional park operations, community-led investments and education. In May 2020, voters in the greater Portland area approved a measure to raise an estimated at \$248 million per year for supportive housing services for people experiencing homelessness or at risk of experiencing homelessness.

## The Region and Its Environment

*Portland is one of the first cities in the country to have waterways listed under the Endangered Species Act.*

Portland works to maintain a high quality of life and a healthy environment. Under the Endangered Species Act, steelhead and salmon within Portland-area watersheds were listed as threatened species. In this context, the City must carefully balance environmental, recreational, and commercial concerns as the City develops both banks of the Willamette River through the River Plan.

As Portland endeavors to manage significant projected population growth and development over the next two decades, the City continues to manage and create new initiatives related to ambitious goals for reducing carbon emissions as part of the 1993 Climate Action Plan, and 2015 update. This includes the Home Energy Score Policy to promote energy efficiency in residences, the Deconstruction of Buildings Law to reduce waste from demolition of older dwelling structures, and the development of a Mandatory Business Food Scrap Collection policy to increase the recovery rate of solid waste.

On June 30, 2020, City Council adopted Resolution 37494, declaring a climate emergency, calling for immediate mobilization to restore a safe climate and to advance climate justice and climate action activities that are led by frontline communities. With this resolution, the City resolved to update its Renewable Energy Goal to meet 100% of the community's electric energy needs with renewable resources by 2030. In 2022, the City Council adopted a Climate Emergency Workplan that identifies priority actions.

## Post-Secondary Education

Oregon's urban research university, Portland State University (PSU), is recognized for excellence in sustainability and community engagement. Located in the heart of downtown Portland, PSU's motto is "Let Knowledge Serve the City." The school offers more than 200 degrees with opportunities to work with businesses, schools, and organizations on real-world projects. PSU has nine LEED certified buildings on campus and will be opening/renovating two more: the School of Business and the Viking Pavilion and Academic Center. PSU's 25-year plan includes expanding student residence halls and facilities to accommodate an anticipated enrollment of 50,000 students.

*Many fine schools dot the Portland landscape.*

The Portland area also hosts many other notable institutions, including public, private, and health-oriented schools. Portland, Mount Hood, and Clackamas community colleges provide excellent and affordable two-year programs for area residents. Private institutions like Lewis & Clark College, Reed College, and the University of Portland offer programs in diverse fields. Three health science institutions are found in Portland: Oregon Health Sciences University (OHSU), National College of Naturopathic Medicine, and Western States Chiropractic College.

These educational assets, in addition to the clean water and air, cultural diversity, architectural beauty, and the relative ease of getting around, make Portland a popular, livable city. Portland is consistently ranked as one of the best cities in the United States in which to live.

The graph below includes the most up-to-date population data from the U.S. Census Bureau's American Community Survey 5-year estimates.

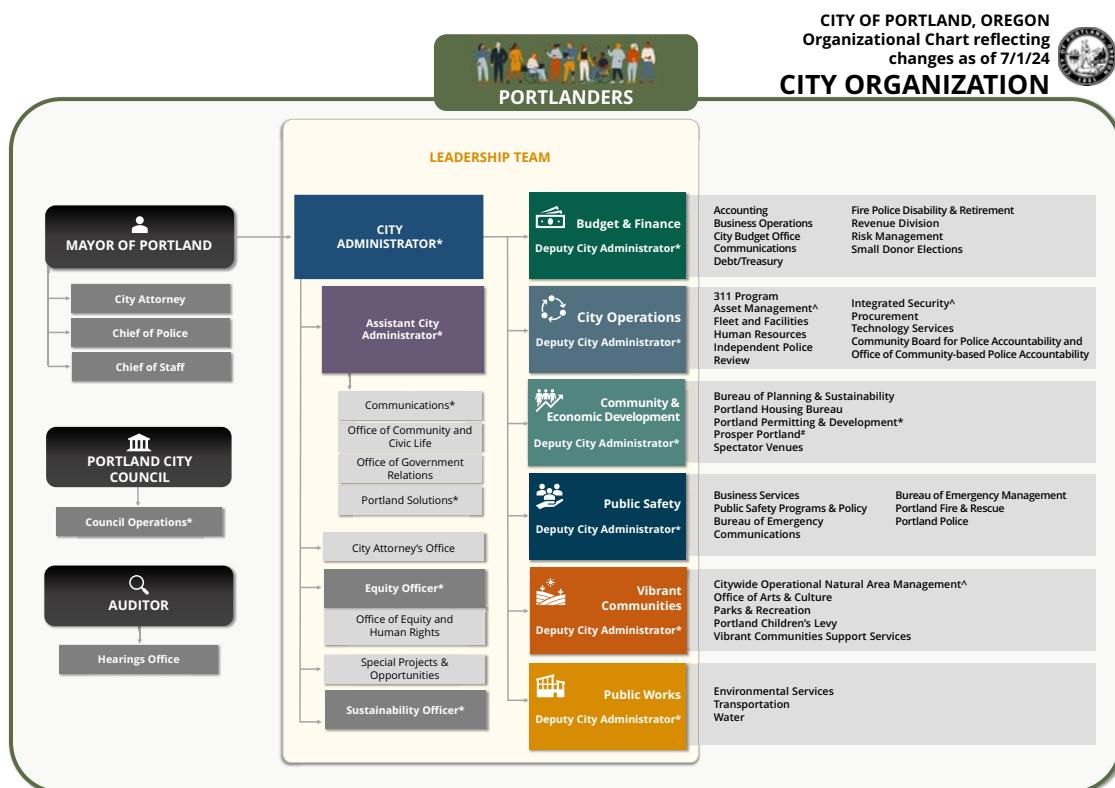
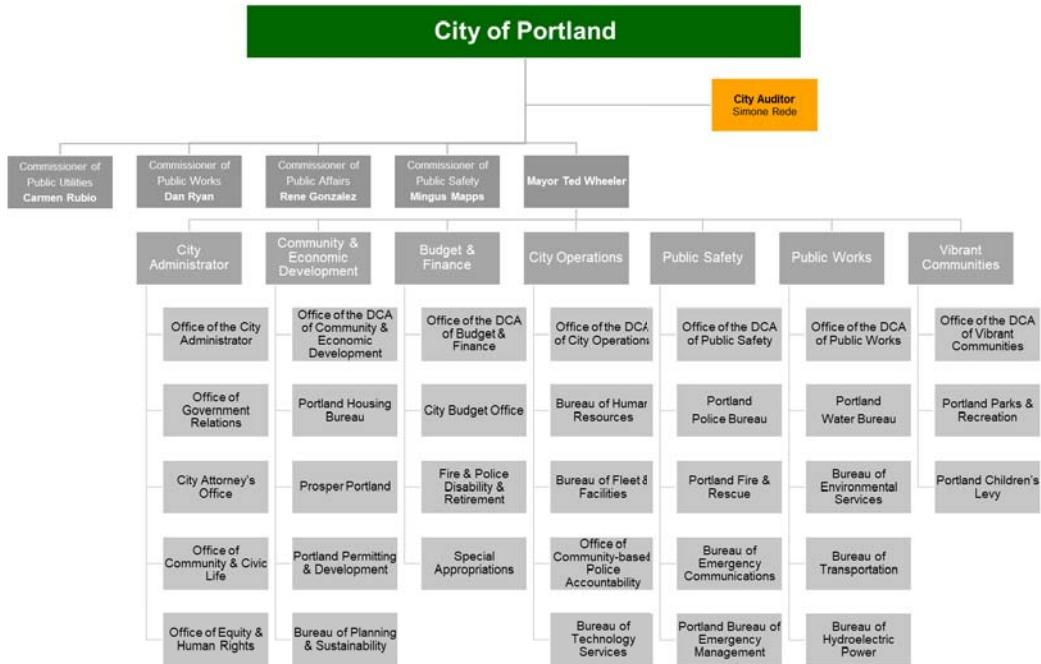
Figure 1: A Profile of Portland's Residents

		2018	2019	2020	2021	2022	Percent of Population	Percent Change Between 2022 & 2022
<b>General Characteristics</b>								
<b>City Population</b>		<b>639,387</b>	<b>645,291</b>	<b>650,380</b>	<b>647,176</b>	<b>646,101</b>	<b>100.0%</b>	<b>1.1%</b>
	Male	316,291	319,869	322,445	321,753	321,981	49.8%	1.8%
	Female	323,096	325,422	327,935	325,423	324,120	50.2%	0.3%
Age	Under 20 Years	128,306	127,800	126,581	124,774	121,989	18.9%	-4.9%
	20 to 34 Years	166,032	167,077	166,431	162,452	160,371	24.8%	-3.4%
	35 to 64 Years	266,325	267,914	271,566	273,632	273,425	42.3%	2.7%
	65 and over	78,724	82,500	85,802	86,318	90,316	14.0%	14.7%
<b>Race/Ethnic Distribution</b>								
One Race		<b>604,134</b>	<b>610,814</b>	<b>608,941</b>	<b>595,455</b>	<b>586,503</b>	<b>90.8%</b>	<b>-2.9%</b>
	White	492,964	499,301	489,876	477,569	465,878	72.1%	-5.5%
	Black or African American	36,801	37,456	38,275	36,420	37,986	5.9%	3.2%
	American Indian & Alaska Native	4,775	5,175	5,191	5,984	6,292	1.0%	31.8%
	Asian	51,543	52,754	56,275	55,194	54,516	8.4%	5.8%
	Native Hawaiian & other Pac. Is.	4,408	3,921	4,271	3,543	3,588	0.6%	-18.6%
	Some Other Race Alone	13,643	1,621	15,053	16,745	18,243	2.8%	33.7%
Two or more races		35,253	34,477	41,439	51,721	59,598	9.2%	69.1%
	Hispanic or Latino (of any race)	62,095	62,696	63,809	66,415	66,368	10.3%	6.9%
<b>Household Population</b>								
	Average household size	3.04	2.34	2.29	2.26	2.21		-27.3%
<b>Social Characteristics</b>								
Population 25 years and over		<b>471,866</b>	<b>478,991</b>	<b>486,812</b>	<b>486,100</b>	<b>487,190</b>	<b>100.0%</b>	<b>3.2%</b>
High school graduate or higher		434,938	442,754	452,217	453,297	454,854	93.3%	4.6%
Bachelor's degree or higher		231,385	241,617	248,171	252,405	256,001	51.9%	10.6%
Place of Birth	Native	550,717	558,210	563,093	562,580	564,449	86.9%	2.5%
	Foreign Born	88,670	87,081	87,287	84,596	81,652	13.1%	-7.9%
<b>Income and Benefits</b>								
Households								
	Less than \$10,000	19,009	18,048	17,571	16,248	13,456	5.8%	-29.2%
	\$10,000 to \$14,999	11,416	10,480	10,560	11,087	11,400	4.0%	-0.1%
	\$15,000 to \$24,999	21,404	19,426	18,758	17,589	16,191	6.3%	-24.4%
	\$25,000 to \$34,999	21,917	20,924	20,373	18,737	17,115	6.7%	-21.9%
	\$35,000 to \$49,999	29,512	28,014	28,592	27,184	26,355	9.7%	-10.7%
	\$50,000 to \$74,999	43,873	43,984	45,412	43,846	40,652	15.7%	-7.3%
	\$75,000 to \$99,999	33,953	35,000	34,980	35,207	35,417	12.6%	4.3%
	\$100,000 to \$149,999	42,503	45,418	46,900	48,949	51,601	17.5%	21.4%
	\$150,000 to \$199,999	18,336	21,212	23,725	26,623	29,675	9.5%	61.8%
	\$200,000 or More	22,505	26,212	30,271	34,327	42,034	12.3%	86.8%
<b>Housing in Portland</b>								
Total Occupied Housing Units		<b>264,428</b>	<b>268,718</b>	<b>277,142</b>	<b>279,797</b>	<b>283,896</b>	<b>100.0%</b>	<b>7.4%</b>
Owner-occupied housing units		140,318	143,452	147,175	149,345	151,284	53.4%	7.8%
Renter-occupied housing units		124,110	125,266	129,967	130,452	132,612	46.6%	6.9%

All data from the U.S. Census, American Community Survey 5-Year Estimates, updated June 2024

## City Overview

The below organization charts reflect the City's organization as we transition into a new form of government. The first organizational chart reflects the organization of the City under the commission form of government, which will officially end December 31<sup>st</sup>, 2024. The second organizational chart, provided by the City's transition team, displays the transitional government organization between July 1<sup>st</sup> and December 31<sup>st</sup>, 2024, as the City prepares for the new form of government and elected officials to take office January 1<sup>st</sup>, 2025.



**Key**

- \* New program/function
- # Reports to the Prosper Portland Commission
- ^ To be created, pending assessment

## Form of City Government

The City of Portland, incorporated in 1851, is a home rule charter city. The City Charter is the basic law under which the City operates and can be amended only by a vote of the people. In 1913, a modified commission form of government was created, which is rare in cities as large as Portland. The City operates under the provisions of the City Charter and City Code, which are consistent with the Oregon Constitution and state law (the Oregon Revised Statutes). Non-emergency ordinances are passed by a simple majority vote of three of the five Council members.

The Charter provides for five non-partisan Council members, called Commissioners, including the Mayor. They are elected at-large to four-year terms. The positions are full-time and salaried. The City Auditor is also elected and required by Charter to be professionally certified. The Auditor is not part of the Council and has no formal voting authority. A proposal to amend the City Charter was approved by Portland voters on May 16, 2017, which provides the Auditor's office administrative independence from City bureaus and offices. This amendment also added the City Ombudsman as an official responsibility of the Auditor.

*The Mayor and Commissioners act as legislators and administrators.*

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for both enacting and enforcing City laws, as well as administering bureaus under their supervision.

The Mayor is the formal representative of the City and is responsible for assigning each of the Commissioners responsibility for one of five areas: Finance Management and Administration, Public Affairs, Public Safety, Public Utilities, and Public Works. The Mayor also decides which bureaus the Commissioners will manage. The Mayor can change these assignments at any time. Traditionally, the Mayor has been the Commissioner of Finance Management and Administration.

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for both enacting and enforcing City laws, as well as administering bureaus under their supervision.

The Auditor provides oversight of the use of public resources, as well as receiving and maintaining all documents relating to the accounts and contracts of the City, including its debts, revenues, and financial affairs. The position is responsible for conducting financial and performance audits of City bureaus and their functions. In addition, the Auditor's Office serves as the Council Clerk, responsible for the processing and filing of all official Council actions.

## **Future Changes to Form of Government**

In November 2022, Portland voters approved three significant changes to the form of government in the City of Portland:

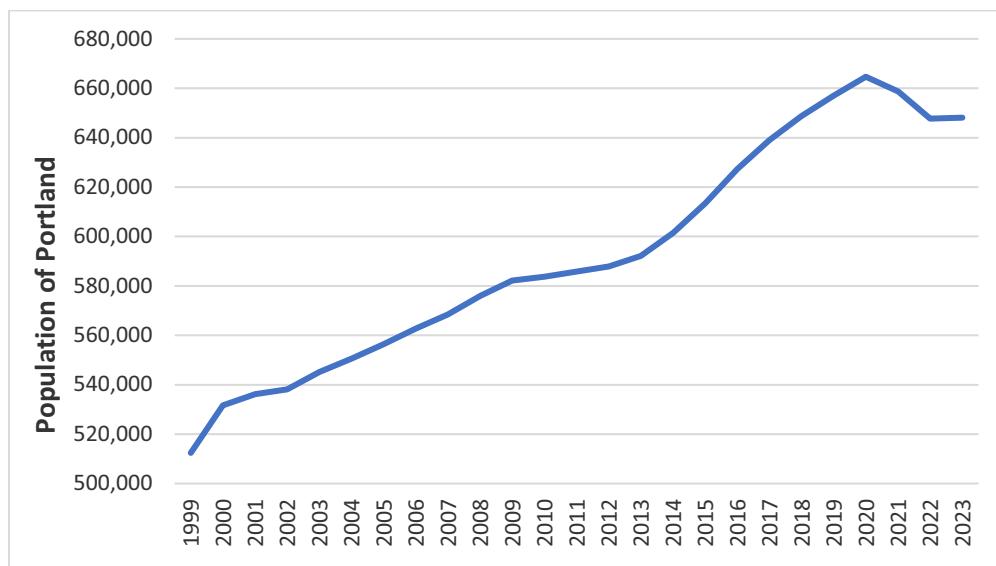
- ◆ Expand the Council from five elected at-large to 12 Council members with three members each representing one of four newly created districts. The Mayor and Auditor will be the only officials elected at-large.
- ◆ Implement ranked-choice voting and eliminate the use of a May primary.
- ◆ The City Council will focus on developing laws and policies, engaging constituents, and increasing community representation in decision-making. The Mayor will have executive authority over city business, collaborating with and delegating responsibilities to a City Administrator. The City Administrator will be appointed by the Mayor and approved by the Council.

In preparation for this transition, the Mayor appointed an interim City Administrator to begin overseeing City operations on July 1st, 2024. The election in November 2024 will decide who fills all 14 elected official positions, and the City's new charter will officially be in effect January 1st, 2025, halfway through the fiscal year.

## **Demographic & Economic Data**

### **Population**

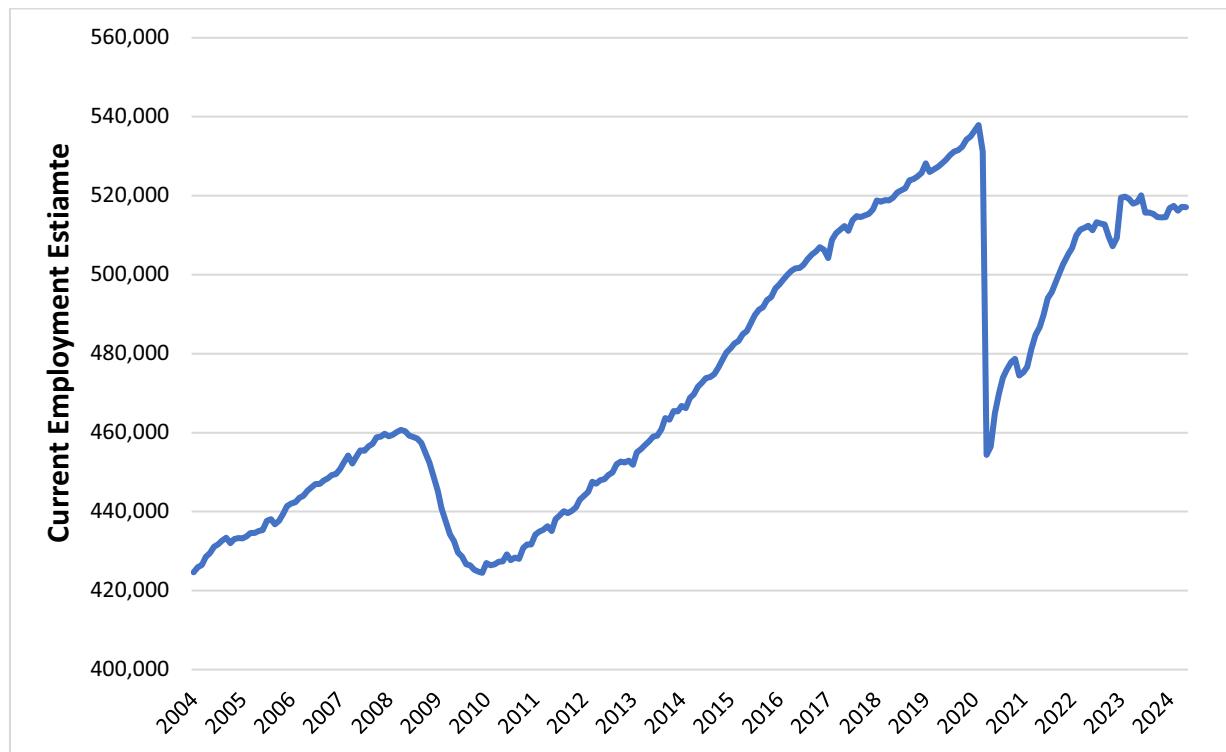
Portland is the 27th largest city in the United States. The city has experienced significant growth since 1999 but saw a surge in population as the economy recovered from the Great Recession. Rapid increases in population can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue, which may require cuts in expenditures.

**Figure 3: Portland's Population**

Source: Portland State University Population Research Center

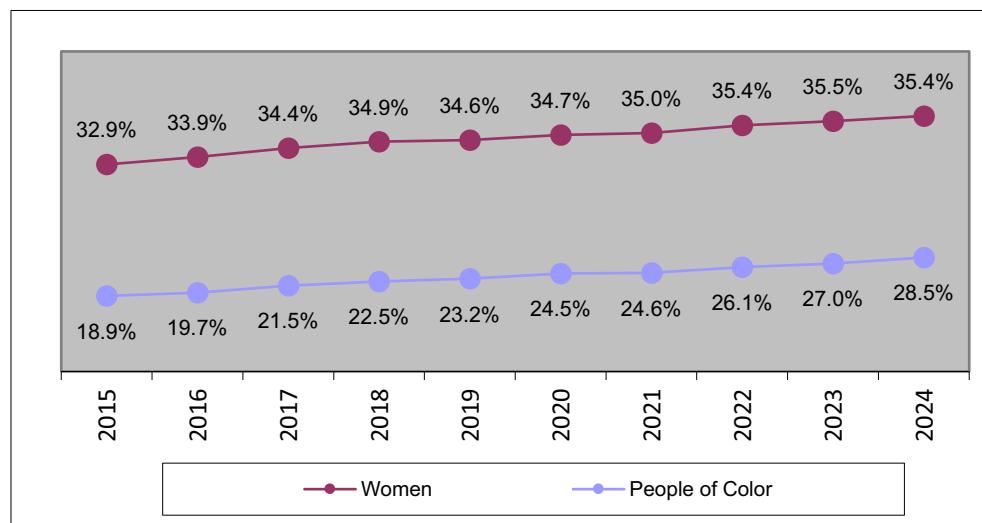
## Job Growth

After gaining almost 77,500 jobs during the 1990's (20.6% growth), Multnomah County lost nearly 32,000 during the 2000s, representing a 7% decline. In fact, the economic growth between 2003 and 2008 failed to return to the peak level of employment achieved in 2000. However, from 2010 to 2019 the County has experienced consistent job growth each year, with an average of more than 11,500 jobs added annually. The pandemic effectively ended this streak, and as of May 2024, total non-farm employment in the County is down 3.87% from the pre-pandemic highs.

**Figure 4: Multnomah County Employment****Workforce Diversity**

City Council has directed City bureaus to develop a workforce reflecting the diversity of Portland as a community. The Bureau of Human Resources maintains a demographics dashboard that allows users to explore data among a variety of dimensions (<https://www.portland.gov/bhr/about-bhr/open-data-analytics>).

The chart below highlights a few trends over the last ten years, showing a slight increase in the percentage of employees (excluding casual employees) who identify as women (2.6%) and a larger increase among employees who identify as people of color (9.6%). The number of employees who self-report as having a disability has increased over time, currently representing 10.5% of all employees based on self-reported data. This represents an increase over previously available data, as documented in the first-ever City of Portland Workforce Census in 2023. (<https://www.portland.gov/bhr/documents/2023-city-portland-workforce-census/download>). Efforts to increase workforce diversity include strategies identified in bureau Racial Equity Roadmaps, increasing support for the Diverse & Empowered Employees of Portland Program, and adding new staff for disability equity work.

**Figure 5: Citywide Workforce Diversity Snapshot**

**Data reflects point in time count recorded on January 1 of each year**



## **Citywide Performance**

## Performance overview

Performance management consists of the range of strategies that the City Budget Office coordinates citywide to ensure that the City's investments in programs and services are achieving their intended outcomes on behalf of Portlanders. Broadly, these approaches and strategies can be categorized as performance measurement, evaluation, and process improvement:

- ◆ Performance measurement involves establishing and monitoring key data points about programs and services based on strategic plans. The purpose is to track progress toward the City's goals and find opportunities to course correct.
- ◆ Evaluation involves determining if programs and services are more effective than alternatives, and if there are causal relationships between the programs and services and their intended outcomes. The purpose is to gauge the outcomes of the City's investments on Portland and Portlanders.
- ◆ Process improvement involves assessing and adjusting business processes so that they can be completed more reliably, more accurately, and faster. The purpose is to make work easier for employees and programs and services better for Portlanders.

Performance measurement, process improvement, and evaluation are interrelated and contribute to a "continuum of evidence" for the City's investments in programs and services. These approaches and strategies can be applied simultaneously, and lessons learned from one can inform another.

This work complements other citywide efforts, such as the Results-Based Accountability work done by the Office of Equity and Human Rights and the data management work done by the Bureau of Planning and Sustainability's Smart Cities team, to move toward more data-informed, equity-centered decision making.

In FY 2024-25, CBO's performance management work will support the City's charter transition process. This includes support of the strategic planning process and discussion of intended outcomes, which will also form the foundation for the City's move toward outcomes-driven budgeting in which data are used to inform budget priorities, proposals, and decision-making. This work also will set the stage for performance measures and ongoing process improvements for the service area groupings under the new form of government.

### Performance in the City Budget

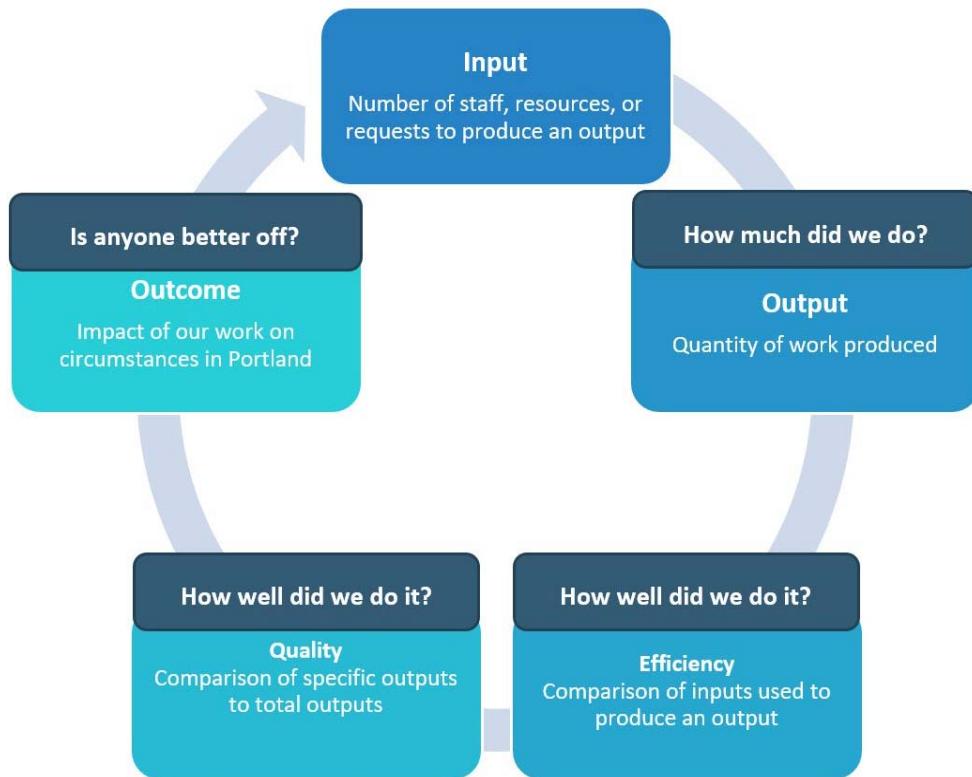
Performance data for the City's programs and services are included in tables throughout the Adopted Budget document. This information is in the Bureau Summary for all bureaus except Special Appropriations, Council Offices, and the Auditor's Office in Volume 1. Performance measures related to specific City programs are noted in the "Program Description and Goals" section of each program offer in Volume 3.

For each measure, the City reports on several years of information as well as strategic targets and, in some cases, annual targets. Strategic targets represent the bureau's long-term level of service goal for the measure, as informed by City administrative code, City or bureau strategic plan, or other policy documents. Annual targets, which bureaus may set for measures where helpful, reflect what the bureau reasonably expects to accomplish with the resources approved in the Adopted Budget.

The City reports on several types of performance measures, which are shown in the logic model on the next page. This logic model is a representation of the way we expect a program or service to work: it explains how we intend to use our resources to reach a desired outcome.

Our logic model is circular to highlight the iterative nature of performance management: we should constantly be reassessing our approaches (i.e. our inputs and outputs) as we are learning if we are achieving our intended results (i.e. getting efficiency, quality, or outcome data).

For additional information on the Citywide performance management work and to view currently available performance resources, please see the City Budget Office website at <https://www.portland.gov/cbo/performance>.



# Budget Overview

## A Guide to the Budget Overview

The City of Portland (the City) budget document for FY 2024-25 serves as a fiscal, programmatic, and policy information guide. The document is organized to provide Citywide information at levels of increasing detail.

Within the budget document, the City's budget decisions and financial information are presented from a variety of perspectives. There is special emphasis on the General Fund as it contains the discretionary resources available to the City, resources that can be allocated to any City program. Summary financial tables are located in the Financial Summaries section of this document.

## Strategic Goals and Strategies

### Council Vision, Mission, Values, and Goals

#### Vision

We aspire to be a beautiful, safe, and clean city of choice for ourselves and future generations—a city with a healthy and sustainable economy, strong businesses, vital neighborhoods, a diverse population, excellent schools, a vibrant downtown, an honest government that is open and participatory, extensive recreational and cultural opportunities, a healthy environment, and sufficient housing stock to meet our needs.

#### Mission

The City of Portland is a responsive and accessible local government that strives to continually identify and seize opportunities to improve the quality of life in our community. We work to support civic excellence and effective, responsive community and intergovernmental partnerships.

We provide urban services to meet the public health and safety, transportation, environmental, recreational, planning, and neighborhood livability needs of our residents and visitors. We are responsible for providing clean and safe drinking water and for the maintenance of the City's water system. We are responsible stewards of our City's fiscal health and resources. We utilize a diverse, skilled, and dedicated workforce to provide seamless service to our community members and visitors. We strive for excellence in all we do.

#### Values

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

- ◆ Anti-Racism: The City of Portland is committed to being an anti-racist institution. Addressing issues concerning anti-Blackness and anti-Indigenousness are a priority for the workforce and city. Actions to dismantle institutional and systemic racism are the responsibility of every employee and resident. Racism, discrimination, and bias are not tolerated within the workplace or our communities. Oppression, violence, and hate speech towards Black people, Indigenous people, and people of color are condemned by the City of Portland.

- ◆ **Equity:** The intersectional identities and lived experiences of our workforce and our residents are valued. We acknowledge Oregon's history of exclusion and are dedicated to building trust through reconciliation and restorative justice. Solidarity and the preservation of diverse communities and their cultures enhances the livability and vibrancy of our beautiful city. Equity, access, and the removal of institutional and systemic barriers to resources and opportunities is essential in diversifying our workforce and the public good. We lead people, cultivate change, and develop a culture of innovation, inclusion, and inspiration to strengthen our city and communities. The sense of belonging, ownership, support, and safety are vital for a diverse, equitable, and inclusive city and workforce.
- ◆ **Transparency:** Transparency is essential to upholding the principles of democracy and reimagining political processes occurs through accountability. Portland, Oregon is the first city in the United States to adopt an Open Data policy and leads the nation in developing a culture of information sharing. Trust is established and maintained through integrity and inclusion.
- ◆ **Communication:** Communication serves as a catalyst for transformative change and knowledge sharing will impact our workplace and communities. The art of storytelling and narratives can promote a culture of inclusion and the power of our collective voice will unify our city.
- ◆ **Collaboration:** Our belief that we are Better Together promotes collaboration and the cocreation of knowledge. The nexus of politics and public service will connect our workforce and communities. Civic engagement and collective action will empower our employees and residents. Institutional knowledge and awareness are gained through inclusive outreach and public engagement. All behaviors, actions, decisions, and systems shall reflect a culture of accountability and commitment to the City's core values.
- ◆ **Fiscal Responsibility:** The City of Portland is dedicated to being fiscally accountable to the public. Fiscal resiliency, climate action, equity, and the needs of our most vulnerable populations will be the focus of every budget decision. Community values, addressing inequities, and transparent budgetary decisions are essential to developing trust. Rethinking budget processes will ensure the economic sustainability of our city.

## Goals

The City of Portland has for many years subscribed to and worked towards the following strategic goals. The City will be updating and aligning these goals with updated values per Resolution 37492.

### *Ensure a safe and peaceful community*

- ◆ Protect life
- ◆ Preserve property
- ◆ Promote community responsibility, commitment, and preparedness

### *Promote economic vitality and opportunity*

- ◆ Support quality education
- ◆ Provide high quality, reasonably priced public utility services
- ◆ Create an attractive location for businesses and jobs

***Improve the quality of life in neighborhoods***

- ◆ Ensure growth and development are well managed
- ◆ Provide access to transportation and recreation services
- ◆ Provide affordable housing and reduce neighborhood nuisances

***Protect and enhance the natural and built environment***

- ◆ Protect the city's land, water, air, and open spaces
- ◆ Provide safe drinking and waste water services
- ◆ Protect endangered species

***Operate and maintain an effective and safe transportation system***

- ◆ Provide multi-modal transportation choices
- ◆ Maintain and improve street conditions
- ◆ Support economic development and neighborhood livability

***Deliver efficient, effective, and accountable municipal services***

- ◆ Deliver responsive, competitive government services
- ◆ Maintain healthy City financial condition
- ◆ Manage government to achieve goals

## Budget Summary

### Total City Budget

The total City budget increased by \$869.39 million from the FY 2023-24 Revised Budget.

#### Total City Budget

State of Oregon Local Budget Law requires the City to report its total legal budget. This is defined to include total operating costs and the internal transactions between funds. The total Adopted Budget for FY 2024-25 is \$8.28 billion, which reflects a \$869.39 million (11.7%) increase from the FY 2023-24 Revised Budget.

#### Total Net Budget

Although state budget law requires that all expenditures within and between funds are documented in the legal budget, this overstates actual expenditures for programs because it double counts internal transactions (internal materials and services and fund-level cash transfers). Such transactions occur between City funds, when one City agency provides services to another. Because this technically inflates the budget, the City usually references a net budget. After eliminating the intracity transfers, the City's net Adopted Budget in FY 2024-25 is \$6.41 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures.

**Figure 6: Requirements by Major Object Category**

<b>Major Object Category</b>	<b>Revised FY 2023-24</b>	<b>Adopted FY 2024-25</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Personnel Services	\$ 1,235,115,667	\$ 1,280,864,055	\$ 45,748,388	3.7%
External Materials & Services	1,743,467,072	1,560,384,494	(183,082,578)	-10.5%
Internal Materials & Services	385,819,405	397,362,050	11,542,645	3.0%
Capital Outlay	598,616,818	934,224,085	335,607,267	56.1%
<b>Total City Bureau Expenses</b>	<b>3,963,018,962</b>	<b>4,172,834,684</b>	<b>209,815,722</b>	<b>5.3%</b>
Contingency	1,634,410,417	1,956,605,907	322,195,490	19.7%
Ending Fund Balance	130,302,215	236,451,170	106,148,955	81.5%
Debt Service	479,134,805	442,371,663	(36,763,142)	-7.7%
Cash Transfers	1,205,664,106	1,473,663,094	267,998,988	22.2%
<b>Total City Budget</b>	<b>7,412,530,505</b>	<b>8,281,926,518</b>	<b>869,396,013</b>	<b>11.7%</b>
Less Intracity Transfers	(1,591,483,511)	(1,871,025,144)	(279,541,633)	17.6%
<b>Total Net City Expenses</b>	<b>\$ 5,821,046,994</b>	<b>\$ 6,410,901,374</b>	<b>\$ 589,854,380</b>	<b>10.1%</b>

**Figure 7: Resources by Major Object Category**

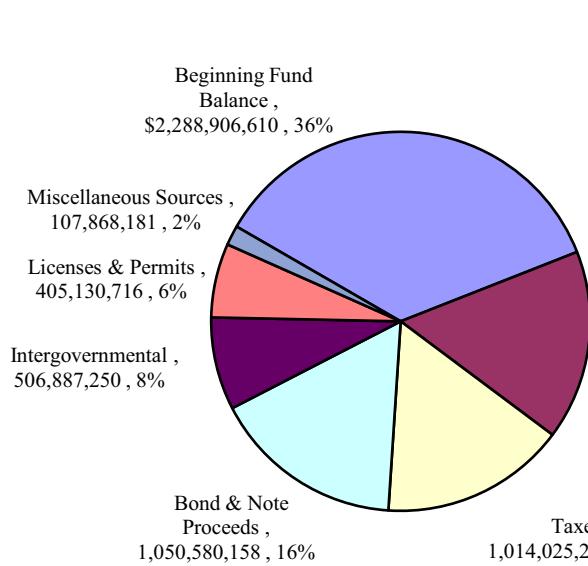
<b>Major Object Category</b>	<b>Revised FY 2023-24</b>	<b>Adopted FY 2024-25</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Beginning Fund Balance	\$ 2,463,963,558	\$ 2,288,906,610	\$ (175,056,948)	-7.1%
Taxes	897,182,000	1,014,025,254	116,843,254	13.0%
Licenses & Permits	354,218,439	405,130,716	50,912,277	14.4%
Service Charges & Fees	998,609,439	1,037,470,150	38,860,711	3.9%
Intergovernmental	545,149,163	506,887,250	(38,261,913)	-7.0%
Miscellaneous Sources	77,667,908	107,868,181	30,200,273	38.9%
Bond & Note Proceeds	462,013,470	1,050,580,158	588,566,688	127.4%
Intracity Transfers	1,591,483,511	1,870,855,593	279,372,082	17.6%
<b>Total City Budget</b>	<b>7,390,287,488</b>	<b>8,281,723,912</b>	<b>891,436,424</b>	<b>12.1%</b>
Less Intracity Transfers	(1,591,483,511)	(1,870,855,593)	(279,372,082)	17.6%
<b>Total Net City Budget</b>	<b>\$ 5,798,803,977</b>	<b>\$ 6,410,868,319</b>	<b>\$ 612,064,342</b>	<b>10.6%</b>

## Major Resources

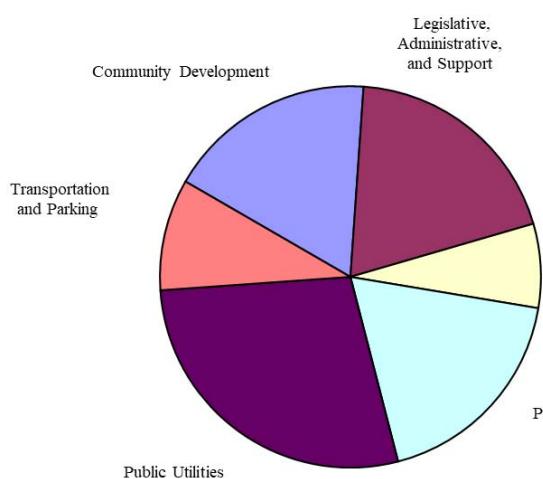
The largest resource categories in the net City budget are beginning fund balance, taxes, bond and note proceeds, and service charges and fees.

- ◆ Beginning Fund Balance is decreasing by \$175.06 million (-7.1%)
- ◆ Tax revenues are increasing by \$116.84 million (13.0%)
- ◆ Bond and note proceeds are increasing by \$588.566 million (127.4%)
- ◆ Service charges and fees are increasing by \$38.86 million (3.9%)

**Figure 8: City Net Budget-Resources**



Resource	Budget	Percent
Beginning Fund Balance	\$ 2,288,906,610	35.7%
Service Charges & Fees	1,037,470,150	16.2%
Taxes	1,014,025,254	15.8%
Bond & Note Proceeds	1,050,580,158	16.4%
Intergovernmental	506,887,250	7.9%
Licenses & Permits	405,130,716	6.3%
Miscellaneous Sources	107,868,181	1.7%
Total Net Budget	\$ 6,410,868,319	100.0%

**Figure 9: Total City Bureau Expenses – Requirements by Service Area**

**General Fund Budget** General Fund resources are categorized as either discretionary or nondiscretionary. Discretionary resources are those the City Council can allocate to programs and services in any area. In other words, these resources have few restrictions on how they can be allocated. General Fund discretionary resources are typically used to support such basic City services as police, fire, and parks.

Discretionary resources total \$733 million and include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, miscellaneous revenues, and cash transfers into the General Fund. Nondiscretionary resources include interagency revenues, service charges, permits and fees, and other revenues specifically dedicated to a particular purpose.

All General Fund resources are also categorized as either one-time or ongoing. An example of a one-time resource is an increase in beginning fund balance. While available in the specific year, it is not a resource that can be relied on in future years. An example of an ongoing resource is an increase in property tax revenues that would be sustained over time. The City budget uses a combination of one-time and ongoing resources to fund programs and services. City financial policies state that one-time resources may not be used to fund ongoing expenses.

## Recreational Cannabis Fund Budget

### History

Per the voter-approved ballot measure 26-180, recreational cannabis tax revenues can be broadly allocated to support public safety, drug and alcohol treatment, support for neighborhood small businesses, and support communities disproportionately impacted by cannabis prohibition.

Allocations to the Portland Bureau of Transportation (Vision Zero) and the Police Bureau (DUII training and Vision Zero) in FY 2017-18 comprised the majority of spending in the initial year of recreational cannabis tax revenues. In addition, recreational cannabis resources have funded community and small business grants through the Office of Community and Civic Life and Prosper Portland, as well as support activities in the Housing Bureau. Council has since eliminated funding to the Police Bureau, and bolster spending on social equity grants through the Office of Civic Life and to direct resources to a participatory budgeting process with Reimagine Oregon.

In 2019, the City Budget Office assumed management of the Recreational Cannabis Tax Fund. The Fund is managed similarly to the General Fund in that a five-year forecast will be used to determine the amount of ongoing versus one-time resources are available for the budget year. This should limit large fluctuations and allow for longer-range planning for those programs funded by this tax. In addition, per directive from City Council in an Adopted FY 2023-24 Budget Note, the CBO will develop a reserve policy as the resource supporting ongoing programs will fluctuate and adequate reserves ensure continuity of services.

### **Forecast**

As forecasted, Recreational Cannabis Tax (RCT) revenues have declined since their pandemic high. The City Budget Office has been directed to develop an operating reserve target for this fund to help account for market volatility and ensure sufficient support for ongoing programs. FY 2023-24 included postponed expenditures and FY 2024-25 includes 22% reductions for bureaus receiving this resource to reflect declining revenues.

### **FY 2024-25 Allocations for Ongoing Programs**

#### **Prosper Portland**

Inclusive Business Resource Network: \$1,293,894

SEED Initiative Grants: \$600,000

Reimagine Oregon: \$2,673,761

#### **Portland Bureau of Transportation**

Vision Zero: \$1,388,318

#### **Portland Housing Bureau**

Drug & Alcohol Treatment Support: \$263,441

#### **Public Safety**

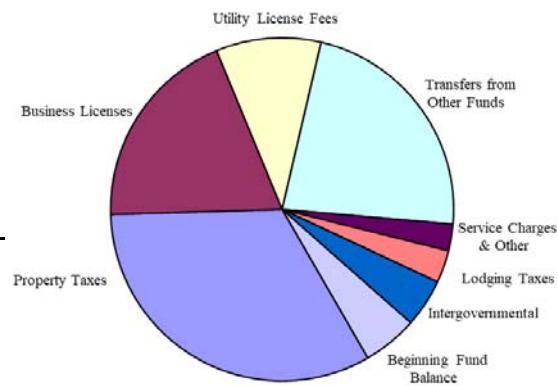
Portland Street Response: \$564,790

#### **Fund and Debt Management**

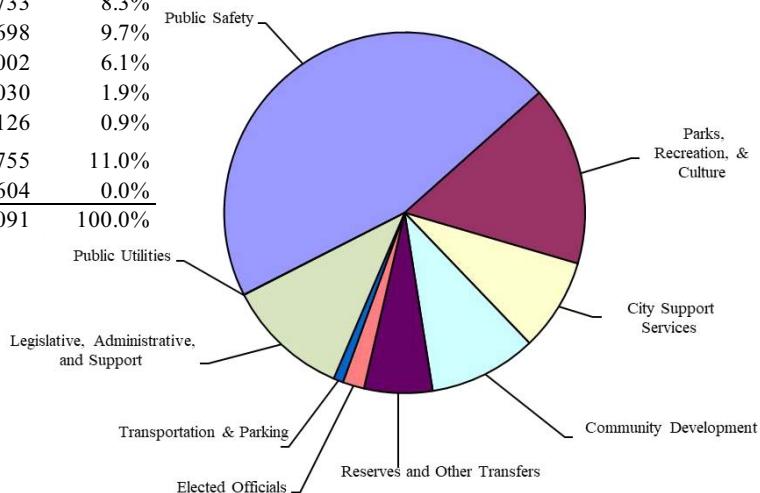
Administrative Support: \$418,340

**Figure 10: General Fund – Resources by Major Category**

<b>Resource</b>	<b>Budget</b>	<b>Percent</b>
Property Taxes	\$ 352,238,431	32.9%
Business Licenses	206,000,000	19.2%
Utility License Fees	106,064,248	9.9%
Transfers from Other Funds	243,418,458	22.7%
Service Charges & Other	26,926,917	2.5%
Lodging Taxes	32,840,000	3.1%
Intergovernmental	48,735,043	4.5%
Beginning Fund Balance	55,334,994	5.2%
Total General Fund Budget	\$ 1,071,558,091	100.0%

**Figure 11: General Fund – Requirements by Major Category**

<b>Service Area</b>	<b>Budget</b>	<b>Percent</b>
Public Safety	491,933,494	45.9%
Parks, Recreation, & Culture	172,952,649	16.1%
City Support Services	88,902,733	8.3%
Community Development	103,553,698	9.7%
Reserves and Other Transfers	65,588,002	6.1%
Elected Officials	20,687,030	1.9%
Transportation & Parking	9,424,126	0.9%
Legislative, Administrative, and Support	118,307,755	11.0%
Public Utilities	208,604	0.0%
Total General Fund Budget	\$ 1,071,558,091	100.0%



## Addressing the Financial Challenges

Since FY 2019-20, the City of Portland has invested substantial one-time only funding into priorities surrounding the city's recovery from the COVID-19 pandemic. Much of this funding was Federal relief funds through the American Rescue Plan Act (ARPA) legislation. One-time ARPA funds will expire in FY 2024-25. Additionally, in the prior two fiscal years there have been significant one-time resources as Business License Taxes exceeded forecasts. These one-time funds in some cases support staff positions or operations that City Council will need to prioritize against other needs in the upcoming budget process. The City's General Fund forecast currently shows no available ongoing above what has been committed.

The economic impacts of the COVID-19 pandemic continue to impact City finances, most notably in the Bureau of Transportation (PBOT), the Bureau of Development Services, and Portland Parks & Recreation. The reduction in gas tax, parking fees, development fees and permits, and recreation user fees have resulted in additional expense reduction measures for these bureaus.

The City's Charter Transition presented challenges for the FY 2024-25 budget, as the City Council identified a new organizational structure with costs related to staffing and building facilities for an expanded City Council and a new leadership structure in the executive branch.

A bright spot in the City's budget was in the Portland Clean Energy and Community Benefits Fund (PCEF), which collected higher than anticipated revenues.

## Capital Improvement Plan

### Overview

The FY 2024-25 Adopted Capital Improvement Plan (CIP) budget totals \$1.22 billion, not including Prosper Portland. The Citywide CIP for FY 2024-25 through FY 2028-29 is projected to be \$4.21 billion.

### FY 2024-25 Major Project Summary by Service Area

#### Budget & Finance

- ◆ Revenue ..... \$2,062,465
- ◆ Risk Management ..... \$210,000

#### City Operations

- ◆ CityFleet ..... \$162,205,844
- ◆ Facilities ..... \$20,625,281

#### Public Safety

- ◆ Apparatus ..... \$4,500,000
- ◆ Facilities ..... \$1,024,000

**Vibrant Communities**

- ◆ Growth Program..... \$38,465,276
- ◆ Major Maintenance Program ..... \$11,349,042

**Public Works**

- ◆ Bull Run Filtration ..... \$262,410,000
- ◆ Bull Run Pipelines ..... \$124,310,000
- ◆ Advanced Metering Infrastructure ..... \$1,000,000
- ◆ CWBT Secondary Treatment Expansion. .... \$130,214,934

**Dollars for Art**

City Code requires that eligible capital projects dedicate a portion of the construction costs to the acquisition of public art, and that the City include the monetary contribution to the Regional Arts & Culture Council (RACC) for public art in the capital budget. The following chart summarizes the total contribution to RACC from eligible capital projects.

**Figure 12: Dedicated Dollars for Art by Capital Project**

<b>Responsible Bureau</b>	<b>Project Name</b>	<b>\$ for Art</b>
Bureau of Fleet and Facilities	CityFleet Kerby Garage Relocation Project	\$893,677
	Facilities Charter Reform Projects	\$92,347
	Portland Building Reconstruction Project	\$1,740,523
<b>Bureau of Fleet and Facilities Subtotal</b>		<b>\$2,726,547</b>
<hr/>		
<b>Responsible Bureau Name</b>	<b>Project Name</b>	<b>\$ for Art</b>
Office of Transportation	Foster Rd & 111th: Crossing & Signal, SE	\$12,900
	Glisan St East of 122nd Ave, NE	\$3,740
	<b>Office of Transportation Subtotal</b>	<b>\$16,640</b>
<hr/>		
<b>Responsible Bureau Name</b>	<b>Project Name</b>	<b>\$ for Art</b>
Portland Parks & Recreation	Berrydale Park Skatepark	\$10,890
	Columbia Blvd Crossing	\$38,204
	Columbia Children's Arboretum	\$46,033
	Conway Property Development	\$65,700
	Enhance Dawson Park Historical Elements	\$1,839
	Errol Heights Park Development	\$118,706
	Farragut Playground Improvements	\$25,470
	Gateway Green Development	\$40,000
	Kenilworth Park Splash Pad	\$1,224
	Mill Park Development Phase I & II	\$47,288
	Mt Tabor Yard Maintenance Facility	\$107,648
	O'bryant Square Rebuild	\$10,149
	Parklane Park Development	\$308,416
	Red Electric Trail - Alpenrose Segment	\$8,707
	Rose City Golf Trails	\$38,204
	Washington Park: Zoo Entries and Parking Lot	\$73,980
	Wilkes Headwaters	\$38,204
	Will Grnwy: KelleyPt	\$15,663
<b>Portland Parks &amp; Recreation Subtotal</b>		<b>\$996,325</b>
<b>Citywide Total Dollars for Art</b>		<b>\$3,739,512</b>

## Budget Process

<b>Local Budget Law</b>	<p>Local government budgeting in Oregon is governed by Local Budget Law, Chapter 294 of the Oregon Revised Statutes. The law has two major objectives:</p> <ul style="list-style-type: none"><li>◆ Provide standard procedures for preparing, presenting, and administering local budgets</li><li>◆ Ensure citizen involvement in the preparation of the budget</li></ul> <p>Budgeting in Oregon is an effort shared by residents and elected and appointed officials. Residents involved in the budget process work to ensure the services they require and want are adequately funded. City officials are responsible for building a budget that reflects the public interest and is structurally correct.</p> <p>The Tax Supervising and Conservation Commission (TSCC), a five-member citizen board appointed by the Governor, reviews the budgets of all governmental jurisdictions in Multnomah County. The TSCC, together with the State Department of Revenue, is responsible for ensuring the City budget complies with Local Budget Law.</p>
<b>Budget Officer and Budget Committee</b>	<p>To give the public ample opportunity to participate in the budget process, Local Budget Law requires that a Budget Officer be appointed and a Budget Committee formed. The Budget Officer prepares the Proposed Budget under direction of the Mayor. The Budget Committee then reviews and revises the Proposed Budget before it is formally adopted by the governing body. For the City, the Budget Officer is the City Budget Director, and the Budget Committee consists of the members of the City Council.</p> <p>Notices are published, budgets are made available for public review, and opportunities for public comment are provided. Opportunities for public comment were offered online via two digital community listening sessions and a public hearing on the Mayor's Proposed Budget. These actions encourage public participation in the budget decision making process and give public exposure to budgeted programs and fiscal policies prior to adoption.</p>
<b>Preparing the Proposed Budget</b>	<p>Bureaus prepare Requested Budgets in accordance with direction given by the Mayor. These are submitted to the City Budget Office, which then analyzes the requests and provides recommendations to the Mayor and Council. Acting as the Budget Officer, the Budget Director is responsible for overseeing the preparation of the Mayor's Proposed Budget for presentation to the City Council, sitting as the Budget Committee. The Proposed Budget is the culmination of an extensive process of budget development, analysis, and revision.</p>
<b>Public Involvement Process</b>	<p>The City engages in a proactive public outreach effort as part of the budget process. Each bureau is expected to have a Budget Advisory Committee (BAC) that includes management, labor, customers, and internal and external experts. These committees reviewed the bureaus' draft budget requests, and provided input on proposed decision packages.</p>

The City convened three virtual public town halls open for public comment in April, and one public hearing on the Mayor's Proposed Budget on May 9, 2024. Public testimony was received during the Budget Committee Hearing for the Approved Budget on May 15, 2024; at the Tax Supervising Conservation Commission on June 11, 2024; and during the Adopted Budget on June 12, 2024.

**Budget Web Site**

The City maintains a community budget web page: [www.portland.gov/cbo](http://www.portland.gov/cbo). The site contains bureaus' Requested Budgets, the Mayor's Proposed Budget, an interactive budget dashboard, financial analyses of the requests, current and historical budget documents, and other financial reports.

**Portland Utility Board (PUB)**

On June 10, 2015, City Council adopted Ordinance 187174 creating a Portland Utility Board (PUB). The PUB is an appointed body of 11 community members who advise the City Council on financial plans, capital improvements, annual budget development, and rate setting for the City's water, sewer, and stormwater services.

**Direct Public Testimony**

Community members may directly contact the Mayor and Commissioners with input for the budget. In addition to participating in the budget advisory committees, the PUB, and community budget forums described above, community members also have several opportunities to personally testify on bureau budget requests:

**Annual Budget Hearings**—The City Council, sitting as the Budget Committee, holds one or more public hearings before the budget is approved. The public may testify on any budget topic during these hearings or submit testimony via email.

**Tax Supervising and Conservation Commission Hearing**—Public testimony is taken during the TSCC hearing on the City's Approved Budget.

**Adopted Budget Hearing**—Testimony is taken at the City Council session for the final adoption of the budget.

The City is making every effort to incorporate accessible public testimony into virtual meetings and has begun holding hybrid meetings where the public may appear virtually, or may appear in person to give testimony.

**Approving the Budget**

In accordance with Local Budget Law, the City Council will convene as the Budget Committee to consider the Proposed Budget. Announcements advertising the Budget Committee meetings are printed in local newspapers. The public is encouraged to attend and provide testimony on the Proposed Budget. The timing and frequency of the public notices are governed by Local Budget Law.

The Budget Committee meets to accomplish four actions:

- ◆ Receive the budget message and budget document
- ◆ Hear and consider public testimony
- ◆ Review and approve a balanced budget
- ◆ Approve the rate for property taxes

The Budget Officer may provide a copy of the Proposed Budget to each member of the Budget Committee at any time prior to the first Budget Committee meeting. The budget becomes a public record at this point.

At the first Budget Committee meeting, the Mayor delivers the budget message, explaining the Proposed Budget and significant changes in the City's financial position. After the initial meeting, the Budget Committee may meet as many times as needed to revise and approve the budget.

The City Budget Office summarizes the changes from the Mayor's Proposed Budget to the Approved Budget. This information and copies of the Proposed Budget are sent to TSCC for review and analysis.

### **Tax Supervising & Conservation Commission Hearing**

TSCC is responsible for reviewing, holding hearings, and producing a report on the budgets of every jurisdiction in Multnomah County. They hold a required public hearing, with Council in attendance, on the Approved Budget. The outcome of this hearing is a letter certifying that the budget is in compliance with Local Budget Law. The letter may contain recommendations and/or objections. The City is responsible for addressing any objections or recommendations.

### **Adopting the Budget**

City Council votes to officially adopt the budget before the start of the new fiscal year on July 1st. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include technical adjustments and carryover amendments.

### **Amending the Budget**

Changes after budget adoption are completed through the budget monitoring process (BMP), which also includes a supplemental budget. During the BMP, bureaus can request to transfer appropriation. In supplemental budgets, bureaus may ask to increase appropriation. The BMP and supplemental budgets provide Council the opportunity to change the budget three times a year.

## Budget Calendar FY 2024-25 Budget Process

Council work sessions on requested budgets	February 1-28, 2024	
Service areas submit requested budgets	February 16, 2024	
Utility rate review – first reading and hearing	March 6, 2024	3:30 pm – 5:00 pm
Utility rate review – second reading	March 13, 2024	
City Budget Office requested budget reviews distributed to Council	March 22, 2024	
Public listening session 1 of 3	April 10, 2024	6:30 pm – 8:30 pm
Public listening session 2 of 3	April 13, 2024	10:00 am – 12:00 pm
Public listening session 3 of 3	April 15, 2024	6:30 pm – 9:30 pm
Mayor releases proposed budget decisions	May 2, 2024	
Proposed budget document available online	May 3, 2024	
Budget Committee: proposed budget work session	May 7, 2024	9:30 am – 12:00 pm
Fee ordinance – first reading and hearing	May 8, 2024	2:00 pm – 3:00 pm
Prosper Portland Budget Committee: proposed budget and public hearing	May 8, 2024	3:00 pm – 4:00 pm
Mayor's budget message and public hearing	May 2, 2024	6:30 pm – 8:30 pm
Budget Committee: action to approve Budget	May 15, 2024	2:00 pm – 4:00 pm
Prosper Portland Budget Committee: action to approve Prosper Portland Budget	May 15, 2024	4:00 pm – 5:00 pm
Fee ordinance hearing – second hearing	May 16, 2024	
Approved budget submitted to Tax Supervising & Conservation Commission	May 20, 2024	
Tax Supervising & Conservation Commission hearing on approved budget	June 11, 2024	
Budget Committee: action to adopt budget – first reading	June 12, 2024	2:00 pm – 5:00 pm
Budget Committee: action to adopt budget – second reading	June 20, 2024	

# Financial Overview

## The City's Financial Structure

### Portland's Fund Structure

Revenues to the City are designated and set aside in funds. The fund structure used by the City is detailed below. Fund summaries, which provide revenue and expenditure detail, are included within the appropriate service area section of Volume Two of the City budget document. For example, all Portland Water Bureau-related funds are found within the Public Works Service Area section. General Fund summaries are found in the Financial Summaries section of Volume One and the City Funds section of Volume Two.

### Types of Funds

The City's funds are divided into three classifications: governmental funds, proprietary funds, and fiduciary funds. Governmental funds are used to account for governmental activities. Proprietary funds include enterprise, or business-type activities, and internal service funds. Fiduciary funds are used for resources held for the benefit of parties outside City government where the City acts as an agent or trustee without commingling resources with general City programs.

#### Governmental Funds

*General Fund:* The General Fund includes all activities of the City that are supported by property taxes and other non-dedicated revenues. Bureaus supported by the General Fund include Portland Fire & Rescue, Portland Police Bureau, and Portland Parks & Recreation, among others.

*Special Revenue Funds:* Special revenue funds receive money from specific sources and are restricted to expenditures for specified purposes. Reserve funds hold resources for future use in countering recessionary trends and mitigating mid-year economic downturns or other financial emergencies.

*Debt Service Funds:* Debt service funds account for the accumulation of resources for, and the payment of debt service on, general obligation, revenue, assessment, improvement, and urban renewal tax increment bonds. These funds are necessary to manage the City's diverse debt portfolio in a manner that ensures compliance with security covenants as well as state and federal regulations.

*Capital Projects Funds:* These funds account for major capital acquisition or construction projects, such as those funded by general obligation bonds and those in local improvement districts and parks. Revenues are received when the City issues bonds and notes for capital projects. Revenues are also received from other sources of income to the City.

*Permanent Funds:* The City occasionally creates accounts for gifts or bequests that are legally restricted to the extent that only earnings, and not principal, may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.

#### Proprietary Funds

*Enterprise Funds:* Enterprise funds, such as the Water Fund and the Sewer System Operating Fund, support business-type activities that charge a fee to external users for goods and services.

***Internal Service Funds:*** Internal service funds account for the sale of central services such as vehicle and printing services to other City and/or governmental entities. These funds operate primarily on revenues received from the entities using their services.

### Fiduciary Funds

***Trust Pension Funds:*** The City has three funds for the retirement or disability costs of police and fire personnel. Revenues for the primary fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948.

## Prosper Portland

Prosper Portland is the City of Portland's urban renewal and economic development agency. Prosper Portland is a semi-autonomous organization that interacts with various City programs. Revenue for Prosper Portland is provided through a combination of tax increment revenues, federal grants, program income, contracts, private funding, and transfers from the General Fund. Prosper Portland's budget is published as a separate budget document.

## How Funds Interact

City funds interact in a variety of ways. One fund may reimburse another fund for goods or services. Cash transfers may also result from the exchange of resources between funds to cover operating and capital expenses. For example, a transfer from the General Fund to the Transportation Operating Fund to support the operations and maintenance of streetlights. Transfers between funds result in the budgeting of dollars in both funds.

## Budgetary Controls

City Council maintains oversight of the City's financial condition through formal reviews of the annual budget, various informal reviews, and work sessions. Formal comparisons between historical and actual expenditures and revenues are completed during the year under the direction of the City Budget Office and reported to Council.

Adjustments to bureau budgets generally occur during scheduled supplemental budget processes and grant acceptance ordinances. The supplemental budget processes allow Council to closely review the Citywide impact of budget adjustments and ensure that Council's directives are followed.

## Basis of Accounting and Accounting Structure

Governmental accounting, governed by state statutes and Generally Accepted Accounting Principles (GAAP), differs substantially from private sector accounting. Private sector financial reports measure economic profits, whereas governmental accounting focuses on disclosing how public money is spent.

### Types of Accounting

Government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned, and expenses are recorded when a liability is incurred regardless of the timing of related cash flows.

*City funds employ either the accrual basis or modified accrual basis of accounting.*

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Governmental funds include the General Fund as well as major and non-major Special Revenue, Debt Service, Capital Projects, and Permanent funds.

Revenues are recognized as soon as they become both measurable and available. Federal and state grants revenues are recorded as revenues are received from eligible expenditures that are incurred. Expenditures are recorded when a liability is incurred, with the following exceptions: claims and judgments; interfund transactions for services that are recorded on the accrual basis; interest expenditures on general long-term debt that are recorded when due; and earned but unpaid vacations that are recorded as expenditures to the extent they are expected to be liquidated with expendable, available financial resources.

### **Basis of Budgeting**

The City budgets on a modified accrual basis. Any unexpended appropriation balances lapse at the end of the fiscal year.

### **Financial Reporting**

The Annual Comprehensive Financial Report (ACFR) of the City presents a picture of the City's finances both on a Citywide and individual fund basis. The ACFR is prepared in accordance with GAAP. It reconciles differences between the budgetary basis, presented in the annual Adopted Budget, and the other presentations used in preparing the ACFR.

*The City has earned GFOA's Certificate of Achievement for the past 35 years.*

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 35 years. GFOA is a national organization, composed of professionals in the field of public financial management. The group has established stringent criteria for the awards program to ensure quality and full-disclosure accounting and reporting systems within the public sector.

### **Independent Audit Requirements**

*The fiscal affairs of the City are audited by an independent auditor each year.*

The annual financial report of the City is prepared as required by state law and as recommended by the American Institute of Certified Public Accountants (AICPA). The AICPA requires that an annual audit of the fiscal affairs of the City be performed by an independent auditor in accordance with Government Auditing Standards, issued by the Comptroller General of the United States, and with the minimum standards for audits of Oregon municipal corporations. Under the City Charter, the FPDR Funds and the Prosper Portland funds are required to have separate financial audits.

The City also has an independently elected auditor responsible by City Charter for conducting internal financial and performance audits of specific City services.

## City Financial Planning Process

### Background

The first step in the budget process involves preparing updated five-year financial forecasts for each major fund. In addition to the General Fund, specific forecasts are prepared for other major City funds, including the Transportation Operating Fund, Sewer System Operating Fund, Development Services Fund, and Water Fund. As part of FY 2024-25 budget development, the City Budget Office also prepares the five-year financial forecast for the Recreational Cannabis Fund.

These forecasts, which project resources and expenditure requirements by fund over a five-year period, identify long-term service and financial issues requiring attention during the budget process. The forecasts aid Council by placing decisions in a long-range financial context for the purposes of developing budgets that are balanced for the coming year and subsequent out-years of the five-year financial forecast horizon. Council reviews these plans during work sessions early in the budget process. At that time, bureau managers are given direction on identified issues that provides guidance for preparing and finalizing budgets.

Due to its significance to the City's annual budget, the General Fund five-year financial forecast and financial plan is described in detail.

## General Fund Financial Forecast

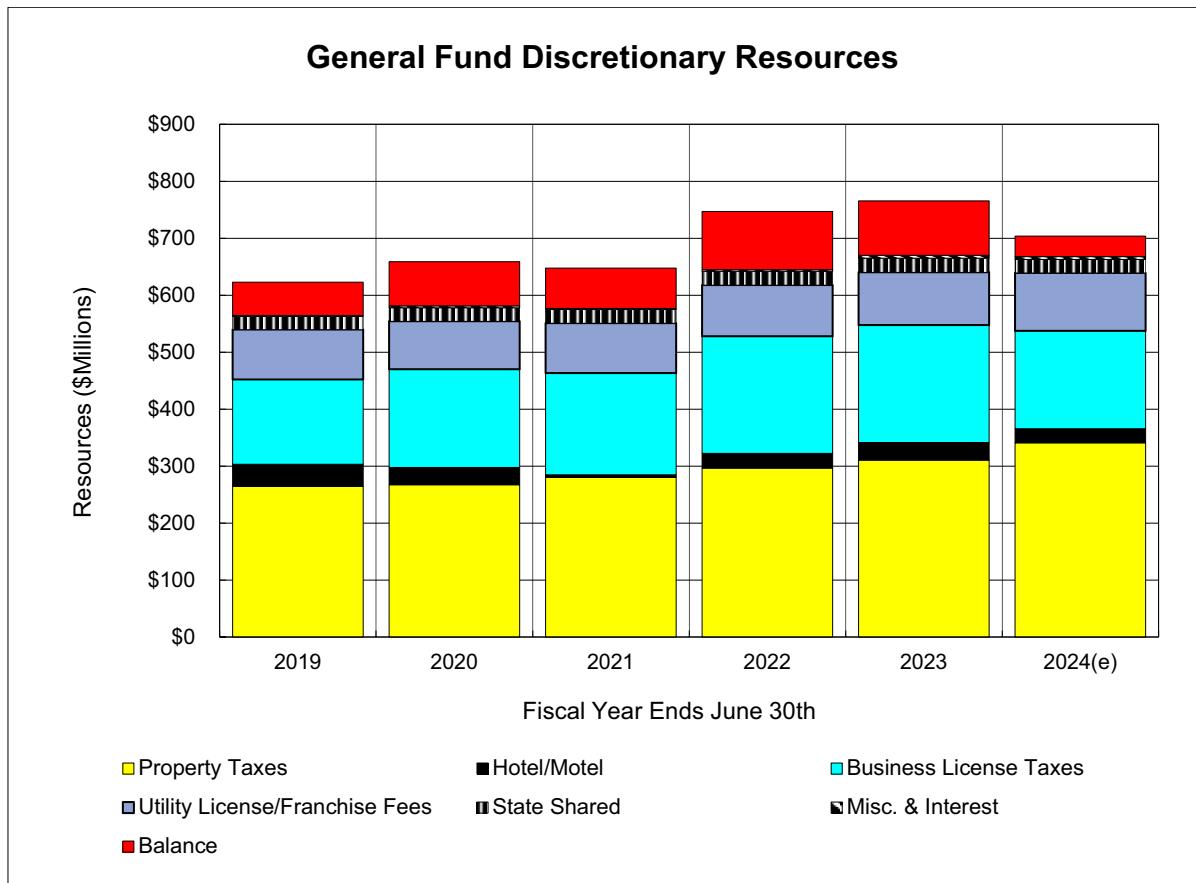
### Overview

Council's financial planning process starts with the preparation of a five-year revenue forecast, which is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2023. This forecast was updated twice prior to the Mayor's Proposed Budget decision making:

- ◆ The revenue and financial forecast was first reviewed for updates in February 2024. There was no change to forecast revenues or expenses at this time.
- ◆ The final forecast, upon which the budget is based, was published at the end of April 2024. The forecast provides updated projections for various revenue streams, particularly business license taxes, which are predominantly paid in April. This forecast reflected \$11.9 million of unallocated ongoing discretionary resources, and \$1.1 million in one-time discretionary resources above projected expenditures in FY 2024-25.

### Historical Resources

The figure below summarizes General Fund discretionary revenue growth over the past five years. Discretionary resources include revenues plus beginning balance that are allocated by Council without restriction, in accordance with Council priorities. Discretionary resources include property taxes, utility license fees, business license taxes, lodging tax revenues, state shared (cigarette and liquor) revenues, some court fines, certain cash transfers into the General Fund, and small amounts of other miscellaneous revenues. Discretionary resources exclude grants, bureau contract and service reimbursement revenues, bureau fee revenue, bureau overhead recovery, and other revenues dedicated for a specific purpose.



General Fund revenue grew rapidly until FY 2020-21, where it decreased by less than 1%--primarily due to falling transient lodging taxes. Until the Covid-19 emergence, both business license and transient lodging taxes grew by nearly 10% annually over the last five years, illustrating the highly cyclical nature of those revenue streams. Notably, property tax receipts typically grow by about 3.5% per year but has experienced nearly 5% growth annually over the last five years, as new construction, returning Tax Increment Financing districts, and higher property values combined to produce the fastest growth since property tax limitations were implemented in 1998.

General Fund business license tax revenue rebounded rapidly during the current economic expansion, and even after factoring in a recently-passed higher tax rate, continued to exceed record levels in FY 2019-20 – the impacts from Covid-19 on this revenue stream appear much smaller than anticipated in FY 2020-21, as large corporations and professional services firms weathered the pandemic relatively well.

Utility license taxes and franchise fees have grown more modestly, and recently have been largely flat, as households move away from traditional cable television. Most of these longer-term secular declines in this revenue source were captured in prior forecasts. Current year revenues have slightly exceeded expectations, largely due to elevated energy prices and rising rates increasing revenues for power utilities.

Transient lodging tax revenues are similar to business license revenues in that they follow the business cycle. However, this revenue was uniquely exposed during the pandemic, and is expected to continue to see weak collections over the life of the forecast.

Following the passage of Ballot Measure 110 in November 2020, sharing of statewide marijuana taxes has dropped by about 75%, as more funds are diverted to treatment programs. This is despite continued expansion in the industry. Furthermore, liquor sales figures rose during the pandemic, resulting in slightly higher-than-expected state shared revenues from liquor sales. These have since moderated, and the outlook is stable.

## Forecast Assumptions

Specific revenue projections as of the April 2024 forecast are as follows:

### Transient Lodging Taxes

The Transient Lodging Tax is a tax upon daily or weekly renters at hotels, motels, and other lodging establishments. The tax rate within Multnomah County is 11.5%. Of the 11.5% tax collected within the City of Portland, 6% goes to the City of Portland: 5% to the General Fund and 1% to Travel Portland. The remaining 5.5% goes to Multnomah County: 2.5% to Convention Center Phase II, 0.275% to hotel and motel operators, and 2.725% to Convention Center Phase I and related operations. In addition, hotels with more than 50 rooms levy a special 2% tax for Travel Portland to help fund tourism promotion. This was the only General Fund revenue stream materially affected by the pandemic, and it has recovered to approximately 75% of its peak.

### Utility License and Franchise Fees

Utilities, cable, and telecom companies that operate in the City of Portland pay 5% of their revenues to the City for use of right-of-ways in conducting business. The seven largest taxpayers are Portland General Electric (PGE), PacificCorp, Northwest Natural Gas, the City's Bureau of Environmental Services, the City's Water Bureau, CenturyLink, and Comcast Cable. The April forecast essentially flat revenue growth as increases from energy utilities are offset by declining collections from telecom companies. Taxes from the city-run utilities are expected to grow steadily in order to fund infrastructure improvements.

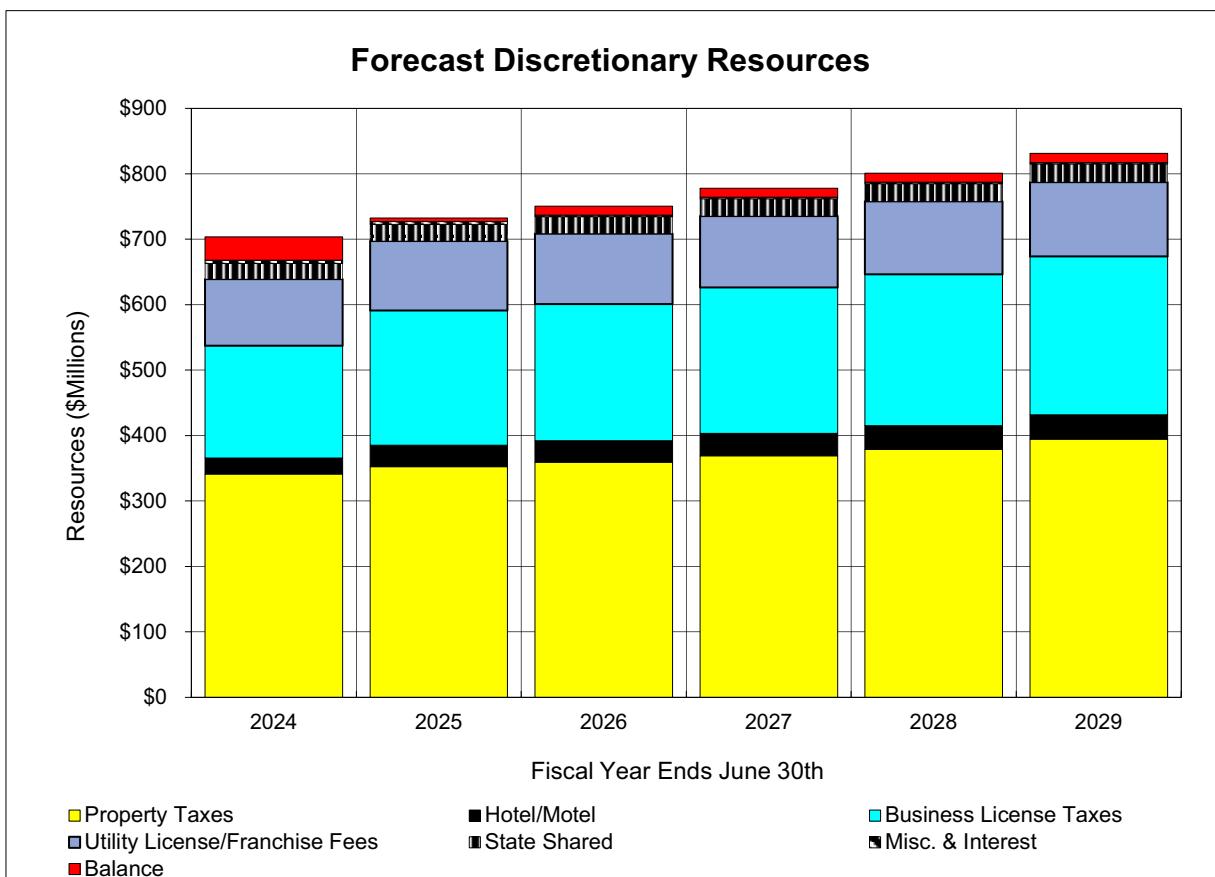
### Property Taxes

Property taxes in Oregon are governed by a complex pair of voter-approved ballot measures from the 1990s (measures 5 and 50). Generally speaking, taxpayers pay \$4.577 per \$1,000 in assessed value; however, the actual amount paid may be less than that if certain limitations are met. Property taxes are expected to grow by about 2.9% annually over the life of the forecast, after being bolstered by returning assessed value from expiring urban renewal areas. General Fund property taxes are generally insulated from market conditions because of voter-approved Measures 5 and 50. There are moderate risks to this revenue stream as falling Real Market Values in the downtown core could increase compression and delinquencies. To account for this risk, the forecast assumes elevated levels of both compression and delinquencies. Collections have tracked with expectations, and the outlook is stable.

## Business License Taxes

Generally speaking, businesses with more than \$50,000 in annual revenue pay a 2.6% tax on their income to the City of Portland. This was increased from 2.2% beginning in tax year 2018 as part of the FY 2018-19 Adopted Budget. For those with no net taxable income there is a \$100 minimum payment required. During the prior expansion, revenues peaked at \$76.5 million (inclusive of audit recovery) in FY 2007-08 and then declined to \$59.8 million by FY 2009-10, before rebounding rapidly. This revenue stream saw little to no effect from the pandemic with FY 2022-23 setting record highs with estimated receipts coming in at \$206 million. The forecast anticipates a return to more normal collection in FY 2024-25.

Figure 15 below summarizes the current five-year revenue forecast as of April. Average annual revenue growth (not including beginning balance) is projected at 3.4%.



### December and April Financial Forecast Results

The December forecast called for \$11.9 million in unallocated ongoing General Fund discretionary resources, and \$1.1 million in one-time discretionary resources above projected expenditures in FY 2024-25. The April revenue forecast did not change, as revenues received matched expectations.

### Uncertainties and Forecast Risks

The FY 2024-25 Adopted Budget and financial plan balances the General Fund for the life of the five-year forecast given revenue forecast assumptions for all major revenue streams.

The following future financial uncertainties may upset the forecast:

- ◆ Inflation: Continued high levels of inflation would put significant pressure on General Fund Resources. This is because the growth in property tax revenues, the largest General Fund revenue source, are limited due to Oregon's unique provision of Measure 50—which limits assessed value growth to 3% for most properties. This means that property tax revenue, unlike city expenses, will not keep up with inflation at the current elevated level.
- ◆ "Legacy" Obligations: The City has several long-standing obligations that are likely to require significant investments over the next decades. In particular, the superfund site in the Portland Harbor, the Columbia River Levee, and the voter-mandated change in form of government will require millions of dollars in investments. These investments will compete with existing programmatic expenses and existing major maintenance deficiencies.
- ◆ Business License and Transient Lodging taxes: As the City continues to become more dependent on these economically-sensitive revenue sources, it is more exposed in the event of an economic downturn to dramatic revenue decreases, something that has been illustrated by the COVID pandemic.

## Forecast Methodology

Each major General Fund revenue source is forecasted independently based on the specific characteristics of how and from whom it is collected. For property taxes, the forecast is largely governed by two ballot measures approved by voters in the 1990s. The only factor that is forecast using traditional econometric modeling techniques is the forecast for real market values. This forecast is then folded into the structure created by the ballot measures to arrive at the forecasted revenues. Both business license taxes and transient lodging taxes are forecast using a variety of regression models, incorporating important variables that reflect a historical correlation between economic activity and collections, as well as one-time factors (e.g., annexations) that help explain prior year collections. Off-model events, such as the COVID-19 pandemic, has lent to more dependence on multiple models and add-factors. Utility license and franchise fee collections are forecasted in a similar manner, with particular attention paid to energy prices and public utility commission rate hearings. Finally, the forecast for state-shared revenue combines state-provided forecasts for cigarette, liquor, and recreational marijuana taxes with expectations for pertinent factors for distribution, such as the city population, to determine the five-year forecast figures. Moody's/Economy.com provides national data and Portland State University's Northwest Economic Research Center has provided some local forecasts for many independent variables included in the forecast models.

Forecasts for expenses generally apply a variety of forecasted inflation factors to current expenditure levels to determine the City's ongoing current appropriation levels for the five years of the forecast. Also included are any reasonably known future costs, the largest of these being expected costs in future years related to the Public Employee Retirement System (PERS). Other costs folded into the five-year forecast include any Council-adopted actions, which usually consist primarily of operations and maintenance costs for parks as they come online, as well as costs

associated with labor contract agreements. The addition of these costs is important in the budget process because the City financial practice is to balance the budget over the five-year forecast time horizon. In practice this means that, if costs increase in any out-years of the forecasts, ongoing cuts are necessary in year one of the forecast in order to put the City's budget on a sustainable budget path.

## Financial Outlook – Other Major Funds

In addition to the General Fund, the financial overview includes excerpts from the financial plans of the City's other major funds: the Sewer System Operating Fund, the Transportation Operating Fund, and the Water Fund. These financial plans, developed using information available through December 2023, provide a multi-year framework within which revenues, expenditures, and capital financing options are presented. This multi-year perspective allows the City to test the potential impact of policy, operational, and system changes, and to avoid subjecting customers to wide or irregular swings in rates and fees.

In total, these four funds represent 41% of the entire City's budget. The table at the end of this section shows the actual expenditures and budgets for the major funds, as well as a total of all remaining appropriated funds in the City, for FY 2022-23, FY 2023-24, and FY 2024-25.

### Sewer System Operating Fund

The five-year financial plan for the Sewer System Operating Fund included in the Requested Budget projected an average effective retail rate increase for the typical single-family residence of 5.15% for FY 2024-25. Upon Portland City Council review, the Bureau received a 5.15% rate of increase. The primary factors contributing to the FY 2024-25 retail rate increase include inflationary increases, changes to operational costs to meet service expectations, Capital Improvement Plan (CIP) investments including cash-funded projects, annual debt service on bonds that fund the CIP, and increased cash funding of CIP to reduce future debt issuances. The bureau's largest source of revenue, sewer rate revenues, are budgeted at \$414 million compared to FY 2023-24 revised budget of \$391 million reflecting a continued economic recovery from inflation impacts relative to the conservative budget for the current year. The bureau is seeing significant pressure in system development charges (SDCs) relative to pre-pandemic levels but has budgeted conservatively for FY 2024-25. Future-year rate increases are estimated to be 5.15% annually through FY 2027-28, decreasing to 3.4% beginning in FY 2028-29 for the long-term duration of the forecast.

The FY 2024-25 Adopted Budget of \$825.6 million is a decrease of approximately \$5.0 million from the FY 2023-24 Revised Budget. Significant changes include a \$25 million decrease in capital outlay, primarily due to the Columbia Boulevard Wastewater Treatment Plan (CBWTP) Secondary Treatment Expansion Program (STEP), which decreases nearly \$34.5 million as it moves deeper into the construction phase, partially offset by \$20 million in cumulative increases to the Collection System Pumping and Sanitary and Combined Collection capital program categories. Another significant change is in cash transfer expenses, which is increasing by \$41.2 million from the FY 2023-24 Revised Budget due to additional cash funding of the Sewer System Construction fund (\$86 million), which comprises of cash funding of the CIP as well as increased liquidity for potential, albeit unknown, environmental remediation cost. Personal Services decreased \$0.9

million (0.8%) due primarily to the allocation of personnel to the Portland Clean Energy Fund to support carbon sequestration initiatives. Finally, external materials and services decreased by \$6.9 million, largely due to the decrease in CIP. The bureau has set aside \$8.5 million for environmental remediation efforts, \$1.2 million for Lake Oswego Waste Treatment facility consultant costs, and macroeconomic pressures resulting from inflation and supply chain interruptions driving increased labor costs.

For planning purposes, the bureau maintains coverage ratios of at least 1.50 on first lien debt, at least 1.30 on combined first and second lien debt, and an ongoing operating reserve of 270 days' operating expenses for unforeseen financial needs. The Bureau of Environmental Services strives to keep the combined cash balance of the Operating Fund and Sewer System Rate Stabilization Fund at or above 300 days of operating expenses as a planning target.

**Portland Harbor Superfund:** The Bureau of Environmental Services represents the City's interests on the Portland Harbor Superfund site by working with the Department of Environmental Quality to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls. The investigation of contaminated sediments is now complete, and the focus has turned to partnering with other government agencies and City bureaus on the next phase of work, including community outreach and working with other potentially responsible parties so that design for in-water work can proceed. The FY 2023-24 Adopted Budget includes \$13.6 million of expenditures for the Portland Harbor Superfund program within the Environmental Remediation Fund.

## Water Fund

City Council adopted an average effective retail rate increase for the average single-family residence of 7.9% for FY 2024-25. The primary factors contributing to the FY 2024-25 retail rate increase include the filtration treatment project, other capital investment in the water system, and increases to General Fund Overhead to support the charter transition. Future-year rate increases are projected to be 8.1% each year over the remainder of the five-year planning horizon. Those forecasted rates and five-year capital improvement plan include projects and funding to comply with the treatment requirement established in the Long Term 2 Enhanced Surface Water Treatment (LT2) Rule i.e., projects associated with the Bull Run Treatment Projects.

The FY 2024-25 Adopted Budget of \$1.028 billion is an increase of approximately \$275.0 million compared to the FY 2023-24 Revised Budget. Significant changes include increased capital expenses and increased cash transfer expenses within Water Funds. The FY 2024-25 Adopted Budget includes \$484.5 million of capital expenses, a \$319.1 million increase over the FY 2023-24 Revised Budget due to the construction phase of the Bull Run Filtration projects. Operating expenses decreased by 1.9 million compared to the revised budget due to ongoing reductions made to offset the lower retail rate approved for FY 2023-24. The FY 2024-25 Adopted Budget includes \$161.7 million of cash transfer expenses, a \$24.2 million increase over the FY 2023-24 Revised Budget. The increase in cash transfers includes \$30.9 million increase for the Water Construction Fund Transfer, offset by a reduction of \$7.5 million to the Sinking Fund for debt service. There is also an increase to General Fund Overhead of \$0.8 million.

With regards to fund reserves, the Portland Water Bureau's policy is to keep a minimum of \$20.0 million in operating reserves in the Water Fund, representing about 45 to 50 days of operating budget expenditures, and a further minimum of \$7.5 million in the Water Construction Fund. The Portland Water Bureau's actual financial reserves at any point are typically larger than these amounts, and vary with the timing of bond sales, the dates for scheduled debt service payments, season of the year, weather, and other factors.

## **Transportation Operating Fund**

The FY 2024-25 Adopted Budget for the Transportation Operating Fund is \$433.6 million, reflecting a \$16.0 million decrease compared to the FY 2023-24 Revised Budget. This decrease is primarily due to the bureau's efforts to provide a fiscally sound, balanced budget in the face of significant revenue losses over the past several years. PBOT's Adopted Budget includes \$189.1 million of capital expenditures, including funding for the following projects: ADA curb ramps, Foster-Woodstock Couplet, NE 42nd Avenue Bridge Replacement, SW 4th Avenue, Outer Stark Corridor Enhancement, high crash corridors projects, Active Transportation Improvements, safety projects, and road rehabilitation.

The COVID-19 pandemic continues to cast a long shadow over PBOT's financial picture, with significant revenue losses since the spring of 2020. Although parking revenues improved somewhat in FY 2022-24, they remain far below pre-pandemic levels. In addition, reductions in local population and vehicle registrations, as well as an accelerating transition to electric vehicles, has led to extremely flat transfers from Oregon's State Highway Fund.

The FY 2024-25 Adopted Budget cuts ongoing discretionary (GTR) expenditures by \$6.7 million. Combined with past-year reductions, PBOT has cut approximately \$27.1 million in General Transportation Revenue (GTR) funded services since FY 2019-20.

In addition to addressing structural funding challenges for current service levels, additional investment is needed to prevent the further long-term deterioration of the City's transportation infrastructure. PBOT and the City have taken steps to address this funding gap, but additional funding is required to prevent further deterioration and bring the City's transportation network to a state of good repair. PBOT's three strategic goals – maintaining the City's existing assets, ensuring the safety of all users in the City's right of way, and managing for future population growth – are central to the bureau's resource-allocation decisions.

With regards to fund reserves, PBOT maintains a Transportation Reserve Fund (separate from the operating fund reserve) and continues to contribute \$700,000 annually to build the reserve balance to 10% of the bureau's annual discretionary revenues. It should be noted that reserves used since FY 2019-20 originated from the Operating Fund and did not require a draw on the Transportation Reserve Fund.

	General Fund	Sewer System Operating Fund	Transportation Operating Fund	Water Fund	All Other Funds	Total
<b>FY 2022-23 Actuals</b>						
Beginning Balance	161,964,850	81,623,193	216,299,905	198,137,789	1,691,776,905	2,349,802,642
External Revenues	716,040,015	413,353,791	229,593,280	251,386,547	1,885,849,007	3,496,222,640
Internal Revenues	138,042,105	207,248,534	57,978,707	106,127,308	623,470,000	1,132,866,654
Total Resources	1,016,046,970	702,225,518	503,871,891	555,651,644	4,201,095,912	6,978,891,936
Bureau Expenses	761,657,266	406,257,218	264,868,307	205,933,520	1,151,526,679	2,790,242,991
Fund-level Expenses	116,662,531	204,903,075	31,186,686	129,775,276	1,110,114,520	1,592,642,088
Contingency	-	-	-	-	-	-
Ending Fund Balance	137,727,174	91,065,223	207,816,898	219,942,849	1,939,454,724	2,596,006,868
Total Requirements	1,016,046,971	702,225,516	503,871,891	555,651,644	4,201,095,924	6,978,891,946
<b>FY 2023-24 Revised Budget</b>						
Beginning Balance	137,727,218	91,245,223	144,757,284	219,942,829	1,870,291,004	2,463,963,558
External Revenues	707,755,920	405,194,135	237,601,838	259,732,511	1,746,799,032	3,357,083,436
Internal Revenues	224,622,149	334,161,488	67,480,200	273,072,046	692,147,628	1,591,483,511
Total Resources	1,070,105,287	830,600,846	449,839,322	752,747,386	4,309,237,664	7,412,530,505
Bureau Expenses	917,202,987	537,259,130	344,458,811	311,596,587	1,852,501,447	3,963,018,962
Fund-level Expenses	99,998,278	217,365,214	35,701,310	143,628,440	1,188,105,669	1,684,798,911
Contingency	52,904,022	75,796,502	69,679,201	297,522,359	1,138,508,333	1,634,410,417
Ending Fund Balance	-	180,000	-	-	130,122,215	130,302,215
	1,070,105,287	830,600,846	449,839,322	752,747,386	4,309,237,664	7,412,530,505
<b>FY 2024-25 Adopted Budget</b>						
Beginning Balance	55,334,994	89,180,000	136,680,517	230,285,652	1,777,425,447	2,288,906,610
External Revenues	772,804,639	434,797,468	225,559,623	282,213,701	2,406,788,884	4,122,164,315
Internal Revenues	243,418,458	304,206,045	71,370,483	515,221,863	736,638,744	1,870,855,593
Total Resources	1,071,558,091	828,183,513	433,610,623	1,027,721,216	4,920,853,075	8,281,926,518
Bureau Expense	957,675,893	503,633,227	289,864,042	628,803,297	1,792,858,225	4,172,834,684
Fund Level Expense	87,287,070	258,735,043	32,296,708	167,807,506	1,369,908,430	1,916,034,757
Contingency	26,595,128	65,635,243	111,449,873	231,110,413	1,521,815,250	1,956,605,907
Ending Fund Balance	-	180,000	-	-	236,271,170	236,451,170
Total Requirements	1,071,558,091	828,183,513	433,610,623	1,027,721,216	4,920,853,075	8,281,926,518

## Change in Fund Balance – All Funds

The following table shows the beginning fund balance, change in fund balance, and ending fund balance (including contingency) for each fund within the City. It should be noted that most funds budget anticipated unspent resources as contingency and not ending fund balance. This allows the funds to be accessible during the fiscal year, if needed. To show a more accurate portrayal of changes in fund balance, the table combines ending fund balance and contingency. Please also note that reserves for debt service are displayed as ending fund balance in the following table, but are broken out separately in the fund detail pages of Volume 2.

Fund Number - Name	Beginning Fund Balance for Change in Fund Balance	Change in Fund Balance	Ending Fund Balance + Contingency
100 - General Fund	\$55,334,994	(\$28,739,866)	\$26,595,128
200 - Transportation Operating Fund	\$136,680,517	(\$25,230,644)	\$111,449,873
201 - Assessment Collection Fund	\$85,853	\$750	\$86,603
202 - Emergency Communication Fund	\$3,776,490	(\$1,339,940)	\$2,436,550
203 - Development Services Fund	\$20,635,542	(\$15,234,415)	\$5,401,127
204 - Property Management License Fund	\$0	\$0	\$0
209 - Convention and Tourism Fund	\$0	\$0	\$0
210 - General Reserve Fund	\$70,860,600	\$4,248,263	\$75,108,863
211 - Special Finance and Resource Fund	\$45,092,216	\$4,377,459	\$49,469,675
212 - Transportation Reserve Fund	\$10,899,994	\$1,125,100	\$12,025,094
213 - Housing Investment Fund	\$4,629,803	(\$1,915,460)	\$2,714,343
214 - Public Election Fund	\$1,533,000	(\$1,533,000)	\$0
215 - Parks Local Option Levy Fund	\$0	\$0	\$0
216 - Children's Investment Fund	\$9,865,612	(\$8,983,005)	\$882,607
217 - Grants Fund	\$0	\$0	\$0
218 - Community Development Block Grant Fund	\$0	\$0	\$0
219 - HOME Grant Fund	\$0	\$0	\$0
220 - Portland Parks Memorial Fund	\$15,393,312	(\$13,251,377)	\$2,141,935
221 - Tax Increment Financing Reimbursement Fund	\$0	\$0	\$0
222 - Police Special Revenue Fund	\$8,207,500	(\$8,207,500)	\$0
223 - Arts Education & Access Fund	\$9,236,732	\$347,409	\$9,584,141
224 - Community Solar Fund	\$110,017	\$7,380	\$117,397
225 - Inclusionary Housing Fund	\$11,311,944	(\$11,311,944)	\$0
226 - Housing Property Fund	\$400,000	(\$400,000)	\$0
227 - Recreational Marijuana Tax Fund	\$0	\$418,340	\$418,340
228 - Cannabis Licensing Fund	\$1,262,831	\$48,691	\$1,311,522
229 - PDX Clean Energy Community Benefits Fund	\$650,125,200	(\$60,300,819)	\$589,824,381
230 - Affordable Housing Development Fund	\$0	\$0	\$0
231 - Citywide Obligations Reserve Fund	\$19,697,267	\$10,160,439	\$29,857,706
232 - 2020 Parks Local Option Levy Fund	\$49,000,000	(\$26,206,492)	\$22,793,508
301 - River District URA Debt Redemption Fund	\$0	\$0	\$0
302 - Bonded Debt Interest and Sinking Fund	\$1,300,000	(\$500,000)	\$800,000
303 - Waterfront Renewal Bond Sinking Fund	\$0	\$0	\$0
304 - Interstate Corridor Debt Service Fund	\$4,100,000	(\$4,100,000)	\$0
305 - Pension Debt Redemption Fund	\$100,000	\$9,250	\$109,250
306 - South Park Blocks Redemption Fund	\$0	\$0	\$0
307 - Airport Way Debt Service Fund	\$0	\$0	\$0
308 - Gas Tax Bond Redemption Fund	\$0	\$0	\$0
309 - Lents Town Center URA Debt Redemption Fund	\$16,000,000	(\$16,000,000)	\$0
310 - Central Eastside Ind. District Debt Service Fund	\$1,200,000	(\$1,200,000)	\$0
311 - Bancroft Bond Interest and Sinking Fund	\$26,090,372	\$3,100,000	\$29,190,372
312 - Convention Center Area Debt Service Fund	\$0	\$0	\$0
313 - North Macadam URA Debt Redemption Fund	\$250,000	(\$249,103)	\$897
314 - Special Projects Debt Service Fund	\$0	\$0	\$0
315 - Gateway URA Debt Redemption Fund	\$3,905,000	(\$150,000)	\$3,755,000

Financial Overview

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317 - Governmental Bond Redemption Fund	\$40,000	\$0	\$40,000
319 - 42nd Avenue NPI Debt Service Fund	\$0	\$0	\$0
320 - Cully Blvd. NPI Debt Service Fund	\$0	\$0	\$0
321 - Parkrose NPI Debt Service Fund	\$0	\$0	\$0
322 - Rosewood NPI Debt Service Fund	\$0	\$0	\$0
323 - Division-Midway NPI Debt Service Fund	\$0	\$0	\$0
324 - 82nd Ave/Division NPI Debt Service Fund	\$0	\$0	\$0
325 - Cully Tax Increment Fin Dist Debt Svc			
400 - BFRES Facilities GO Bond Construction Fund	\$0	\$0	\$0
401 - Local Improvement District Fund	\$4,724,293	(\$577,687)	\$4,146,606
402 - Parks Capital Improvement Program Fund	\$170,234,006	(\$28,621,238)	\$141,612,768
403 - Public Safety GO Bond Fund	\$0	\$0	\$0
404 - Housing Capital Fund	\$1,300	(\$1,300)	\$0
405 - Fire Capital Fund	\$6,810,000	\$0	\$6,810,000
500 - Parks Endowment Fund	\$203,590	(\$38,531)	\$165,059
600 - Sewer System Operating Fund	\$89,180,000	(\$23,364,757)	\$65,815,243
601 - Hydroelectric Power Operating Fund	\$819,337	\$1,612,675	\$2,432,012
602 - Water Fund	\$230,285,652	\$824,761	\$231,110,413
603 - Golf Fund	\$6,923,521	\$21,596	\$6,945,117
604 - Portland International Raceway Fund	\$1,435,213	\$160,942	\$1,596,155
605 - Solid Waste Management Fund	\$4,917,166	\$92,688	\$5,009,854
606 - Parking Facilities Fund	\$1,609,986	(\$851,865)	\$758,121
607 - Spectator Venues & Visitor Activities Fund	\$73,000,000	(\$27,849,185)	\$45,150,815
608 - Environmental Remediation Fund	\$26,782,486	(\$3,584,012)	\$23,198,474
609 - Sewer System Debt Redemption Fund	\$20,299,772	\$0	\$20,299,772
612 - Water Bond Sinking Fund	\$14,928,852	\$12,544,000	\$27,472,852
614 - Sewer System Construction Fund	\$87,800,000	\$80,980,000	\$168,780,000
615 - Water Construction Fund	\$37,835,730	\$110,820,436	\$148,656,166
617 - Sewer System Rate Stabilization Fund	\$132,619,780	\$3,550,000	\$136,169,780
618 - Hydroelectric Power Renewal Replacement Fund	\$0	\$0	\$0
700 - Health Insurance Operating Fund	\$18,258,578	\$35,061	\$18,293,639
701 - Facilities Services Operating Fund	\$49,351,000	(\$8,147,709)	\$41,203,291
702 - CityFleet Operating Fund	\$46,693,912	(\$14,144,656)	\$32,549,256
703 - Printing & Distribution Services Operating Fund	\$2,162,860	(\$183,299)	\$1,979,561
704 - Insurance and Claims Operating Fund	\$22,548,577	(\$2,119,601)	\$20,428,976
705 - Workers' Comp. Self Insurance Operating Fund	\$10,902,617	(\$958,235)	\$9,944,382
706 - Technology Services Fund	\$29,783,910	\$7,500,757	\$37,284,667
707 - Portland Police Assoc Health Insurnc Fund	\$4,699,099	(\$491,795)	\$4,207,304
800 - Fire & Police Disability & Retirement Fund	\$16,220,577	(\$2,048,095)	\$14,172,482
801 - Fire & Police Disability & Retirement Res Fund	\$750,000	\$0	\$750,000
802 - Fire & Police Supplemental Retirement Res Fund	\$0	\$0	\$0
<b>Sum:</b>	<b>\$2,288,906,610</b>	<b>(\$95,849,533)</b>	<b>\$2,193,057,077</b>

## City Debt Management

The City of Portland issues various types of bonds and debt obligations to raise capital for construction projects, acquisition of equipment and facilities, and to refinance existing debt. Most of the City's debt is rated by one or more national credit rating agencies, including Moody's Ratings and S&P Global Ratings. Credit ratings are based on an independent analysis by financial market professionals and indicate the creditworthiness (i.e., financial risk) of the City's debt obligations. The analysis is driven by four basic factors: economic condition, financial condition, debt/pension burden, and institutional framework of the City.

**Figure 18: Debt Ratings**

TYPE OF DEBT	RATING (Moody's/S&P)	FY 2023-24 ACTION (Moody's/S&P)
<b>Tax Supported General Obligation Bonds</b>	Aaa	Affirmed
<b>Full Faith &amp; Credit Obligations</b>		Affirmed
Limited Tax Revenue Bonds	Aaa	
Limited Tax Housing Revenue Bonds	Aaa	
Limited Tax Pension Obligation Revenue Bonds	Aaa	
Limited Tax Improvement Bonds	Aaa	
<b>Revenue Bonds</b>		
First Lien Water System Revenue Bonds	Aa1/AA+	No Action
Second Lien Water System Revenue Bonds	Aa2/AA	No Action
First Lien Sewer System Revenue Bonds	Aa1/AA+	No Action
Second Lien Sewer System Revenue Bonds	Aa2/AA	No Action
<b>Urban Renewal and Redevelopment Bonds</b>		
Gateway Regional Center	A1 <sup>(1)</sup>	No Action

<sup>(1)</sup> The Gateway Regional Center Urban Renewal and Redevelopment Bonds, 2022 Series A are insured by Assured Guaranty Municipal Corp. and, as such, are rated AA by S&P Global Ratings.

For over 40 years, the City's unlimited tax general obligation debt has been rated "Aaa" by Moody's, the highest possible credit rating under Moody's credit rating scale. In November 2022, Moody's released a new methodology for reviewing the credit quality of U.S. cities and counties, which considers the debt carried by the City's water and sewer utilities as a component of the City's debt obligations. In February 2024, Moody's affirmed the Aaa rating on the City's general obligation and limited tax revenue bonds. The respective credit ratings for first lien and second lien revenue bonds for both the City's water system and sewer system are "Aa1" and "Aa2" by Moody's Ratings, and "AA+" and "AA" by S&P Global Ratings. Additionally, the City maintains an "A1" underlying credit rating for long-term bonds of the Gateway Regional Center Urban Renewal Area. The following table presents ratings and rating actions on City bonds that occurred in FY 2023-24.

The City utilizes various types of debt instruments to pay for capital needs. A brief summary of the City's existing debt and debt instruments as of June 30, 2024, is presented below.

### **Unlimited Tax General Obligation Debt**

Unlimited Tax General Obligation (“GO”) Bonds are backed by the full faith and credit and unlimited taxing power of the City as approved by voters. Under Oregon law, all general obligation debt (except for refunding bonds) must be approved by the voters. The City has \$266.3 million of outstanding GO Bonds as of June 30, 2024, including bonds for emergency facilities, public safety improvements, affordable housing, and park improvements.

### Limited Tax Revenue Bonds (Full Faith and Credit Obligations)

Limited Tax Revenue Bonds are secured by a pledge of the City's full faith and credit and legally available resources including the General Fund. Much of the debt service for City's Limited Tax Revenue Bonds is payable from non-General Fund resources, as described below. The City's outstanding Limited Tax Revenue Bonds include:

- ◆ \$27.2 million of limited tax pension obligation bonds (excluding deferred interest), of which approximately \$10.2 million is attributed to General Fund bureaus and approximately \$17.0 million to non-General Fund bureaus.
- ◆ \$93.8 million of outstanding limited tax revenue bonds related to an intergovernmental agreement known as the Visitor Development Initiative, including \$39.7 million for the Convention Center Expansion project and \$54.1 million for the Veterans Memorial Coliseum project. While secured by the General Fund, these bonds are expected to be repaid with revenues generated from surcharges on the transient lodging tax and the motor vehicle rental tax levied by Multnomah County.
- ◆ \$9.1 million of limited tax revenue bonds issued to fund the City's share of the Providence Park (formerly JELD-WEN Field) project and are expected to be repaid from revenues of the Spectator Facilities Fund.
- ◆ \$20.0 million of limited tax revenue bonds issued to fund a portion of the City's share of the Portland to Milwaukie Light Rail project. The City expects to pay the debt service from legally available resources of the Portland Bureau of Transportation.
- ◆ \$47.1 million of limited tax revenue bonds to finance the City's share of the Sellwood Bridge project. The City expects to pay the debt service from legally available resources of the Portland Bureau of Transportation.
- ◆ \$39.0 million of limited tax revenue bonds to finance various transportation improvements. The City expects to pay the debt service from legally available resources of the Portland Bureau of Transportation.
- ◆ \$13.7 million of limited tax revenue bonds issued for housing projects, including bonds issued for the Headwaters Apartments project, which are expected to be paid from project rental income, and bonds issued for the Ellington Apartments project, which are expected to be paid from short-term rental tax revenues.
- ◆ \$17.6 million of limited tax improvement bonds issued to finance improvements of streets, sidewalks, and other City infrastructure. Limited tax improvement bonds are payable from property owner assessment contract payments.

Other outstanding Limited Tax Revenue Bonds include the following:

- ◆ \$107.8 million of limited tax revenue bonds for Portland Building improvements and the City's portion of the Vanport Building (previously the 4th & Montgomery Building).
- ◆ \$28.1 million of limited tax revenue bonds issued for River District urban renewal area capital projects. These bonds are currently paid from the City's General Fund however, future debt service is paid by resources of Prosper Portland under terms of a 2023 intergovernmental agreement.
- ◆ \$21.5 million of limited tax revenue bonds for projects funded through the Build Portland program.
- ◆ \$6.5 million of limited tax revenue bonds issued to finance the Integrated Tax System project.
- ◆ \$3.8 million of limited tax revenue bonds for installation of LED streetlights.
- ◆ \$7.8 million of limited tax revenue bonds issued for various City-owned facilities, including the Emergency Communications Center, the Archives Center, and CityFleet fueling stations.
- ◆ \$15.5 million of principal on a revolving line of credit used to provide short-term and interim financing for local improvement district projects. It is expected that the line of credit will be periodically repaid from a combination of assessment contract repayments or refinanced by long-term limited tax improvement bonds.

### **Revenue Bonds**

Revenue bonds are secured by, and payable from, specifically pledged revenue sources such as water or sewer user fees. The City's outstanding revenue bonds include:

- ◆ \$1,367.6 million of sewer system revenue bonds. Sewer system revenues also pay state revolving fund loans which are outstanding in the amount of \$3.6 million.
- ◆ \$708.7 million of water revenue bonds, including \$79.7 million of principal from the U.S. Environmental Protection Agency Water Infrastructure Finance and Innovation Act (WIFIA) loan.

### **Urban Renewal and Redevelopment Bonds**

\$68.8 million of urban renewal and redevelopment bonds for two tax increment financing districts, North Macadam and Gateway Regional Center. Urban renewal and redevelopment bonds are secured by, and payable from, pledged tax increment revenues of the urban renewal area for which the bonds are issued.

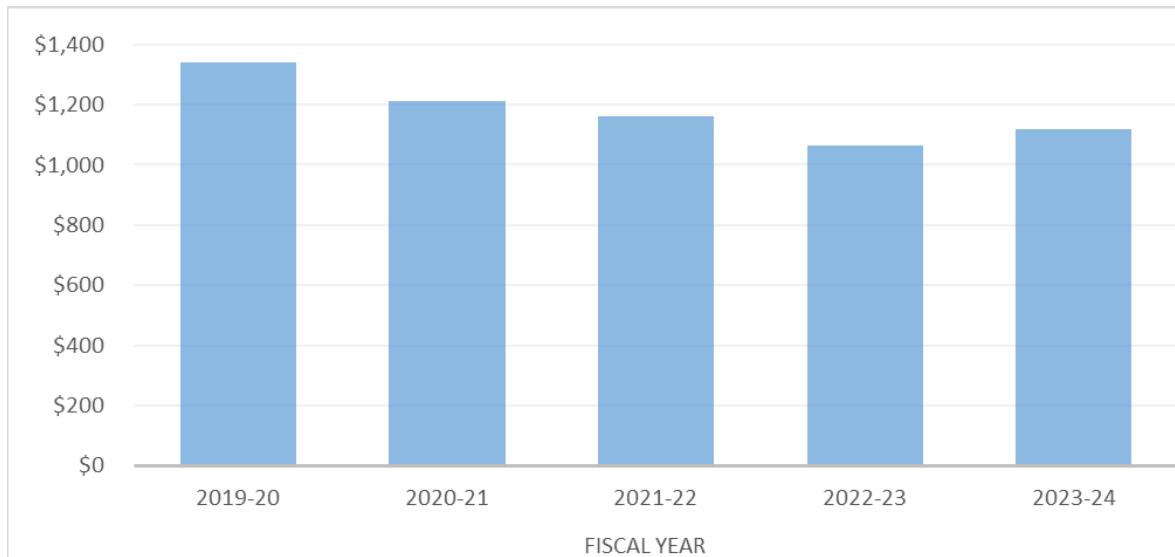
**Debt Limitation of General Obligation Bonds**

Under Oregon law (ORS 287A.050), the City's unlimited tax general obligation statutory debt limit is 3% of the City's total real market value, roughly \$5.4 billion based on the \$178.5 billion of real market value as of June 30, 2023 (see Figure 7 below). The City's debt policies are more restrictive, specifying that unlimited tax general obligation debt can be no more than 0.75% of real market value, or approximately \$1.341 billion as of June 30, 2024. Currently, the City has \$266.325 million of outstanding unlimited tax general obligation debt that is subject to this debt limitation.

**Figure 19: Statutory Unlimited Tax General Obligation Debt Limitation**

FY 2023-24 Real Market Value	\$178,802,099,724
3% of Real Market Value	\$5,364,062,992
City outstanding debt subject to limit	\$266,325,000
Percent of limitation outstanding	4.96%
Debt margin	\$5,097,737,992

The figure below displays gross bonded debt per capita. Included in these figures are the City's outstanding unlimited tax general obligation bonds, limited tax revenue bonds, limited tax improvement bonds, and General Fund-secured lines of credit.

**Figure 20: Gross Bonded Debt per Capita****Refunding Bonds and New Money Issues**

The City actively monitors opportunities to refund bonds for economic savings. Additionally, there are times when existing bond covenants or other legal provisions impinge on prudent and sound financial management. In such cases, the City may choose to refund debt for restructuring purposes.

The City's debt management policy prescribes the circumstances under which the City may refinance outstanding debt. In December 2017, changes to federal tax law eliminated the City's ability to issue tax-exempt advance refunding bonds (i.e., bonds for which the call date/optional redemption date of the refunded bonds is more than 90 days from the date of issuance of the refunding bonds). However, tax-exempt current refunding bonds are still permitted. The City may issue current refunding bonds (bonds in which the call date/optional redemption date of the refunded bonds is 90 days or less from the date of issuance of the refunding bonds) when net present value savings is equal to or exceeds \$100,000.

In FY 2023-24, the City issued \$23.9 million of Limited Tax Revenue Refunding Bonds, 2024 Series B, the proceeds of which refunded \$27.23 million of Limited Tax Revenue Bonds, 2014 Series A (Sellwood Bridge Project).

Additionally, the City issued the following bonds and notes:

- ◆ \$54.1 million of Limited Tax Revenue Bonds, 2024 Series A to finance Veterans Memorial Coliseum projects;
- ◆ \$41.1 million of General Obligation Bonds, 2023 Series A for affordable housing projects; and
- ◆ \$32.1 million of tax anticipation notes to pay for FY 2023-24 expenditures of the Fire & Police Disability & Retirement Fund until receipt of property tax revenues in November.

In FY 2023-24, the City drew on a line of credit for local improvement district projects in a net amount of \$6.2 million.

#### **Anticipated Debt Issuance in FY 2024-25**

The City anticipates issuing the following new debt obligations during FY 2024-25. Amounts are approximate and subject to change. Refunding debt issuances are contingent on market conditions and are not included in the summary below.

- ◆ Up to \$45 million of tax anticipation notes for the Fire & Police Disability & Retirement Fund;
- ◆ \$292 million of second lien sewer system revenue bonds;
- ◆ \$152 million of second lien water system revenue bonds;
- ◆ \$18 million of limited tax revenue bonds for the Build Portland infrastructure program; and
- ◆ \$55 million for improvements to a facility the City will lease to replace the Kerby Garage.

The City also expects to draw up to an additional \$367.2 million of second lien water system revenue bonds on a loan provided through the Water Infrastructure Finance and Investment Act ("WIFIA") with the U.S. Environmental Protection Agency; \$19.2 million of principal on one or more lines of credit for local improvement district projects, including a new line of credit expected to be established to finance street and infrastructure improvements for the NW Park Avenue & Johnson / Kearney Streets local improvement district, located within the Broadway Corridor redevelopment area; and up to \$8 million on a line of credit for the North Macadam Urban Renewal Area to permit that district to reach its maximum indebtedness limit.

The City may incur additional indebtedness during FY 2024-25 for other capital needs established by City Council. The amounts and specific types of debt instruments to be issued will be determined throughout the fiscal year.

## Summaries of Financial Policies

The City has formal financial policies, adopted by City Council, as a component of sound government financial management. These policies provide direction to City leaders in making budgetary and financial management decisions. The complete set of policies and their associated linked procedures are on the City's website under Portland Policy Documents, Finance Section. The policies reflected below were last updated and adopted by City Council in May 2008, with an effective date of July 1, 2008. These policies were reviewed, with amendments adopted in August 2014 and January 2015. A summary of these policies, numbered as part of the Portland Policy Documents, follows.

### Comprehensive Financial Management Policies Overview

The City of Portland is accountable to the community for the use of public dollars. Municipal resources will be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. Financial management policies serve as the blueprint to achieve the fiscal stability required to meet the City's goals and objectives. The objectives for comprehensive financial management policies are to:

- ◆ guide City Council and City management policy decisions that have significant fiscal impact;
- ◆ support planning for long-term needs;
- ◆ maintain and protect City assets and infrastructure;
- ◆ set forth operating principles that minimize the financial risk in providing City services;
- ◆ optimize the efficiency and effectiveness of services to reduce costs and improve service quality;
- ◆ employ balanced and fair revenue policies that provide adequate funding for desired programs;
- ◆ maintain financial stability and sufficient financial capacity for present and future needs;
- ◆ promote sound financial management by providing accurate and timely information on the City's financial condition;
- ◆ maintain and enhance the City's credit ratings and prevent default on any municipal financial obligations;
- ◆ ensure the legal use of financial resources through an effective system of internal controls;
- ◆ promote cooperation and coordination within the City, with other governments, and with the private sector in the financing and delivery of services; and
- ◆ ensure the legal use of financial resources through an effective system of internal controls.

### Financial Planning

The City shall maintain a system of financial monitoring, control, and reporting for all operations, funds, and agencies to provide effective means of ensuring that overall City goals and objectives are met and to assure the City's citizens, partners, and investors that the City is well managed and fiscally sound. The City will maintain its accounting records and report on its financial condition and results of operations in accordance with state and federal law and regulations, Generally

Accepted Accounting Principles (GAAP), and standards established by the Governmental Accounting Standards Board (GASB). Budget reporting will be in accordance with Oregon Local Budget Law. A qualified independent firm of certified public accountants will perform an annual financial and compliance audit of the City's financial statements. The firm's opinions will be presented in the City's Annual Comprehensive Financial Report (ACFR), in the single audit report as required by the Single Audit Act of 1984, and in the independent auditor's Report on Compliance and on Internal Control over Financial Reporting.

## Budget Policies

The City will develop and implement a budget process that will:

- ◆ make prudent use of public resources;
- ◆ include financial forecast information to ensure that the City is planning adequately for current and future needs;
- ◆ involve community members, elected officials, employees, and other key stakeholders;
- ◆ provide performance measurement data to assist in assessing program effectiveness; and
- ◆ comply with City Charter, City Code, and State of Oregon Local Budget Law.

The Mayor will develop and present a proposed City budget to the Council for consideration and adoption. The City Budget Office will issue guidelines and rules for the preparation and review of bureau budget requests to the Mayor including a proposed annual budget process and calendar. The City Budget Office will maintain a system for financial monitoring and control of the City's budget during the fiscal year and will also review ordinances and significant administrative decisions submitted for Council actions throughout the fiscal year.

For the fall budget monitoring process, at least 50% of General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be allocated to infrastructure maintenance or replacement. Funds that had been reserved to pay for General Fund encumbrances but are not needed for this purpose will also be added to General Fund contingency or spent on one-time needs.

The budget will comply with the following operating principles:

- ◆ In each fund, resources shall be equal to requirements resulting in a balanced budget.
- ◆ One-time funds are General Fund resources designed to be used for projects and purchases that can be accomplished within the fiscal year.
- ◆ Unless otherwise stated explicitly by the Council, the City will not dedicate discretionary revenues for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
- ◆ The City will budget only the amount of revenue that is needed to fund projected expenditures within the fiscal year.
- ◆ The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality.
- ◆ The City will coordinate its service delivery with other applicable public and private service providers.
- ◆ City operations will be run on a self-supporting basis where doing so will increase efficiency in service delivery or recover the full cost of providing the service by a user fee or charge.

#### **Financial Reporting**

The City shall maintain a system of financial monitoring, control, and reporting for all operations, funds, and agencies to provide effective means of ensuring that overall City goals and objectives are met and to assure the City's citizens, partners, and investors that the City is well managed and fiscally sound.

The City will maintain its accounting records and report on its financial condition and results of operations in accordance with state and federal law and regulations, Generally Accepted Accounting Principles (GAAP), and standards established by the Governmental Accounting Standards Board (GASB). Budget reporting will be in accordance with Oregon Local Budget Law.

A qualified independent firm of certified public accountants will perform an annual financial and compliance audit of the City's financial statements. The firm's opinions will be presented in the City's Annual Comprehensive Financial Report (CAFR), in the single audit report as required by the Single Audit Act of 1984, and in the independent auditor's Report on Compliance and on Internal Control over Financial Reporting.

#### **Revenue Policies**

The City will maximize and diversify its revenue base to raise sufficient revenue to support essential City services and to maintain services during periods of declining economic activity. City services providing private benefits should be paid for by fees and charges as much as possible to maximize flexibility in the use of City general revenue sources to meet the cost for services of broader public benefit. The City's overall revenue structure will be designed to recapture some of the financial benefits resulting from City economic and community development investments. Revenue collection efforts that produce positive net income for City service delivery will be the highest budget priority.

Charges for services that benefit specific users should recover full costs, including all direct costs, bureau overhead, General Fund overhead, loss of interest, and depreciation on capital plant and equipment. The City will use and obtain resources as efficiently as possible according to the following principles:

- ◆ Use the resources that it already collects
- ◆ Collect the resources to which it is already entitled
- ◆ Seek new resources, consistent with its financial policies and City goals
- ◆ Strive to keep a total revenue mix that encourages growth and keeps Portland competitive in the metropolitan area
- ◆ Enforce its authority to collect revenue due the City, including litigation if necessary

Bureaus shall conservatively estimate revenue and shall retain all excess bureau-generated revenue. Overall bureau revenue shortfalls requiring additional General Fund discretionary resources will result in a bureau current appropriation level reduction.

#### **Reserve Funds**

Reserve funds will be established and maintained to ensure the continued delivery of City services to address emergencies, address a temporary revenue shortfall, or provide stability during economic cycles. Sufficient reserve funds will be managed to provide adequate cash flow, stabilize the City's interest rates, and provide continuity in service delivery. The City shall maintain adequate cash reserves in each fund in order to maintain a positive cash position at any time during a fiscal year and at year-end.

The level of the General Reserve Fund shall be 10% of the General Fund discretionary and overhead resources less beginning fund balance. There are two parts to the General Reserve Fund: one-half is designated as the emergency reserve and one-half as the countercyclical reserve. Council will begin to restore the reserves used under this policy within 24 months after their first use. The City Budget Office will manage and monitor the General Reserve Fund and report on the current and projected level of the reserve funds during each budget process.

#### **Cost Allocation**

The City will establish and maintain a consistent methodology for allocating the costs of the City's central service functions and activities that benefit or are used by several City organizations. The goal is to provide stable, predictable, and equitable costs and rates to organizations that pay for these services.

The two primary methods used to allocate central services costs to City organizations are the General Fund overhead (GFOH) model and interagency agreements. Business service activities that recover costs through rates and interagency agreements will periodically compare the cost of its fees and rates with other comparable agencies and/or businesses and report these findings to its customers.

Costs will be allocated for general central support services or activities budgeted in the General Fund. Bureaus and operations that are budgeted in the General Fund do not pay GFOH. The amount to be recovered through the GFOH model shall include all costs of the bureau or activity less all internal and external revenue. The City Budget Office will provide each paying agency with its projected GFOH costs in a timely manner so the costs can be included in each agency's budget request.

The City Budget Office will annually review the updated GFOH model to ensure that it meets the goal of providing a stable, predictable, and equitable allocation of GFOH costs. Every five years, the City Budget Office will conduct a comprehensive review of the GFOH model to identify any needed changes. The results of this review and any recommendations will be provided to the Council.

Costs for services or activities provided to customers that can be defined on a per unit basis based on actual consumption will be allocated through rates. Designated business service activities will recover their costs by charging rates. Those bureaus recovering costs through the use of rates shall do so through the use of interagency agreements between the providing bureau and the receiving bureau. The amount to be recovered by those bureaus through rates shall include all direct and indirect costs of the bureau less any external revenue.

The system of interagency agreements involves budgeting, billing, and service description components. The Chief Administrative Officer issues procedures for interagency agreements that describe the types of agreements, the required elements, budgeting, rate setting, billing, and dispute resolution.

#### Treasury

The City Treasurer is the custodian of all public money of the City, and the Treasury Division in the Bureau of Revenue and Financial Services is the central office through which all banking, cash management, ancillary banking, merchant, and investment management services are provided to City bureaus.

#### Banking Services, Cash Management, and Electronic Payment Processing

The Treasury Division ensures the accurate and timely deposit, investment, and security of all the City's cash assets. All cash received by City bureaus is deposited to qualified depositories for public funds and collateralized as prescribed by Oregon Revised Statutes. Only the City Treasurer is authorized to establish bank accounts for the City.

The Treasury Division establishes policies regarding all City banking-related services, including electronic payment processing, which refers to the use of payment cards (credit and debit cards) and automated clearinghouse (ACH) methods of payment. Bureaus providing electronic payment processing options are responsible for all direct and indirect costs associated with providing these services.

#### Investment Policy

The City invests its cash assets in accordance with the City's Investment Policy, the objectives of which are to preserve principal, provide ample liquidity to meet the City's daily cash requirements, and generate a market rate of return. The Investment Policy establishes a conservative set of investment criteria with additional detail on authorized investments, authorized depository institutions and broker/dealer counterparties, risk analysis, diversification, distribution of portfolio maturities, internal controls, and reporting. Consistent with the Oregon Revised Statutes governing the investment of public funds, City Council adopts its Investment Policy annually.

#### Debt Management

The Debt Management Division directs the City's debt program, the objectives of which are to maintain the City's financial health and bond ratings, while ensuring bureaus have timely and cost-effective access to capital markets to implement their capital funding programs.

The objectives of the City's Debt Management Policy are to ensure prudent debt decisions for bureaus, and for the City as a whole, with additional detail on comprehensive capital planning and financing, limitations on City indebtedness, structure and term of City indebtedness, short term debt and interim financing, improvement district assessment contract financing, urban renewal financing, conduit financing, financing proposals, selection of finance consultants and service providers, method of sale, refunding of City indebtedness, use of credit enhancement, credit ratings, rebate reporting, covenant compliance, ongoing disclosure, and derivative products.

## Summaries of Planning Policies

Council has adopted numerous policies governing the provision of specific services by the City. These policies provide further guidance to bureaus as they develop the annual budget.

### Comprehensive Plan

City Council adopted a new 2035 Comprehensive Plan in December 2016. This long-range plan helps the City prepare for and manage expected population and employment growth, as Portland expects to welcome approximately 260,000 new residents and 140,000 over the next two decades. The new plan manages how Portland will grow, leveraging new resources to build more complete neighborhoods. This means well-designed development that complements and serves surrounding neighborhoods, improves accessibility and safety, expands housing choice, strengthens business districts, protects air and water quality and the natural environment, and supports our investments in transit and active transportation.

### The Portland Plan

On April 25, 2012, City Council adopted Resolution #36918 to "Adopt the Portland Plan as strategic plan to guide future City decisions." The Portland Plan is the document that will guide City development efforts and prioritization of limited resources through 2035. The three-year effort was led by the Bureau of Planning & Sustainability in collaboration with City bureaus, regional agencies/organizations, and the public. The resulting product is a plan that will serve the interests and needs of community members, visitors, the business community, and partner agencies. The plan is composed of three integrated strategies: 1) thriving, educated youth; 2) economic prosperity and affordability; and 3) a healthy, connected City. All strategies are tied together by an equity framework to "guide the plan implementation and improve City operational business practices, support actions that promote accountability, close disparity gaps, and increase community engagement in civic activities."

### Environmental Policy

*The City complies with federal ESA requirements to protect and restore salmon and steelhead species.*

### Sustainable Development

In 1993, Portland was the first U.S. city to create a local action plan for cutting carbon. Portland's Climate Action Plan is a strategy to put Portland and Multnomah County on a path to achieve a 40% reduction in carbon emissions by 2030 and an 80% reduction by 2050 (compared to 1990 levels). The plan builds upon a legacy of forward-thinking climate protection initiatives by the City of Portland

and Multnomah County that have resulted in significant total and per person reductions in local carbon emissions. The 2015 Climate Action Plan builds on the accomplishments to date with ambitious new policies, fresh research on consumption choices and engagement with community leaders serving low-income households and communities of color to advance equity through the City and County's climate action efforts. The Bureau of Planning & Sustainability has begun work on the Climate Action Plan 2020 Update, which will employ the framework of climate justice and focus on robust community engagement processes.

### **Solid Waste**

Council adopted Ordinance #162497 in 1990 to establish residential garbage collection franchise areas, expand neighborhood-based recycling programs, and assess a garbage collection franchise fee. In 1996, a commercial recycling program was implemented. In FY 2001-02, the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. Residential franchise fees are set at 5% of haulers' gross revenue. The commercial tonnage fee is currently \$12.60 per ton, and was increased by \$3.00 per ton in FY 2018-19 to fund Homeless and Urban Camping Impact Reduction Program.

### **Economic Development Strategy**

Prosper Portland is the City of Portland's economic development agency and is guided by the five-year strategic plan released in 2015. The goal of the plan is to attain widely shared prosperity among all residents of Portland, with an emphasis on communities of color and those who have been historically underserved.

Prosper Portland seeks to empower people, communities, and businesses to thrive in the regional and global economies. In doing so, it strives to ensure that Portland becomes one of the most globally competitive, equitable, and healthy cities in the world. Throughout its economic development work, Prosper Portland is motivated by a belief in the possibility of transformational change and actions that are grounded in anti-racism.

Prosper Portland focuses on building an equitable economy, based on four cornerstones: growing family-wage jobs, advancing opportunities for prosperity, collaborating with partners for an equitable city, and creating vibrant neighborhoods and communities. The vision Prosper Portland seeks for Portland is bigger than what the organization can achieve alone. Throughout the year Prosper Portland works with public, private, and community partners to deliver on its strategic objectives, working on a wide array of initiatives and projects and programs that are designed to benefit all Portlanders.

More detail can be found by visiting the Priorities Page on [prosperportland.us](http://prosperportland.us).

## Budget Notes

## Adopted Budget Notes

### City Administrator

#### **Evaluate Impact Reduction Program Ongoing Funding Model**

The costs of the Impact Reduction Program have increased 300% over the past three years. The Director of Portland Solutions and the Impact Reduction Program manager are directed to work with the Deputy City Administrators of Public Works and Vibrant Communities to assess the ongoing funding model for the program, including the allocation of General Fund subsidy across the customer bureaus. Recommendations for the FY 2025-26 budget and beyond should be delivered to the interim City Administrator and the Mayor by January 2025 to inform the development of the FY 2025-26 budget.

#### **Evaluate organizational structure and relative staffing of City Administrator, City Council, and Mayor's Office**

The Interim City Administrator is directed to work with the current Mayor and City Council and the newly elected Mayor and City Council after January 1, 2025 to hire an external evaluator to assess the organizational structure and staffing in the City Administrator's office, the Deputy City Administrator offices, the City Council, and the Mayor's Office under the new form of government. The evaluation should focus on the service delivery and cost impacts of the organizational structure, possible efficiencies, and include comparisons to highly performing cities of comparable size and governance structure. It should include an assessment of the number of Deputy City Administrators, bureau directors, and Council staff. The Interim City Administrator should present a draft of a Scope of Work for the evaluator to the current City Council by September 1, 2024.

### Budget & Finance

#### **Present Organizational and Budget Plan to Support Data-Informed Decision-Making**

The City recognizes data and information as key community and organizational assets. City bureaus are directed to partner with the Bureau of Technology Services, Bureau of Planning & Sustainability and City Budget Office, to develop organizational and budget recommendations that address the following outstanding items.

1. Roles and responsibilities of each team
2. A workplan and identified data products that each team will manage and produce
3. Organizational, governance, accountability, authority, and/or other alignment opportunities to facilitate sharing and management of secure and authoritative City data for the enterprise that supports the City Core Values. This includes improving the collection, use, analysis and sharing of data within and across City service areas to inform and evaluate the implementation of Charter Reform.

4. A sustainable budget and cost-recovery methodology for ongoing enterprise data technology, governance investments, and support – much of which is currently one-time funded.

A recommended approach should be submitted to the City Administrator by no later than September 15, 2024 for Council to consider as part of the FY 2025-26 budget development process. This recommendation will build on Open Data, existing dashboards, and funded data projects to increase data sharing and strategy development across the organization and with the community in support of data-informed decision-making.

### **Urban Flood Safety & Water Quality District Flood Safety Benefit Fee - Ongoing Payment Plan**

In March 2024, the Oregon State Legislature passed Senate Bill 1517 which gives the Urban Flood Safety & Water Quality District Flood (UFSWQD) the authority to assess a new Flood Safety Benefit fee starting in FY 2024-25, on the order of \$5.1 million. This funding is covered by General Fund for FY24-25 to provide bridge funding to pay the UFSWQD fee in FY 2024-25. In FY 2024-25, a city work group shall be established, led by the DCA of Budget and Finance and include finance managers from PBOT, BES, Water, PP&R and other impacted bureaus, to determine the most appropriate mechanism to fund this fee on an ongoing basis. A memo with the recommended fee structure should be submitted to the City Administrator by September 1, 2024.

### **Evaluate financial effects of composite rate health benefit change**

The City Budget Office (CBO) and the Bureau of Human Resources (BHR) are directed to analyze the bureau-by-bureau impacts of the recent change in the methodology for developing rates charged to bureaus for employee health benefits. This change from charging different rates for one- and two-party plans and family plans to a blended rate had differential impacts on bureaus. CBO and BHR are further directed to evaluate the original projections compared to actual impacts and, where variances exist, recommend an approach for truing up those impacts in the 2024 Fall BMP for FY 2024-25 and Current Appropriation Level targets for the FY 2025-26 budget.

### **Homeless services cost estimate**

The City Budget Office is directed to work with the Interim Deputy City Administrators to compile a listing of direct and indirect costs for all services associated with the range of programs developed to address homelessness and its impact on Portland Communities.

Examples of Direct Costs:

- ◆ Capital costs related to the planning and development of sanctioned shelter sites,
- ◆ Operational costs related to providing services to sanctioned shelter sites, including personnel, utilities, security, meals, maintenance, coordination services, additional services, etc.,
- ◆ Costs related to personnel, outreach equipment, and ancillary services related to the removal of unsanctioned camps,
- ◆ Costs related to assessing or addressing substance abuse issues,
- ◆ Costs related to assessing or addressing behavioral health related issues,
- ◆ Costs related to trash removal.

Examples of Indirect Costs:

- ◆ Cost of Fire Bureau related services addressing fires resulting from unsanctioned camping,
- ◆ Cost of Police Bureau related services addressing increased policing needs resulting from unsanctioned camping,
- ◆ Cost of Portland Street Response (PR) and Community Health Assess and Treat (CHAT) services related to unsheltered populations and unsanctioned camping,
- ◆ Facility and property repair and maintenance costs resulting from unsanctioned camping,
- ◆ City contributions to other public or private entities that indirectly provide direct or indirect services (e.g., Joint Office of Homeless Services, Non-profit organizations).

**Forecasting inflation in multi-year PCEF allocations**

With the understanding that the Approved Budget as filed includes General Fund discretionary resource ongoing is being swapped out and replaced with Portland Clean Energy Fund (PCEF) resource, and noting that ongoing General Fund discretionary allocations would grow with inflation, Council directs the City Budget Office to work with the Bureau of Planning & Sustainability to develop a methodology for imputing inflationary factors to the bureau program expenses backed by PCEF revenue and incorporate those inflationary increases into the annual budget process. Further, all bureaus receiving PCEF for multiple years should provide the PCEF team and CBO with details on the programmatic expenditures, inflation that they anticipate in each of the years of the PCEF allocation. Exclusive of inflation, that total budget should be within 1% above or below the initial PCEF allocation amount.

## City Operations

### **Recommendations for a Citywide Asset Management Office**

The City has invested in improving asset management techniques in multiple bureaus for over fifteen years, with much of the coordination through a monthly Citywide Asset Management Group (CAMG). Over the years, applying these techniques have revealed the true costs of infrastructure as described in annual asset reports. The City of Portland is responsible for over \$80 billion in physical assets covering almost one-quarter of Portland's land area. Services from these assets impact the daily lives of Portlanders and shape our future environment.

In 2023, the Office of Management and Finance (OMF) completed a citywide asset management maturity assessment, which identified an inconsistent adoption of asset management best practices with many bureaus needing dedicated assistance to implement these practices. With the implementation of Charter Reform, city leadership has an opportunity to improve citywide consistency and maturity in asset management through a centralized function – to steer all city asset services to equitable provisioning and sustainable performance by managing the balance between cost of service, levels of service, and the business risk around asset lifecycle. A centralized function also has the potential to better integrate longer term comprehensive planning objectives across City bureaus. Resolution 37635, adopted on November 1, 2023, includes a central asset management function in the new city organization chart, but without specifying authority nor funding implementation. In addition, CAMG should work with the City Budget Office to review capital set-aside as a funding mechanism for capital maintenance, and provide options for financial policy changes to better align the funding process with needs.

By October 2024, the interim City Administrator, with the assistance of the CAMG, should bring forward a more detailed proposal for FY 2025-26 that establishes a Citywide Asset Management Office. This proposal should include a Current Appropriation Level request informed by the functional objectives and specific positions needed to set up the new office.

### **Create a Plan for Permitting Software Development Teams and Applications**

The Bureau of Technology Services (BTS) and Portland Permitting & Development (PP&D) are directed to develop organizational and budget recommendations that address the future of permitting software development as an enterprise application team.

Other City bureaus are directed to partner with BTS and PP&D as requested to support the development of these recommendations, including:

Organizational, governance, accountability, authority, and/or other alignment opportunities to manage software development and support for PP&D. This includes:

- ◆ A plan to enable more aligned and efficient service delivery
- ◆ An organizational structure that is more accountable to the community and customer
- ◆ A governance model that enables better outcomes surrounding the use of technology

Financial plan for this change. This includes:

- ◆ Determine resources necessary implementation
  - ◆ Determine a sustainable model for budgeting and cost recovery that includes additional one-time costs to ensure a successful change and additional ongoing costs required for this to be a success
- An evaluation and recommendation on the merits of this change, including potential alternatives to manage risks will be submitted to the City Administrator by no later than September 30, 2024.

### **Continued Collaboration on Future Health Insurance Cost Solutions**

In January 2024, the Bureau of Human Resources (BHR) discovered that the City's employer-paid insurance costs would increase by 12.9% LMBC and 18.2% PPA, which was above the City's budgeted 5%. To maintain the same level of coverage for employees as offered in the previous fiscal year, Council approved a temporary solution that used one-time funds and an employee surcharge for FY 2024-25. Additionally, labor and BHR committed to developing a long-term solution that offers sustainable, solvent, and competitive benefits in the face of rising national trends of health insurance costs.

As a result, the Mayor has directed BHR, City leadership, and labor unions to work together to develop a sustainable recommendation for the Council's approval. The recommendation should address the rising health insurance costs for the City's employer-paid benefits by January 2025.

## **Community & Economic Development**

### **Overhead and Staffing Evaluation for Portland Permitting & Development**

In response to the consolidation of permitting bureaus under Portland Permitting & Development (PP&D, previously known as the Bureau of Development Services), with the support of the Deputy City Administrator of Community and Economic Development, the bureau is directed to lead a workgroup to explore and implement strategies aimed at reducing operational costs and increasing efficiency. This initiative is essential for adapting to the centralized framework of the PP&D, which seeks to streamline permitting processes citywide. The bureau is expected to work with partner infrastructure bureaus to evaluate technology utilization and the group must critically assess current operational practices to identify potential cost-saving measures, ways to recuperate partner bureau costs, and process efficiency improvements. These efforts will support the overarching goal of a more integrated and effective permitting system, ultimately benefiting stakeholders through simplified procedures and reduced administrative overhead. By September 1, the bureau must complete an evaluation of staffing and details for costs in the overhead model charged to external bureaus and workflow processes to ensure that resources are optimally aligned with the needs of the PP&D. The Report should be submitted to the City Administrator.

Work group membership: City Administrator, Deputy City Administrators of Budget & Finance, Community & Economic Development and Public Works, plus finance managers of the participating permitting bureaus to review and determine the cost structure moving forward.

## Portland Permitting & Development Reserve Policy Review

Given the current external downturn in construction activity and the resulting reduction in permitting revenues, the provision of additional General Fund resources will be contingent upon demonstrable recovery in permitting activities or the avoidance of further workforce reductions that will negatively impact current permitting timelines. Recognizing the necessity for Portland Permitting & Development (PP&D), previously known as the Bureau of Development Services, to swiftly scale operations upon recovery, the City will consider releasing earmarked General Fund amounts in the Fall. This funding approach ensures that resource allocation aligns with actual service demand to facilitate timely responsiveness to workload increases.

Moreover, in light of PP&D's financial challenges, including ongoing deficits and reserve levels falling below the 50% minimum reserve level goal, PP&D should reassess reserve policy. The historical build-up of reserves to \$90 million in FY 2017-18 under the current policy provided a crucial buffer against financial pressures; however, the current six-month reserve duration may not be adequate in prolonged economic downturns. Therefore, PP&D is directed to evaluate and revise its reserve policy to extend the financial safety net, ensuring greater stability and operational continuity during extended periods of economic uncertainty. The evaluation work group should include the City Budget Office, Deputy City Administrator of Community and Economic Development and Deputy City Administrator of Budget & Finance. This review should aim to enhance the bureau's financial resilience by adjusting the reserve threshold and duration to more accurately reflect the economic cycles experienced by the city.

Report should be submitted to the Deputy City Administrator of Community and Economic Development by January 2025, to ensure the information can be included in the FY25-26 budget development process.

## Public Safety

### Oversight and Governance of Public Safety Spending

The Deputy City Administrator for Public Safety is directed to establish a Governance Committee specifically focused on ensuring that spending within the public safety bureaus, including Portland Fire & Rescue (PF&R), the Portland Police Bureau (PPB), and the Bureau of Emergency Communications (BOEC), remains within budget. The committee should include the Fire Chief, the Chief of Police, and the Director of the Bureau of Emergency Communications, and be staffed by a combination of public safety staff from PF&R, PPB, BOEC, the Public Safety Service Area Business Services Group, and the City Budget Office.

The committee will operate under the oversight of the City Administrator, the Mayor, and the Commissioner in Charge of Public Safety, who retain the authority to make final decisions regarding the recommendations put forth by the committee. The committee should develop milestones related to the budget and ensure regular oversight and accountability across all public safety bureaus. Key responsibilities include:

1. Comparison of spending to historical overtime averages

By analyzing historical data on overtime spending across PF&R, PPB, and BOEC, the Governance Committee will identify trends and deviations, enabling targeted recommendations to control and reduce overtime expenses. The committee will set target overtime hours and expenditures for each accounting period, which will serve as the basis for determining if corrective action is required for overtime use to stay within budget. Included within this analysis will be response time data (historic and trending) as a correlating factor to establishing minimum staffing levels and setting overtime targets.

## 2. Tracking of EMS, Capital, and Other Key Expense Drivers

Implement a rigorous tracking mechanism to monitor spending in External Materials and Services (EMS), capital investments, and other key expense drivers across public safety bureaus. Ensure they align with budgetary allocations and priorities.

## 3. Stakeholder Engagement and Feedback

Incorporate milestones related to engaging with key stakeholders, including PF&R, PPB, and BOEC personnel, PFFA leadership, community representatives, Public Safety partners, and other relevant city departments. This could involve conducting surveys, staff meetings, or forming advisory panels to gather input on the impact of budgetary decisions and identify areas of improvement.

## 4. Regular Reporting and Recommendations

Establish regular reporting on the largest expense drivers for the public safety bureaus. The Deputy City Administrator for Public Safety is directed to work with the Deputy City Administrator for Budget & Finance and the City Budget Office to provide comprehensive reporting. By January 2025, the Deputy City Administrator for Public Safety should submit recommendations to the City Administrator on any policy recommendations to implement internal spending controls based on certain metrics identified in the recommendations.

## 5. Budget Organization and Transparency

Review the organization of budgets within the public safety service area to ensure accurate and transparent reporting is possible and that appropriate fund centers are used to track spending for individual programs. The Deputy City Administrator for Public Safety is instructed to provide a summary of recommended changes to the service area budget structure to the City Budget Office by September 1, 2024, to address in the FY 2024-25 Budget Monitoring Process if needed.

Overall, this Governance Committee aims to establish strong fiscal management practices, increase transparency, and ensure all public safety bureaus operate within their allocated budgets while delivering essential services efficiently.

**Direction to Develop Programmatic Mission, Scope, and Staffing Model for Portland Street Response & Community Health Assess and Treat; Pursue Sustained Funding Sources to Ensure Continued Services after FY 2024-25**

Directs the Deputy City Administrator of Public Safety to provide programmatic support to Portland Street Response (PSR) and Community Health Assess and Treat (CHAT) and identify and pursue new funding sources (e.g., Medicaid, Coordinated Care Organizations, grant opportunities) to ensure sustained funding for continued services in FY 2025-26 and beyond. Work as external partners with Multnomah County, federal and state governments, and community-based organizations to establish funding options. Funding resources are available to providers who deliver health and social services to individuals in their lived or found environment; resources are to be incorporated into program planning and delivery.

A memo capturing the work and providing recommendations, as well as an accompanying budget proposal prepared for submission to the FY25-26 budget should be delivered to the City Administrator in January 2025.

**Budget and Reporting Structure Analysis for Office of Violence Prevention and Ceasefire**

The Office of Violence Prevention received an increase in funds in 2022 through ARPA funding to address the dramatic increase in gun violence that began in 2019. The Ceasefire program which officially was stood up in February 2023, has only received one-time general fund dollars. The Deputy City Administrator for the Public Safety Service Area will provide a thorough analysis of the results of the OVP grants program and the Ceasefire program from 2022-24 to determine the efficacy of the programs individually and together. A review of the data and resource allocation will be presented in a report to determine the long-term budget needs of the programs to continue the trend of reducing gun violence under the Gun Violence Emergency Declaration and maintain preventative measures to ensure gun violence does not rise again.

The Office of Violence Prevention and Ceasefire program currently report to the Community Safety Division Deputy Director. The Deputy City Administrator for the Public Safety Service Area will review and provide a recommendation for the long-term location of the two programs based on national best practice and the most effective structure for the Public Safety Service Area. The report will be submitted for review to the City Administrator by January 2025 for fiscal year budget planning purposes.

## Public Works

**Review of CREEC Settlement Liability and Funding Options**

As part of the U.S. District Court monitored Civil Rights Education and Enforcement Center (CREEC) Consent Decree settlement (Hines, et al. v. City of Portland, 3:18-cv-00869-HZ), the City of Portland is required to provide a minimum of 1,500 new or remediated ADA compliant curb ramps per year, starting in 2018 and extending through 2030. Through the first six years of the City's obligation, funding sources for meeting this requirement have been varied. Early funding

proposals suggested a split between the City's General Fund, Build Portland bond revenues, and Transportation funds. However, in subsequent years, the viability of these revenues to fully absorb CREEC liabilities has shifted, namely due to strain on the General Fund due to emergent obligations, the discontinuation of Build Portland bonding, and revenue declines within the Portland Bureau of Transportation. Accordingly, the CREEC settlement currently represents an unfunded liability of approximately \$71 million. The Office of the Budget & Finance Deputy City Administrator, the City Attorney's Office, and the Office of Public Works Deputy City Administrator are directed to work in conjunction to develop options to fund CREEC liabilities through the remainder of the settlement. Drafted options are to be presented to the City Administrator by January 2025 prior to annual Budget Development for FY 2025-26.

### **Update Revenue and Expense Forecasting Methods**

Accurate and comprehensive budget forecasting is essential for bureaus' development of sound financial sustainability plans. The Portland Bureau of Transportation's most recent five-year financial forecast submitted with the bureau's FY 2024-25 Requested Budget details a deficit in the Transportation Operating Fund expected to reach \$189.1 million by FY 2028-29. While new and alternative revenue sources included in the bureau's requested budget remedy a portion of this shortfall, other potential liabilities remain. These include the Civil Rights Education and Enforcement Center (CREEC) settlement, requiring the City of Portland to construct a minimum of 1,500 ADA compliant curb ramps for 12 years (from 2018-2030). This legal requirement represents a \$71 million unfunded liability that should be fully reflected in forecasts. Likewise, an 8% increase in healthcare labor costs were not included in the bureau's forecast due to lack of timely information for budget development. The Portland Bureau of Transportation's The Public Works Deputy City Administrator along with PBOT's Bureau Director and Finance Manager are directed to work in conjunction with the Office of the Budget & Finance Deputy City Administrator to standardize budget and forecasting practices. The City Budget Office is also directed to reassess standardization of budget assumptions and timelines and ensuring uniform application of those standards across the City with all service areas prior to budget submission. Additionally, PBOT is directed to conduct a study in FY24-25 on the implementation of increased parking enforcement to gauge both accuracy of revenue assumptions and equity impacts.

### **Portland Permitting & Development -- BES Interagency Agreement Evaluation**

In response to a request from the mayor's office, the Bureau of Environmental Services (BES) will contribute approximately \$1.5 million in ongoing revenues above permitting revenue to the establishment of the City's Portland Permitting & Development (PP&D), previously known as the Bureau of Development Services. The bureau will use \$1.2M that will no longer need to be loaned to the UFSWQD to partially pay for PP&D. BES will reduce its savings for future Tryon Creek Wastewater Treatment Plant replacement costs to cover remaining \$300K. The source of BES's ongoing contributions after the FY 2024-25 budget year will be determined during the subsequent years' annual budget development process and budgetary allocation calculation changes to Portland Permitting & Development's assumptions which will be reviewed collectively this summer. This contribution is

in addition to the transfer of position authority budget of 21.5 FTE (approximate \$3.53 million) from BES to the PP&D and the continued ratepayer subsidization of permitting costs at its current level of 50% (approximately \$2.77 million). With the additional \$1.5 million, the rate payer subsidy increases to 61%. Council directs the City Attorney and utility bureau staff to review the budget enterprise wide to ensure an accurate understanding as to the appropriate use of utility rate payer revenue to support the establishment and continued operation of the PP&D.



# Guide to Financial Summaries

## Introduction

The Financial Summaries section contains a variety of tables intended to help the reader view the budget as a whole, and includes consolidated budget figures across all the City's funds and bureaus.

The tables in this section only include the City's General Fund funding for Prosper Portland, which is a semi-autonomous agency that operates under City charter but is budgeted separately and has other funding sources.

## Summary Tables

### Total City Budget

Table 1, Total City Budget - Resources and Requirements, offers the broadest picture of the City budget. The table includes FY 2021-22 Actuals, FY 2022-23 Actuals, the FY 2023-24 Revised Budget reflecting through accounting period 12 (June 29, 2024), the FY 2024-25 Proposed Budget and the FY 2024-25 Adopted Budget. Table 1 shows the budget broken out into major revenue and expense classes. There are two types of major expense classes: bureau expenses and fund expenses. Bureau expenses are the types of operating and capital expenditures that result from the provision of programs or services by the City's bureaus. Categories of bureau expenses are personnel services, external materials and services, internal materials and services, and capital outlay. Fund expenses are financial requirements for a fund to meet its obligations such as contingencies, debt service, and interfund transfers.

The Citywide totals in Table 1 and elsewhere show the sum of the various funds and a net budget figure. The net budget subtracts the double count caused by interfund transfers and internal materials and services.

### Appropriation Schedule

Table 2, the Appropriation Schedule, is a legally required summary of budgeted expenditures by bureau, by fund. Appropriations are divided into bureau program expenses and fund expenses. Fund expenses are divided into contingency, interfund cash transfers, and debt service.

### Bureau Expenses

Table 3, Summary of Bureau Expenses by Fund, shows the amount budgeted for each major bureau expense category. The total column of Table 3 is equal to the first column in Table 2.

### Resources

Table 4, Summary of Resources by Fund, provides a more detailed view of the major revenue types received by each bureau. General Fund discretionary revenues are included in other external revenue.

### Total Budget by Fiscal Year

Table 5, Total Resources and Requirements by Fiscal Year, shows the total budget for all bureaus in the budget year, current year, and two prior years.

<b>Tax Levy Computation</b>	Table 6, Tax Levy Computation, outlines City property tax levy calculations. It includes Measure 5 and Measure 47/50 tax base, operating property tax revenues, and general obligation bond debt service property tax revenues. The table states total requirements for each tax supported fund less nontax revenues, which leaves the amount the fund receives in current year tax revenues. This amount is then factored up for delinquencies and any applicable Measure 5 and 50 losses. The result is a certified property tax levy for each fund.
<b>Urban Renewal Certification</b>	Table 7, Urban Renewal Certification, shows estimated FY 2024-25 tax increment collections for the City's urban renewal districts.
<b>Authorized Positions</b>	Table 8, Summary of Authorized Positions, is a summary of the full-time equivalent positions authorized by Council through the budget process. The figures include regular part-time positions, limited term positions, and regular full-time positions.
<b>General Fund Revenues and Expenses</b>	Table 9, General Fund Resources and Requirements, summarizes the budget for the General Fund, one of the City's largest, most visible, and most flexible funds. It shows the different sources of revenue, the budgets for individual bureaus within the General Fund, and the fund level expenses. The table compares the FY 2023-24 Revised Budget to the FY 2024-25 Adopted Budget.
<b>Operating and Capital Budget</b>	Table 10, Operating and Capital Budget, summarizes the operating and capital expenditures included in bureau budgets for the FY 2023-24 Revised Budget and FY 2024-25 Adopted Budget by bureau and fund.
<b>Capital Budget by Bureau</b>	Table 11, Capital Budget by Bureau, summarizes the Citywide Capital Improvement Plan (CIP) Budget for each bureau.
<b>Capital Budget by Geographic Area</b>	Table 12, Capital Budget by Geographic Area, shows CIP budgets by geographic area for each bureau. Some capital projects overlap districts and are reflected in the geographic areas of east, west, north, or citywide.



## Financial Summaries

# Total City Budget – Resources and Requirements

Table 1

Financial Summaries

## Total City Budget – Resources and Requirements

This table summarizes the City budget as a whole according to the major categories of expenses and revenues. The figures on this page combine all of the City's funds except those of the Prosper Portland, a semi-autonomous agency that operates under a City charter but is budgeted separately. All subsequent budget tables follow this format.

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	957,193,175	1,018,941,665	897,182,000	1,014,025,254	1,014,025,254
Miscellaneous Fund Allocations	0	0	22,243,017	6,689,696	202,606
Licenses & Permits	376,160,088	384,309,554	354,218,439	405,130,716	405,130,716
Charges for Services	928,406,369	977,946,111	998,609,439	1,035,612,650	1,037,470,150
Intergovernmental	399,030,236	298,896,424	545,149,163	494,036,622	506,887,250
Bond & Note	361,961,021	698,200,308	462,013,470	1,049,514,310	1,050,580,158
Miscellaneous	84,523,056	117,928,577	77,667,908	106,081,030	107,868,181
<b>Total External Revenues</b>	<b>3,107,273,945</b>	<b>3,496,222,640</b>	<b>3,357,083,436</b>	<b>4,111,090,278</b>	<b>4,122,164,315</b>
<b>Internal Revenues</b>					
General Fund Discretionary	0	0	0	(0)	(0)
Fund Transfers - Revenue	783,632,278	824,972,428	1,205,664,106	1,473,777,626	1,473,663,094
Interagency Revenue	277,438,226	307,894,226	385,819,405	398,006,504	397,192,499
<b>Total Internal Revenues</b>	<b>1,061,070,503</b>	<b>1,132,866,654</b>	<b>1,591,483,511</b>	<b>1,871,784,130</b>	<b>1,870,855,593</b>
Beginning Fund Balance	2,198,721,943	2,349,802,642	2,463,963,558	2,213,242,353	2,288,906,610
<b>Total Resources</b>	<b>6,367,066,392</b>	<b>6,978,891,936</b>	<b>7,412,530,505</b>	<b>8,196,116,761</b>	<b>8,281,926,518</b>
Less Intracity Transfers	(1,061,059,992)	(1,132,874,302)	(1,591,483,511)	(1,867,825,866)	(1,871,025,144)
<b>Total NET Budget</b>	<b>5,306,006,400</b>	<b>5,846,017,635</b>	<b>5,821,046,994</b>	<b>6,328,290,895</b>	<b>6,410,901,374</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	919,848,032	1,029,431,910	1,235,115,667	1,276,250,322	1,280,864,055
External Materials and Services	1,065,722,339	1,143,045,888	1,743,467,072	1,542,618,498	1,560,384,494
Internal Materials and Services	277,427,715	307,901,874	385,819,405	394,268,620	397,362,050
Capital Outlay	242,264,554	309,863,318	598,616,818	927,911,466	934,224,085
<b>Total Bureau Expenditures</b>	<b>2,505,262,640</b>	<b>2,790,242,991</b>	<b>3,963,018,962</b>	<b>4,141,048,906</b>	<b>4,172,834,684</b>
<b>Fund Expenditures</b>					
Debt Service	728,838,695	767,669,660	479,134,805	441,786,028	442,371,663
Contingency	0	0	1,634,410,417	1,902,529,795	1,956,605,907
Fund Transfers - Expense	783,632,278	824,972,428	1,205,664,106	1,473,557,246	1,473,663,094
Debt Service Reserves	0	0	97,841,599	81,052,143	81,048,143
<b>Total Fund Expenditures</b>	<b>1,512,470,973</b>	<b>1,592,642,088</b>	<b>3,417,050,927</b>	<b>3,898,925,212</b>	<b>3,953,688,807</b>
Ending Fund Balance	2,349,332,745	2,596,006,868	32,460,616	156,142,643	155,403,027
<b>Total Requirements</b>	<b>6,367,066,358</b>	<b>6,978,891,946</b>	<b>7,412,530,505</b>	<b>8,196,116,761</b>	<b>8,281,926,518</b>
Less Intracity Transfers	(1,061,059,992)	(1,132,874,302)	(1,591,483,511)	(1,867,825,866)	(1,871,025,144)
<b>Total NET Budget</b>	<b>5,306,006,366</b>	<b>5,846,017,645</b>	<b>5,821,046,994</b>	<b>6,328,290,895</b>	<b>6,410,901,374</b>

Table 2

**Appropriation Schedule - FY 2024-25**

Financial Summaries

**Appropriation Schedule - FY 2024-25**

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
<b>Bureau of Emergency Communications</b>					
Emergency Communication Fund	35,659,714	2,436,550	1,679,292	349,877	40,125,433
Transportation Operating Fund	0	0	0	0	0
<b>Bureau of Emergency Communications Subtotal</b>					
	<b>35,659,714</b>	<b>2,436,550</b>	<b>1,679,292</b>	<b>349,877</b>	<b>40,125,433</b>
<b>Bureau of Environmental Services</b>					
Environmental Remediation Fund	8,936,849	23,198,474	1,914,128	2,158	34,051,609
Grants Fund	1,162,177	0	0	0	1,162,177
PDX Clean Energy Fund	14,382,840	0	0	0	14,382,840
Sewer System Construction Fund	50,000	168,780,000	297,450,000	0	466,280,000
Sewer System Debt Redemption Fund	0	0	0	150,035,210	150,035,210
Sewer System Operating Fund	503,633,227	65,635,243	253,928,713	4,806,330	828,003,513
Sewer System Rate Stabilization Fund	0	136,169,780	5,000,000	0	141,169,780
<b>Bureau of Environmental Services Subtotal</b>	<b>528,165,093</b>	<b>393,783,497</b>	<b>558,292,841</b>	<b>154,843,698</b>	<b>1,635,085,129</b>
<b>Bureau of Fleet &amp; Facilities</b>					
CityFleet Operating Fund	119,988,300	32,549,256	1,753,149	5,332,629	159,623,334
Facilities Services Operating Fund	50,312,130	41,002,054	3,006,088	11,412,809	105,733,081
Grants Fund	3,943,071	0	0	0	3,943,071
PDX Clean Energy Fund	12,355,934	0	0	0	12,355,934
<b>Bureau of Fleet &amp; Facilities Subtotal</b>	<b>186,599,435</b>	<b>73,551,310</b>	<b>4,759,237</b>	<b>16,745,438</b>	<b>281,655,420</b>
<b>Bureau of Human Resources</b>					
General Fund	19,539,306	0	0	0	19,539,306
Grants Fund	191,000	0	0	0	191,000
Health Insurance Operating Fund	142,294,070	18,293,639	445,246	55,558	161,088,513
Portland Police Assoc Health Insurnc Fund	19,994,133	4,207,304	0	0	24,201,437
<b>Bureau of Human Resources Subtotal</b>	<b>182,018,509</b>	<b>22,500,943</b>	<b>445,246</b>	<b>55,558</b>	<b>205,020,256</b>
<b>Bureau of Planning &amp; Sustainability</b>					
Community Solar Fund	0	0	0	0	0
General Fund	18,847,604	0	0	0	18,847,604
Grants Fund	1,410,095	0	0	0	1,410,095
PDX Clean Energy Fund	145,343,938	501,148,332	8,116,256	0	654,608,526
Solid Waste Management Fund	10,603,720	95,449	1,432,731	93,469	12,225,369
<b>Bureau of Planning &amp; Sustainability Subtotal</b>	<b>176,205,357</b>	<b>501,243,781</b>	<b>9,548,987</b>	<b>93,469</b>	<b>687,091,594</b>
<b>Bureau of Technology Services</b>					
Facilities Services Operating Fund	0	0	0	0	0
Grants Fund	400,000	0	0	0	400,000
Printing & Distribution Services Operating Fund	5,567,119	1,979,561	311,114	238,272	8,096,066

# Appropriation Schedule - FY 2024-25

Table 2

Financial Summaries

	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
Technology Services Fund	84,701,262	37,284,667	4,181,947	835,669	127,003,545
<b>Bureau of Technology Services Subtotal</b>	<b>90,668,381</b>	<b>39,264,228</b>	<b>4,493,061</b>	<b>1,073,941</b>	<b>135,499,611</b>
<b>City Administrator</b>					
Facilities Services Operating Fund	0	0	0	0	0
General Fund	40,207,460	0	0	0	40,207,460
Grants Fund	37,430,309	0	0	0	37,430,309
<b>City Administrator Subtotal</b>	<b>77,637,769</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,637,769</b>
<b>City Budget Office</b>					
General Fund	5,060,045	0	0	0	5,060,045
PDX Clean Energy Fund	150,000	0	0	0	150,000
<b>City Budget Office Subtotal</b>	<b>5,210,045</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,210,045</b>
<b>Commissioner of Public Affairs</b>					
General Fund	837,464	0	0	0	837,464
<b>Commissioner of Public Affairs Subtotal</b>	<b>837,464</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Safety</b>					
General Fund	837,464	0	0	0	837,464
<b>Commissioner of Public Safety Subtotal</b>	<b>837,464</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Utilities</b>					
General Fund	837,464	0	0	0	837,464
<b>Commissioner of Public Utilities Subtotal</b>	<b>837,464</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Works</b>					
General Fund	837,464	0	0	0	837,464
<b>Commissioner of Public Works Subtotal</b>	<b>837,464</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,464</b>
<b>Council</b>					
General Fund	3,681,576	0	0	0	3,681,576
<b>Council Subtotal</b>	<b>3,681,576</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,681,576</b>
<b>Fire &amp; Police Disability &amp; Retirement</b>					
Fire & Police Disability & Retirement Fund	225,565,027	14,172,482	929,395	46,766,562	287,433,466
Fire & Police Disability & Retirement Res Fund	0	0	750,000	0	750,000
<b>Fire &amp; Police Disability &amp; Retirement Subtotal</b>	<b>225,565,027</b>	<b>14,172,482</b>	<b>1,679,395</b>	<b>46,766,562</b>	<b>288,183,466</b>
<b>Fund and Debt Management</b>					
Bonded Debt Interest and Sinking Fund	0	0	0	31,776,673	31,776,673
Central Eastside Ind. District Debt Service Fund	1,235,000	0	0	0	1,235,000
Citywide Obligations Reserve Fund	0	23,598,458	2,820,000	0	26,418,458
Cully Tax Increment Fin Dist Debt Svc	0	0	0	1,300,600	1,300,600
Gateway URA Debt Redemption Fund	0	0	0	8,115,000	8,115,000
General Fund	0	26,595,128	72,313,227	14,588,158	113,496,513
General Reserve Fund	0	75,108,863	3,851,737	0	78,960,600
Governmental Bond Redemption Fund	0	0	0	6,504,733	6,504,733

Table 2

**Appropriation Schedule - FY 2024-25**

Financial Summaries

	Bureau Program Expenses	Fund Requirements			Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Service	
Interstate Corridor Debt Service Fund	4,600,000	0	0	0	4,600,000
Lents Town Center URA Debt Redemption Fund	16,275,000	0	0	0	16,275,000
North Macadam URA Debt Redemption Fund	0	0	0	28,074,103	28,074,103
Pension Debt Redemption Fund	0	0	0	7,128,722	7,128,722
Recreational Marijuana Tax Fund	0	418,340	0	0	418,340
Special Finance and Resource Fund	39,190,452	49,469,675	13,265,089	420,000	102,345,216
Special Projects Debt Service Fund	0	0	0	12,058,353	12,058,353
<b>Fund and Debt Management Subtotal</b>	<b>61,300,452</b>	<b>175,190,464</b>	<b>92,250,053</b>	<b>109,966,342</b>	<b>438,707,311</b>
<b>Office of City Operations</b>					
Citywide Obligations Reserve Fund	0	4,618,352	2,660,012	0	7,278,364
Facilities Services Operating Fund	5,264,659	201,237	0	0	5,465,896
General Fund	26,581,767	0	0	0	26,581,767
Grants Fund	639,928	0	0	0	639,928
<b>Office of City Operations Subtotal</b>	<b>32,486,354</b>	<b>4,819,589</b>	<b>2,660,012</b>	<b>0</b>	<b>39,965,955</b>
<b>Office of Community and Civic Life</b>					
General Fund	6,320,088	0	0	0	6,320,088
<b>Office of Community and Civic Life Subtotal</b>	<b>6,320,088</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,320,088</b>
<b>Office of Community and Econ Development</b>					
General Fund	856,386	0	0	0	856,386
Spectator Venues & Visitor Activities Fund	37,029,699	45,150,815	244,186	7,985,941	90,410,641
<b>Office of Community and Econ Development Subtotal</b>	<b>37,886,085</b>	<b>45,150,815</b>	<b>244,186</b>	<b>7,985,941</b>	<b>91,267,027</b>
<b>Office of Community-Based Police Accountability</b>					
General Fund	1,945,482	0	0	0	1,945,482
<b>Office of Community-Based Police Accountability Subtotal</b>	<b>1,945,482</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,945,482</b>
<b>Office of Equity</b>					
General Fund	3,662,775	0	0	0	3,662,775
Grants Fund	94,445	0	0	0	94,445
<b>Office of Equity Subtotal</b>	<b>3,757,220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,757,220</b>
<b>Office of Government Relations</b>					
General Fund	3,188,885	0	0	0	3,188,885
Grants Fund	185,943	0	0	0	185,943
<b>Office of Government Relations Subtotal</b>	<b>3,374,828</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,374,828</b>
<b>Office of Public Works</b>					
General Fund	623,679	0	0	0	623,679
<b>Office of Public Works Subtotal</b>	<b>623,679</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>623,679</b>
<b>Office of the City Attorney</b>					
General Fund	21,966,968	0	0	0	21,966,968

# Appropriation Schedule - FY 2024-25

Table 2

Financial Summaries

	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
<b>Office of the City Attorney Subtotal</b>	<b>21,966,968</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,966,968</b>
<b>Office of the City Auditor</b>					
General Fund	13,437,477	0	0	0	13,437,477
General Reserve Fund	0	0	0	0	0
<b>Office of the City Auditor Subtotal</b>	<b>13,437,477</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,437,477</b>
<b>Office of the Deputy City Administrator of Budget &amp; Finance</b>					
Arts Education & Access Fund	10,077,591	9,584,141	25,000	0	19,686,732
Assessment Collection Fund	0	86,603	0	0	86,603
Bancroft Bond Interest and Sinking Fund	0	0	0	4,500,000	4,500,000
Citywide Obligations Reserve Fund	8,623,553	1,640,896	2,054,319	0	12,318,768
Convention and Tourism Fund	28,397,000	0	25,000	0	28,422,000
General Fund	54,858,898	0	0	0	54,858,898
Grants Fund	1,219,557	0	0	0	1,219,557
Insurance and Claims Operating Fund	22,535,765	20,428,976	462,036	131,295	43,558,072
Local Improvement District Fund	1,769,386	4,146,606	19,345,758	1,117,161	26,378,911
Property Management License Fund	11,141,500	0	25,000	0	11,166,500
Workers' Comp. Self Insurance Operating Fund	7,252,533	9,944,382	154,961	122,810	17,474,686
<b>Office of the Deputy City Administrator of Budget &amp; Finance Subtotal</b>	<b>145,875,783</b>	<b>45,831,604</b>	<b>22,092,074</b>	<b>5,871,266</b>	<b>219,670,727</b>
<b>Office of the Mayor</b>					
General Fund	3,899,697	0	0	0	3,899,697
<b>Office of the Mayor Subtotal</b>	<b>3,899,697</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,899,697</b>
<b>Office of the Public Safety DCA</b>					
General Fund	19,848,386	0	0	0	19,848,386
Grants Fund	3,435,210	0	0	0	3,435,210
Recreational Marijuana Tax Fund	564,790	0	0	0	564,790
<b>Office of the Public Safety DCA Subtotal</b>	<b>23,848,386</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,848,386</b>
<b>Office of Vibrant Communities</b>					
Arts Education & Access Fund	3,500,000	0	0	0	3,500,000
General Fund	5,023,713	0	0	0	5,023,713
<b>Office of Vibrant Communities Subtotal</b>	<b>8,523,713</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,523,713</b>
<b>Portland Bureau of Transportation</b>					
Grants Fund	79,982,552	0	0	0	79,982,552
Parking Facilities Fund	7,035,707	758,121	2,446,721	0	10,240,549
PDX Clean Energy Fund	16,136,136	31,071,855	0	2,034,250	49,242,241
Recreational Marijuana Tax Fund	1,388,318	0	0	0	1,388,318
Transportation Operating Fund	289,864,042	111,449,873	14,892,466	17,404,242	433,610,623
Transportation Reserve Fund	0	12,025,094	0	0	12,025,094
<b>Portland Bureau of Transportation Subtotal</b>	<b>394,406,755</b>	<b>155,304,943</b>	<b>17,339,187</b>	<b>19,438,492</b>	<b>586,489,377</b>

Table 2

**Appropriation Schedule - FY 2024-25**

Financial Summaries

	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
<b>Portland Children's Levy</b>					
Children's Investment Fund	33,091,475	882,607	25,000	0	33,999,082
<b>Portland Children's Levy Subtotal</b>	<b>33,091,475</b>	<b>882,607</b>	<b>25,000</b>	<b>0</b>	<b>33,999,082</b>
<b>Portland Fire &amp; Rescue</b>					
Fire Capital Fund	0	6,810,000	0	0	6,810,000
General Fund	181,782,464	0	0	0	181,782,464
Grants Fund	5,216,568	0	0	0	5,216,568
Recreational Marijuana Tax Fund	0	0	0	0	0
<b>Portland Fire &amp; Rescue Subtotal</b>	<b>186,999,032</b>	<b>6,810,000</b>	<b>0</b>	<b>0</b>	<b>193,809,032</b>
<b>Portland Housing Bureau</b>					
Affordable Housing Fund	42,480,395	0	550,000	0	43,030,395
Community Development Block Grant Fund	9,759,700	0	0	801,724	10,561,424
General Fund	35,533,202	0	335,685	0	35,868,887
Grants Fund	77,836,305	0	0	0	77,836,305
HOME Grant Fund	18,379,651	0	0	0	18,379,651
Housing Capital Fund	0	0	1,300	0	1,300
Housing Investment Fund	12,807,565	2,714,343	626,085	0	16,147,993
Housing Property Fund	6,180,047	0	202,906	696,236	7,079,189
Inclusionary Housing Fund	16,308,742	0	346,742	0	16,655,484
PDX Clean Energy Fund	33,075,000	0	0	0	33,075,000
Recreational Marijuana Tax Fund	263,441	0	0	0	263,441
Tax Increment Financing Reimbursement Fund	48,106,841	0	958,964	0	49,065,805
<b>Portland Housing Bureau Subtotal</b>	<b>300,730,889</b>	<b>2,714,343</b>	<b>3,021,682</b>	<b>1,497,960</b>	<b>307,964,874</b>
<b>Portland Office of Emergency Management</b>					
General Fund	5,346,177	0	0	0	5,346,177
Grants Fund	4,220,472	0	0	0	4,220,472
<b>Portland Office of Emergency Management Subtotal</b>	<b>9,566,649</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,566,649</b>
<b>Portland Parks &amp; Recreation</b>					
2020 Parks Local Option Levy Fund	0	22,793,508	73,800,652	0	96,594,160
General Fund	168,241,961	0	50,000	0	168,291,961
Golf Fund	15,041,134	6,945,117	619,389	295,000	22,900,640
Grants Fund	12,908,202	0	0	0	12,908,202
Parks Capital Improvement Program Fund	55,422,876	141,612,768	5,232,642	169,539	202,437,825
Parks Endowment Fund	45,655	0	0	0	45,655
PDX Clean Energy Fund	24,150,806	54,749,194	0	0	78,900,000
Portland International Raceway Fund	2,014,436	1,596,155	134,679	317,943	4,063,213
Portland Parks Memorial Fund	19,341,486	2,141,935	0	0	21,483,421
<b>Portland Parks &amp; Recreation Subtotal</b>	<b>297,166,556</b>	<b>229,838,677</b>	<b>79,837,362</b>	<b>782,482</b>	<b>607,625,077</b>

# Appropriation Schedule - FY 2024-25

Table 2

Financial Summaries

	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
<b>Portland Permitting &amp; Development</b>					
Cannabis Licensing Fund	1,596,375	1,311,522	86,262	0	2,994,159
Development Services Fund	89,542,634	5,401,127	4,328,072	1,755,935	101,027,768
<b>Portland Permitting &amp; Development Subtotal</b>					
<b>Portland Police Bureau</b>	<b>91,139,009</b>	<b>6,712,649</b>	<b>4,414,334</b>	<b>1,755,935</b>	<b>104,021,927</b>
General Fund	282,383,857	0	0	0	282,383,857
Grants Fund	3,896,953	0	0	0	3,896,953
Police Special Revenue Fund	8,775,000	0	0	0	8,775,000
<b>Portland Police Bureau Subtotal</b>	<b>295,055,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295,055,810</b>
<b>Prosper Portland</b>					
General Fund	17,367,840	0	0	0	17,367,840
PDX Clean Energy Fund	8,500,000	0	0	0	8,500,000
Recreational Marijuana Tax Fund	4,623,735	0	0	0	4,623,735
<b>Prosper Portland Subtotal</b>	<b>30,491,575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,491,575</b>
<b>Special Appropriations</b>					
General Fund	14,120,344	0	0	0	14,120,344
Grants Fund	684,000	0	0	0	684,000
PDX Clean Energy Fund	0	0	0	0	0
Public Election Fund	2,916,733	0	0	0	2,916,733
<b>Special Appropriations Subtotal</b>	<b>17,721,077</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,721,077</b>
<b>Water Bureau</b>					
Hydroelectric Power Operating Fund	3,279,750	2,432,012	151,142	36,839	5,899,743
PDX Clean Energy Fund	4,375,836	2,855,000	0	0	7,230,836
Water Bond Sinking Fund	0	0	0	69,005,227	69,005,227
Water Construction Fund	0	0	509,025,133	0	509,025,133
Water Fund	628,803,297	231,110,413	161,704,870	6,102,636	1,027,721,216
<b>Water Bureau Subtotal</b>	<b>636,458,883</b>	<b>236,397,425</b>	<b>670,881,145</b>	<b>75,144,702</b>	<b>1,618,882,155</b>
<b>Total</b>	<b>4,172,834,684</b>	<b>1,956,605,907</b>	<b>1,473,663,094</b>	<b>442,371,663</b>	<b>8,045,475,348</b>

Table 3

**Summary of Bureau Expenses by Fund – FY 2024-25**

Financial Summaries

**Summary of Bureau Expenses by Fund – FY 2024-25**

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

	<b>Personnel Services</b>	<b>External Material &amp; Services</b>	<b>Internal Material &amp; Services</b>	<b>Capital Outlay</b>	<b>Total Bureau Expenses</b>
<b>Bureau of Emergency Communications</b>					
Emergency Communication Fund	25,991,061	2,264,632	6,604,021	800,000	35,659,714
Transportation Operating Fund	0	0	0	0	0
<b>Bureau of Emergency Communications Subtotal</b>					
	<b>25,991,061</b>	<b>2,264,632</b>	<b>6,604,021</b>	<b>800,000</b>	<b>35,659,714</b>
<b>Bureau of Environmental Services</b>					
Environmental Remediation Fund	789,844	6,231,713	1,915,292	0	8,936,849
Grants Fund	0	1,162,000	177	0	1,162,177
PDX Clean Energy Fund	6,831,003	3,961,819	3,590,018	0	14,382,840
Sewer System Construction Fund	0	50,000	0	0	50,000
Sewer System Debt Redemption Fund	0	0	0	0	0
Sewer System Operating Fund	109,995,060	122,059,365	63,351,735	208,227,067	503,633,227
Sewer System Rate Stabilization Fund	0	0	0	0	0
<b>Bureau of Environmental Services Subtotal</b>	<b>117,615,907</b>	<b>133,464,897</b>	<b>68,857,222</b>	<b>208,227,067</b>	<b>528,165,093</b>
<b>Bureau of Fleet &amp; Facilities</b>					
CityFleet Operating Fund	12,460,513	24,576,003	3,631,596	79,320,188	119,988,300
Facilities Services Operating Fund	9,562,861	14,962,440	7,305,678	18,481,151	50,312,130
Grants Fund	0	0	0	3,943,071	3,943,071
PDX Clean Energy Fund	338,908	1,236,324	204,000	10,576,702	12,355,934
<b>Bureau of Fleet &amp; Facilities Subtotal</b>	<b>22,362,282</b>	<b>40,774,767</b>	<b>11,141,274</b>	<b>112,321,112</b>	<b>186,599,435</b>
<b>Bureau of Human Resources</b>					
General Fund	16,496,214	1,288,251	1,754,841	0	19,539,306
Grants Fund	0	191,000	0	0	191,000
Health Insurance Operating Fund	3,194,735	138,442,201	657,134	0	142,294,070
Portland Police Assoc Health Insurnc Fund	0	19,994,133	0	0	19,994,133
<b>Bureau of Human Resources Subtotal</b>	<b>19,690,949</b>	<b>159,915,585</b>	<b>2,411,975</b>	<b>0</b>	<b>182,018,509</b>
<b>Bureau of Planning &amp; Sustainability</b>					
Community Solar Fund	0	0	0	0	0
General Fund	13,675,500	5,028,720	143,384	0	18,847,604
Grants Fund	1,266,181	143,914	0	0	1,410,095
PDX Clean Energy Fund	8,507,962	132,568,756	4,267,220	0	145,343,938
Solid Waste Management Fund	3,710,736	4,549,855	2,343,129	0	10,603,720
<b>Bureau of Planning &amp; Sustainability Subtotal</b>	<b>27,160,379</b>	<b>142,291,245</b>	<b>6,753,733</b>	<b>0</b>	<b>176,205,357</b>
<b>Bureau of Technology Services</b>					
Facilities Services Operating Fund	0	0	0	0	0
Grants Fund	0	400,000	0	0	400,000
Printing & Distribution Services Operating Fund	1,640,177	2,723,548	1,019,394	184,000	5,567,119
Technology Services Fund	49,179,428	29,415,699	6,106,135	0	84,701,262

# Summary of Bureau Expenses by Fund – FY 2024-25

Table 3

Financial Summaries

	Personnel Services	External Material & Services	Internal Material & Services	Capital Outlay	Total Bureau Expenses
<b>Bureau of Technology Services Subtotal</b>	<b>50,819,605</b>	<b>32,539,247</b>	<b>7,125,529</b>	<b>184,000</b>	<b>90,668,381</b>
<b>City Administrator</b>					
Facilities Services Operating Fund	0	0	0	0	0
General Fund	7,189,002	31,946,624	1,071,834	0	40,207,460
Grants Fund	1,874,819	34,719,375	836,115	0	37,430,309
<b>City Administrator Subtotal</b>	<b>9,063,821</b>	<b>66,665,999</b>	<b>1,907,949</b>	<b>0</b>	<b>77,637,769</b>
<b>City Budget Office</b>					
General Fund	3,502,139	1,036,255	521,651	0	5,060,045
PDX Clean Energy Fund	150,000	0	0	0	150,000
<b>City Budget Office Subtotal</b>	<b>3,652,139</b>	<b>1,036,255</b>	<b>521,651</b>	<b>0</b>	<b>5,210,045</b>
<b>Commissioner of Public Affairs</b>					
General Fund	642,774	20,620	174,070	0	837,464
<b>Commissioner of Public Affairs Subtotal</b>	<b>642,774</b>	<b>20,620</b>	<b>174,070</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Safety</b>					
General Fund	647,176	22,691	167,597	0	837,464
<b>Commissioner of Public Safety Subtotal</b>	<b>647,176</b>	<b>22,691</b>	<b>167,597</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Utilities</b>					
General Fund	641,402	16,139	179,923	0	837,464
<b>Commissioner of Public Utilities Subtotal</b>	<b>641,402</b>	<b>16,139</b>	<b>179,923</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Works</b>					
General Fund	631,349	32,743	173,372	0	837,464
<b>Commissioner of Public Works Subtotal</b>	<b>631,349</b>	<b>32,743</b>	<b>173,372</b>	<b>0</b>	<b>837,464</b>
<b>Council</b>					
General Fund	2,551,754	195,000	934,822	0	3,681,576
<b>Council Subtotal</b>	<b>2,551,754</b>	<b>195,000</b>	<b>934,822</b>	<b>0</b>	<b>3,681,576</b>
<b>Fire &amp; Police Disability &amp; Retirement</b>					
Fire & Police Disability & Retirement Fund	3,257,501	170,280,703	51,966,823	60,000	225,565,027
Fire & Police Disability & Retirement Res Fund	0	0	0	0	0
<b>Fire &amp; Police Disability &amp; Retirement Subtotal</b>	<b>3,257,501</b>	<b>170,280,703</b>	<b>51,966,823</b>	<b>60,000</b>	<b>225,565,027</b>
<b>Fund and Debt Management</b>					
Bonded Debt Interest and Sinking Fund	0	0	0	0	0
Central Eastside Ind. District Debt Service Fund	0	1,235,000	0	0	1,235,000
Citywide Obligations Reserve Fund	0	0	0	0	0
Cully Tax Increment Fin Dist Debt Svc	0	0	0	0	0
Gateway URA Debt Redemption Fund	0	0	0	0	0
General Fund	0	0	0	0	0
General Reserve Fund	0	0	0	0	0
Governmental Bond Redemption Fund	0	0	0	0	0
Interstate Corridor Debt Service Fund	0	4,600,000	0	0	4,600,000
Lents Town Center URA Debt Redemption Fund	0	16,275,000	0	0	16,275,000

Table 3

**Summary of Bureau Expenses by Fund – FY 2024-25**

Financial Summaries

	Personnel Services	External Material & Services	Internal Material & Services	Capital Outlay	Total Bureau Expenses
North Macadam URA Debt Redemption Fund	0	0	0	0	0
Pension Debt Redemption Fund	0	0	0	0	0
Recreational Marijuana Tax Fund	0	0	0	0	0
Special Finance and Resource Fund	0	39,190,452	0	0	39,190,452
Special Projects Debt Service Fund	0	0	0	0	0
<b>Fund and Debt Management Subtotal</b>	<b>0</b>	<b>61,300,452</b>	<b>0</b>	<b>0</b>	<b>61,300,452</b>
<b>Office of City Operations</b>					
Citywide Obligations Reserve Fund	0	0	0	0	0
Facilities Services Operating Fund	601,384	3,899,788	763,487	0	5,264,659
General Fund	19,311,717	4,998,528	2,271,522	0	26,581,767
Grants Fund	144,969	494,959	0	0	639,928
<b>Office of City Operations Subtotal</b>	<b>20,058,070</b>	<b>9,393,275</b>	<b>3,035,009</b>	<b>0</b>	<b>32,486,354</b>
<b>Office of Community and Civic Life</b>					
General Fund	2,292,242	3,248,610	779,236	0	6,320,088
<b>Office of Community and Civic Life Subtotal</b>	<b>2,292,242</b>	<b>3,248,610</b>	<b>779,236</b>	<b>0</b>	<b>6,320,088</b>
<b>Office of Community and Econ Development</b>					
General Fund	785,679	40,707	30,000	0	856,386
Spectator Venues & Visitor Activities Fund	634,287	32,133,100	664,200	3,598,112	37,029,699
<b>Office of Community and Econ Development Subtotal</b>	<b>1,419,966</b>	<b>32,173,807</b>	<b>694,200</b>	<b>3,598,112</b>	<b>37,886,085</b>
<b>Office of Community-Based Police Accountability</b>					
General Fund	1,325,482	620,000	0	0	1,945,482
<b>Office of Community-Based Police Accountability Subtotal</b>	<b>1,325,482</b>	<b>620,000</b>	<b>0</b>	<b>0</b>	<b>1,945,482</b>
<b>Office of Equity</b>					
General Fund	3,093,526	138,262	430,987	0	3,662,775
Grants Fund	94,445	0	0	0	94,445
<b>Office of Equity Subtotal</b>	<b>3,187,971</b>	<b>138,262</b>	<b>430,987</b>	<b>0</b>	<b>3,757,220</b>
<b>Office of Government Relations</b>					
General Fund	2,182,970	660,194	345,721	0	3,188,885
Grants Fund	185,943	0	0	0	185,943
<b>Office of Government Relations Subtotal</b>	<b>2,368,913</b>	<b>660,194</b>	<b>345,721</b>	<b>0</b>	<b>3,374,828</b>
<b>Office of Public Works</b>					
General Fund	583,679	10,000	30,000	0	623,679
<b>Office of Public Works Subtotal</b>	<b>583,679</b>	<b>10,000</b>	<b>30,000</b>	<b>0</b>	<b>623,679</b>
<b>Office of the City Attorney</b>					
General Fund	18,458,239	1,505,073	2,003,656	0	21,966,968
<b>Office of the City Attorney Subtotal</b>	<b>18,458,239</b>	<b>1,505,073</b>	<b>2,003,656</b>	<b>0</b>	<b>21,966,968</b>
<b>Office of the City Auditor</b>					
General Fund	8,103,271	2,168,809	3,165,397	0	13,437,477
General Reserve Fund	0	0	0	0	0

# Summary of Bureau Expenses by Fund – FY 2024-25

Table 3

Financial Summaries

	Personnel Services	External Material & Services	Internal Material & Services	Capital Outlay	Total Bureau Expenses
<b>Office of the City Auditor Subtotal</b>	<b>8,103,271</b>	<b>2,168,809</b>	<b>3,165,397</b>	<b>0</b>	<b>13,437,477</b>
<b>Office of the Deputy City Administrator of Budget &amp; Finance</b>					
Arts Education & Access Fund	0	8,316,000	1,761,591	0	10,077,591
Assessment Collection Fund	0	0	0	0	0
Bancroft Bond Interest and Sinking Fund	0	0	0	0	0
Citywide Obligations Reserve Fund	0	0	8,623,553	0	8,623,553
Convention and Tourism Fund	0	27,699,412	697,588	0	28,397,000
General Fund	38,625,302	9,310,170	6,923,426	0	54,858,898
Grants Fund	1,219,557	0	0	0	1,219,557
Insurance and Claims Operating Fund	2,414,253	15,037,538	5,083,974	0	22,535,765
Local Improvement District Fund	0	32,400	1,736,986	0	1,769,386
Property Management License Fund	0	10,766,407	375,093	0	11,141,500
Workers' Comp. Self Insurance Operating Fund	1,893,296	4,533,668	825,569	0	7,252,533
<b>Office of the Deputy City Administrator of Budget &amp; Finance Subtotal</b>	<b>44,152,408</b>	<b>75,695,595</b>	<b>26,027,780</b>	<b>0</b>	<b>145,875,783</b>
<b>Office of the Mayor</b>					
General Fund	2,247,154	200,000	1,452,543	0	3,899,697
<b>Office of the Mayor Subtotal</b>	<b>2,247,154</b>	<b>200,000</b>	<b>1,452,543</b>	<b>0</b>	<b>3,899,697</b>
<b>Office of the Public Safety DCA</b>					
General Fund	13,124,442	5,376,189	1,347,755	0	19,848,386
Grants Fund	3,435,210	0	0	0	3,435,210
Recreational Marijuana Tax Fund	564,790	0	0	0	564,790
<b>Office of the Public Safety DCA Subtotal</b>	<b>17,124,442</b>	<b>5,376,189</b>	<b>1,347,755</b>	<b>0</b>	<b>23,848,386</b>
<b>Office of Vibrant Communities</b>					
Arts Education & Access Fund	157,517	3,342,483	0	0	3,500,000
General Fund	1,416,953	3,486,866	119,894	0	5,023,713
<b>Office of Vibrant Communities Subtotal</b>	<b>1,574,470</b>	<b>6,829,349</b>	<b>119,894</b>	<b>0</b>	<b>8,523,713</b>
<b>Portland Bureau of Transportation</b>					
Grants Fund	12,460,657	14,728,940	10,997,387	41,795,568	79,982,552
Parking Facilities Fund	777,204	5,779,786	478,717	0	7,035,707
PDX Clean Energy Fund	4,171,321	6,489,797	2,889,779	2,585,239	16,136,136
Recreational Marijuana Tax Fund	897,729	490,589	0	0	1,388,318
Transportation Operating Fund	139,402,038	54,973,898	33,142,778	62,345,328	289,864,042
Transportation Reserve Fund	0	0	0	0	0
<b>Portland Bureau of Transportation Subtotal</b>	<b>157,708,949</b>	<b>82,463,010</b>	<b>47,508,661</b>	<b>106,726,135</b>	<b>394,406,755</b>
<b>Portland Children's Levy</b>					
Children's Investment Fund	1,503,483	31,520,705	67,287	0	33,091,475
<b>Portland Children's Levy Subtotal</b>	<b>1,503,483</b>	<b>31,520,705</b>	<b>67,287</b>	<b>0</b>	<b>33,091,475</b>
<b>Portland Fire &amp; Rescue</b>					
Fire Capital Fund	0	0	0	0	0

**Table 3****Summary of Bureau Expenses by Fund – FY 2024-25**

Financial Summaries

	<b>Personnel Services</b>	<b>External Material &amp; Services</b>	<b>Internal Material &amp; Services</b>	<b>Capital Outlay</b>	<b>Total Bureau Expenses</b>
General Fund	158,356,530	5,419,697	12,004,237	6,002,000	181,782,464
Grants Fund	4,350,680	167,194	0	698,694	5,216,568
Recreational Marijuana Tax Fund	0	0	0	0	0
<b>Portland Fire &amp; Rescue Subtotal</b>	<b>162,707,210</b>	<b>5,586,891</b>	<b>12,004,237</b>	<b>6,700,694</b>	<b>186,999,032</b>
<b>Portland Housing Bureau</b>					
Affordable Housing Fund	860,328	41,090,818	529,249	0	42,480,395
Community Development Block Grant Fund	1,654,922	7,694,778	410,000	0	9,759,700
General Fund	3,880,300	31,054,330	598,572	0	35,533,202
Grants Fund	1,536,532	76,223,773	76,000	0	77,836,305
HOME Grant Fund	697,299	17,682,352	0	0	18,379,651
Housing Capital Fund	0	0	0	0	0
Housing Investment Fund	2,178,358	9,883,140	745,776	291	12,807,565
Housing Property Fund	91,086	5,775,282	313,679	0	6,180,047
Inclusionary Housing Fund	1,466,459	14,827,414	14,869	0	16,308,742
PDX Clean Energy Fund	617,853	32,019,547	437,600	0	33,075,000
Recreational Marijuana Tax Fund	0	263,441	0	0	263,441
Tax Increment Financing Reimbursement Fund	3,576,518	43,648,392	881,931	0	48,106,841
<b>Portland Housing Bureau Subtotal</b>	<b>16,559,655</b>	<b>280,163,267</b>	<b>4,007,676</b>	<b>291</b>	<b>300,730,889</b>
<b>Portland Office of Emergency Management</b>					
General Fund	2,984,735	979,066	1,382,376	0	5,346,177
Grants Fund	1,192,035	3,008,441	19,996	0	4,220,472
<b>Portland Office of Emergency Management Subtotal</b>	<b>4,176,770</b>	<b>3,987,507</b>	<b>1,402,372</b>	<b>0</b>	<b>9,566,649</b>
<b>Portland Parks &amp; Recreation</b>					
2020 Parks Local Option Levy Fund	0	0	0	0	0
General Fund	111,308,048	34,468,866	21,340,047	1,125,000	168,241,961
Golf Fund	4,460,707	9,893,192	687,235	0	15,041,134
Grants Fund	262,719	3,202,983	0	9,442,500	12,908,202
Parks Capital Improvement Program Fund	5,207,349	11,281,673	5,991,001	32,942,853	55,422,876
Parks Endowment Fund	0	45,655	0	0	45,655
PDX Clean Energy Fund	10,069,476	2,580,000	951,330	10,550,000	24,150,806
Portland International Raceway Fund	1,076,342	747,328	190,766	0	2,014,436
Portland Parks Memorial Fund	2,643,291	13,481,834	3,141,361	75,000	19,341,486
<b>Portland Parks &amp; Recreation Subtotal</b>	<b>135,027,932</b>	<b>75,701,531</b>	<b>32,301,740</b>	<b>54,135,353</b>	<b>297,166,556</b>
<b>Portland Permitting &amp; Development</b>					
Cannabis Licensing Fund	833,846	161,210	601,319	0	1,596,375
Development Services Fund	60,147,954	5,957,829	23,436,851	0	89,542,634
<b>Portland Permitting &amp; Development Subtotal</b>	<b>60,981,800</b>	<b>6,119,039</b>	<b>24,038,170</b>	<b>0</b>	<b>91,139,009</b>
<b>Portland Police Bureau</b>					
General Fund	222,198,270	12,448,229	47,734,037	3,321	282,383,857

## Summary of Bureau Expenses by Fund – FY 2024-25

Table 3

Financial Summaries

	Personnel Services	External Material & Services	Internal Material & Services	Capital Outlay	Total Bureau Expenses
Grants Fund	1,693,792	1,738,761	464,400	0	3,896,953
Police Special Revenue Fund	0	8,775,000	0	0	8,775,000
<b>Portland Police Bureau Subtotal</b>	<b>223,892,062</b>	<b>22,961,990</b>	<b>48,198,437</b>	<b>3,321</b>	<b>295,055,810</b>
<b>Prosper Portland</b>					
General Fund	0	17,367,840	0	0	17,367,840
PDX Clean Energy Fund	0	8,500,000	0	0	8,500,000
Recreational Marijuana Tax Fund	0	4,623,735	0	0	4,623,735
<b>Prosper Portland Subtotal</b>	<b>0</b>	<b>30,491,575</b>	<b>0</b>	<b>0</b>	<b>30,491,575</b>
<b>Special Appropriations</b>					
General Fund	208,557	13,745,115	166,672	0	14,120,344
Grants Fund	0	684,000	0	0	684,000
PDX Clean Energy Fund	0	0	0	0	0
Public Election Fund	603,882	2,257,553	55,298	0	2,916,733
<b>Special Appropriations Subtotal</b>	<b>812,439</b>	<b>16,686,668</b>	<b>221,970</b>	<b>0</b>	<b>17,721,077</b>
<b>Water Bureau</b>					
Hydroelectric Power Operating Fund	486,234	2,441,100	352,416	0	3,279,750
PDX Clean Energy Fund	150,836	2,125,000	0	2,100,000	4,375,836
Water Bond Sinking Fund	0	0	0	0	0
Water Construction Fund	0	0	0	0	0
Water Fund	109,232,279	51,296,073	28,906,945	439,368,000	628,803,297
<b>Water Bureau Subtotal</b>	<b>109,869,349</b>	<b>55,862,173</b>	<b>29,259,361</b>	<b>441,468,000</b>	<b>636,458,883</b>
<b>Total</b>	<b>1,280,864,055</b>	<b>1,560,384,494</b>	<b>397,362,050</b>	<b>934,224,085</b>	<b>4,172,834,684</b>

**Table 4****Summary of Resources by Fund – FY 2024-25**

Financial Summaries

**Summary of Resources by Fund – FY 2024-25**

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

	<b>Property &amp; Transient Lodging Taxes</b>	<b>Service Charges, Licenses, &amp; Permits</b>	<b>Other External Revenue</b>	<b>Intracity Transfers</b>	<b>Beginning Balances</b>	<b>Total Revenues</b>
<b>Bureau of Emergency Communications</b>						
Emergency Communication Fund	0	378,072	13,549,875	22,420,996	3,776,490	40,125,433
<b>Bureau of Emergency Communications Subtotal</b>	<b>0</b>	<b>378,072</b>	<b>13,549,875</b>	<b>22,420,996</b>	<b>3,776,490</b>	<b>40,125,433</b>
<b>Bureau of Environmental Services</b>						
Environmental Remediation Fund	0	3,680,623	758,500	2,830,000	26,782,486	34,051,609
Grants Fund	0	0	1,162,177	0	0	1,162,177
PDX Clean Energy Fund	0	50,000	14,332,840	0	0	14,382,840
Sewer System Construction Fund	0	0	292,480,000	86,000,000	87,800,000	466,280,000
Sewer System Debt Redemption Fund	0	0	400,000	149,635,210	20,299,772	170,334,982
Sewer System Operating Fund	0	426,518,968	8,278,500	304,206,045	89,180,000	828,183,513
Sewer System Rate Stabilization Fund	0	0	3,550,000	5,000,000	132,619,780	141,169,780
<b>Bureau of Environmental Services Subtotal</b>	<b>0</b>	<b>430,249,591</b>	<b>320,962,017</b>	<b>547,671,255</b>	<b>356,682,038</b>	<b>1,655,564,901</b>
<b>Bureau of Fleet &amp; Facilities</b>						
CityFleet Operating Fund	0	0	57,566,244	55,363,178	46,693,912	159,623,334
Facilities Services Operating Fund	0	390,674	1,898,000	54,093,407	49,351,000	105,733,081
Grants Fund	0	0	3,943,071	0	0	3,943,071
PDX Clean Energy Fund	0	0	12,355,934	0	0	12,355,934
<b>Bureau of Fleet &amp; Facilities Subtotal</b>	<b>0</b>	<b>390,674</b>	<b>75,763,249</b>	<b>109,456,585</b>	<b>96,044,912</b>	<b>281,655,420</b>
<b>Bureau of Human Resources</b>						
General Fund	0	26,000	407,040	19,106,266	0	19,539,306
Grants Fund	0	0	191,000	0	0	191,000
Health Insurance Operating Fund	0	137,944,021	3,227,812	1,658,102	18,258,578	161,088,513
PDX Clean Energy Fund	0	0	0	0	0	0
Portland Police Assoc Health Insurnc Fund	0	19,024,299	478,039	0	4,699,099	24,201,437
<b>Bureau of Human Resources Subtotal</b>	<b>0</b>	<b>156,994,320</b>	<b>4,303,891</b>	<b>20,764,368</b>	<b>22,957,677</b>	<b>205,020,256</b>
<b>Bureau of Planning &amp; Sustainability</b>						
Community Solar Fund	0	0	7,380	0	110,017	117,397
General Fund	0	0	1,073,730	17,773,874	0	18,847,604
Grants Fund	0	0	1,410,095	0	0	1,410,095
PDX Clean Energy Fund	193,800,000	0	(164,241,674)	0	625,050,200	654,608,526
Solid Waste Management Fund	0	12,029,792	192,816	0	4,917,166	17,139,774
<b>Bureau of Planning &amp; Sustainability Subtotal</b>	<b>193,800,000</b>	<b>12,029,792</b>	<b>(161,557,653)</b>	<b>17,773,874</b>	<b>630,077,383</b>	<b>692,123,396</b>
<b>Bureau of Technology Services</b>						
Grants Fund	0	0	400,000	0	0	400,000
Printing & Distribution Services Operating Fund	0	15,000	978,200	4,940,006	2,162,860	8,096,066
Technology Services Fund	0	266,770	3,522,540	93,430,325	29,783,910	127,003,545

# Summary of Resources by Fund – FY 2024-25

Table 4

Financial Summaries

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
<b>Bureau of Technology Services Subtotal</b>	<b>0</b>	<b>281,770</b>	<b>4,900,740</b>	<b>98,370,331</b>	<b>31,946,770</b>	<b>135,499,611</b>
<b>City Administrator</b>						
General Fund	0	0	3,267,674	36,939,786	0	40,207,460
Grants Fund	0	0	37,430,309	0	0	37,430,309
<b>City Administrator Subtotal</b>	<b>0</b>	<b>0</b>	<b>40,697,983</b>	<b>36,939,786</b>	<b>0</b>	<b>77,637,769</b>
<b>City Budget Office</b>						
General Fund	0	0	0	5,060,045	0	5,060,045
PDX Clean Energy Fund	0	0	150,000	0	0	150,000
<b>City Budget Office Subtotal</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>5,060,045</b>	<b>0</b>	<b>5,210,045</b>
<b>Commissioner of Public Affairs</b>						
General Fund	0	0	0	837,464	0	837,464
<b>Commissioner of Public Affairs Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,464</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Safety</b>						
General Fund	0	0	0	837,464	0	837,464
<b>Commissioner of Public Safety Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,464</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Utilities</b>						
General Fund	0	0	0	837,464	0	837,464
<b>Commissioner of Public Utilities Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,464</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Works</b>						
General Fund	0	0	0	837,464	0	837,464
<b>Commissioner of Public Works Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,464</b>	<b>0</b>	<b>837,464</b>
<b>Council</b>						
General Fund	0	0	0	3,681,576	0	3,681,576
<b>Council Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,681,576</b>	<b>0</b>	<b>3,681,576</b>
<b>Fire &amp; Police Disability &amp; Retirement</b>						
Fire & Police Disability & Retirement Fund	221,850,559	0	47,922,000	1,440,330	16,220,577	287,433,466
Fire & Police Disability & Retirement Res Fund	0	0	0	750,000	750,000	1,500,000
<b>Fire &amp; Police Disability &amp; Retirement Subtotal</b>	<b>221,850,559</b>	<b>0</b>	<b>47,922,000</b>	<b>2,190,330</b>	<b>16,970,577</b>	<b>288,933,466</b>
<b>Fund and Debt Management</b>						
Bonded Debt Interest and Sinking Fund	31,176,673	0	100,000	0	1,300,000	32,576,673
Central Eastside Ind. District Debt Service Fund	0	0	35,000	0	1,200,000	1,235,000
Citywide Obligations Reserve Fund	0	0	225,600	13,761,560	12,431,298	26,418,458
Cully Tax Increment Fin Dist Debt Svc	1,300,100	0	500	0	0	1,300,600
Gateway URA Debt Redemption Fund	7,940,000	0	25,000	0	3,905,000	11,870,000
General Fund	385,078,431	312,064,248	29,185,431	(668,166,591)	55,334,994	113,496,513
General Reserve Fund	0	0	0	8,100,000	70,860,600	78,960,600
Governmental Bond Redemption Fund	0	0	0	6,504,733	40,000	6,544,733
Interstate Corridor Debt Service Fund	0	0	500,000	0	4,100,000	4,600,000
Lents Town Center URA Debt Redemption Fund	0	0	275,000	0	16,000,000	16,275,000

**Table 4****Summary of Resources by Fund – FY 2024-25**

Financial Summaries

	<b>Property &amp; Transient Lodging Taxes</b>	<b>Service Charges, Licenses, &amp; Permits</b>	<b>Other External Revenue</b>	<b>Intracity Transfers</b>	<b>Beginning Balances</b>	<b>Total Revenues</b>
North Macadam URA Debt Redemption Fund	27,625,000	0	200,000	0	250,000	28,075,000
Pension Debt Redemption Fund	0	0	1,187,824	5,950,148	100,000	7,237,972
Recreational Marijuana Tax Fund	7,056,018	0	(6,637,678)	0	0	418,340
Special Finance and Resource Fund	0	0	55,495,000	1,758,000	45,092,216	102,345,216
Special Projects Debt Service Fund	0	0	12,058,353	0	0	12,058,353
<b>Fund and Debt Management Subtotal</b>	<b>460,176,222</b>	<b>312,064,248</b>	<b>92,650,030</b>	<b>(632,092,150)</b>	<b>210,614,108</b>	<b>443,412,458</b>
<b>Office of City Operations</b>						
Citywide Obligations Reserve Fund	0	0	50,000	2,014,860	5,213,504	7,278,364
Facilities Services Operating Fund	0	0	0	5,465,896	0	5,465,896
General Fund	0	0	1,258,929	25,322,838	0	26,581,767
Grants Fund	0	0	639,928	0	0	639,928
<b>Office of City Operations Subtotal</b>	<b>0</b>	<b>0</b>	<b>1,948,857</b>	<b>32,803,594</b>	<b>5,213,504</b>	<b>39,965,955</b>
<b>Office of Community and Civic Life</b>						
General Fund	0	0	0	6,320,088	0	6,320,088
<b>Office of Community and Civic Life Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,320,088</b>	<b>0</b>	<b>6,320,088</b>
<b>Office of Community and Econ Development</b>						
General Fund	0	0	0	856,386	0	856,386
Spectator Venues & Visitor Activities Fund	0	10,703,400	6,707,241	0	73,000,000	90,410,641
<b>Office of Community and Econ Development Subtotal</b>	<b>0</b>	<b>10,703,400</b>	<b>6,707,241</b>	<b>856,386</b>	<b>73,000,000</b>	<b>91,267,027</b>
<b>Office of Community-Based Police Accountability</b>						
General Fund	0	0	0	1,945,482	0	1,945,482
<b>Office of Community-Based Police Accountability Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,945,482</b>	<b>0</b>	<b>1,945,482</b>
<b>Office of Equity</b>						
General Fund	0	0	0	3,662,775	0	3,662,775
Grants Fund	0	0	94,445	0	0	94,445
<b>Office of Equity Subtotal</b>	<b>0</b>	<b>0</b>	<b>94,445</b>	<b>3,662,775</b>	<b>0</b>	<b>3,757,220</b>
<b>Office of Government Relations</b>						
General Fund	0	0	40,000	3,148,885	0	3,188,885
Grants Fund	0	0	185,943	0	0	185,943
<b>Office of Government Relations Subtotal</b>	<b>0</b>	<b>0</b>	<b>225,943</b>	<b>3,148,885</b>	<b>0</b>	<b>3,374,828</b>
<b>Office of Public Works</b>						
General Fund	0	0	0	623,679	0	623,679
<b>Office of Public Works Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>623,679</b>	<b>0</b>	<b>623,679</b>
<b>Office of the City Attorney</b>						
General Fund	0	20,000	0	21,946,968	0	21,966,968
<b>Office of the City Attorney Subtotal</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>21,946,968</b>	<b>0</b>	<b>21,966,968</b>

# Summary of Resources by Fund – FY 2024-25

Table 4

Financial Summaries

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
<b>Office of the City Auditor</b>						
General Fund	0	0	0	13,437,477	0	13,437,477
<b>Office of the City Auditor Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,437,477</b>	<b>0</b>	<b>13,437,477</b>
<b>Office of the Deputy City Administrator of Budget &amp; Finance</b>						
Arts Education & Access Fund	10,250,000	0	200,000	0	9,236,732	19,686,732
Assessment Collection Fund	0	0	750	0	85,853	86,603
Bancroft Bond Interest and Sinking Fund	0	0	7,600,000	0	26,090,372	33,690,372
Citywide Obligations Reserve Fund	0	0	7,256,577	3,009,726	2,052,465	12,318,768
Convention and Tourism Fund	28,340,000	0	82,000	0	0	28,422,000
General Fund	0	369,800	16,580,551	37,908,547	0	54,858,898
Grants Fund	0	0	1,219,557	0	0	1,219,557
Insurance and Claims Operating Fund	0	0	788,126	20,221,369	22,548,577	43,558,072
Local Improvement District Fund	0	1,105,250	20,489,368	60,000	4,724,293	26,378,911
Property Management License Fund	0	11,133,000	33,500	0	0	11,166,500
Technology Services Fund	0	0	0	0	0	0
Workers' Comp. Self Insurance Operating Fund	0	0	419,931	6,152,138	10,902,617	17,474,686
<b>Office of the Deputy City Administrator of Budget &amp; Finance Subtotal</b>	<b>38,590,000</b>	<b>12,608,050</b>	<b>54,670,360</b>	<b>67,351,780</b>	<b>75,640,909</b>	<b>248,861,099</b>
<b>Office of the Mayor</b>						
General Fund	0	0	0	3,899,697	0	3,899,697
<b>Office of the Mayor Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,899,697</b>	<b>0</b>	<b>3,899,697</b>
<b>Office of the Public Safety DCA</b>						
General Fund	0	0	0	19,848,386	0	19,848,386
Grants Fund	0	0	3,435,210	0	0	3,435,210
Recreational Marijuana Tax Fund	0	0	564,790	0	0	564,790
<b>Office of the Public Safety DCA Subtotal</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>	<b>19,848,386</b>	<b>0</b>	<b>23,848,386</b>
<b>Office of Vibrant Communities</b>						
Arts Education & Access Fund	0	3,500,000	0	0	0	3,500,000
General Fund	0	0	0	5,023,713	0	5,023,713
<b>Office of Vibrant Communities Subtotal</b>	<b>0</b>	<b>3,500,000</b>	<b>0</b>	<b>5,023,713</b>	<b>0</b>	<b>8,523,713</b>
<b>Portland Bureau of Transportation</b>						
Grants Fund	0	0	79,982,552	0	0	79,982,552
Parking Facilities Fund	0	7,237,560	50,000	1,343,003	1,609,986	10,240,549
PDX Clean Energy Fund	0	0	49,242,241	0	0	49,242,241
Recreational Marijuana Tax Fund	0	0	1,388,318	0	0	1,388,318
Transportation Operating Fund	23,137,303	95,616,534	106,805,786	71,370,483	136,680,517	433,610,623
Transportation Reserve Fund	0	0	425,100	700,000	10,899,994	12,025,094
<b>Portland Bureau of Transportation Subtotal</b>	<b>23,137,303</b>	<b>102,854,094</b>	<b>237,893,997</b>	<b>73,413,486</b>	<b>149,190,497</b>	<b>586,489,377</b>

**Table 4****Summary of Resources by Fund – FY 2024-25**

Financial Summaries

	<b>Property &amp; Transient Lodging Taxes</b>	<b>Service Charges, Licenses, &amp; Permits</b>	<b>Other External Revenue</b>	<b>Intracity Transfers</b>	<b>Beginning Balances</b>	<b>Total Revenues</b>
<b>Portland Children's Levy</b>						
Children's Investment Fund	23,733,470	0	0	400,000	9,865,612	33,999,082
<b>Portland Children's Levy Subtotal</b>	<b>23,733,470</b>	<b>0</b>	<b>0</b>	<b>400,000</b>	<b>9,865,612</b>	<b>33,999,082</b>
<b>Portland Fire &amp; Rescue</b>						
Fire Capital Fund	0	0	0	0	6,810,000	6,810,000
General Fund	0	4,382,000	1,005,350	176,395,114	0	181,782,464
Grants Fund	0	0	5,216,568	0	0	5,216,568
Recreational Marijuana Tax Fund	0	0	0	0	0	0
<b>Portland Fire &amp; Rescue Subtotal</b>	<b>0</b>	<b>4,382,000</b>	<b>6,221,918</b>	<b>176,395,114</b>	<b>6,810,000</b>	<b>193,809,032</b>
<b>Portland Housing Bureau</b>						
Affordable Housing Fund	0	1,990,047	41,039,048	1,300	0	43,030,395
Community Development Block Grant Fund	0	0	10,561,424	0	0	10,561,424
General Fund	0	0	0	35,868,887	0	35,868,887
Grants Fund	0	0	77,836,305	0	0	77,836,305
HOME Grant Fund	0	0	18,379,651	0	0	18,379,651
Housing Capital Fund	0	0	0	0	1,300	1,300
Housing Investment Fund	1,800,000	0	9,017,608	700,582	4,629,803	16,147,993
Housing Property Fund	0	6,463,165	129,414	86,610	400,000	7,079,189
Inclusionary Housing Fund	4,343,540	1,000,000	0	0	11,311,944	16,655,484
PDX Clean Energy Fund	0	0	8,000,000	0	25,075,000	33,075,000
Recreational Marijuana Tax Fund	0	0	263,441	0	0	263,441
Tax Increment Financing Reimbursement Fund	0	0	49,065,805	0	0	49,065,805
<b>Portland Housing Bureau Subtotal</b>	<b>6,143,540</b>	<b>9,453,212</b>	<b>214,292,696</b>	<b>36,657,379</b>	<b>41,418,047</b>	<b>307,964,874</b>
<b>Portland Office of Emergency Management</b>						
General Fund	0	0	0	5,346,177	0	5,346,177
Grants Fund	0	0	4,220,472	0	0	4,220,472
<b>Portland Office of Emergency Management Subtotal</b>	<b>0</b>	<b>0</b>	<b>4,220,472</b>	<b>5,346,177</b>	<b>0</b>	<b>9,566,649</b>
<b>Portland Parks &amp; Recreation</b>						
2020 Parks Local Option Levy Fund	46,594,160	0	1,000,000	0	49,000,000	96,594,160
General Fund	0	12,942,112	479,743	154,870,106	0	168,291,961
Golf Fund	0	15,877,119	100,000	0	6,923,521	22,900,640
Grants Fund	0	0	12,908,202	0	0	12,908,202
Parks Capital Improvement Program Fund	0	9,600,000	12,017,527	10,586,292	170,234,006	202,437,825
Parks Endowment Fund	0	0	7,124	0	203,590	210,714
PDX Clean Energy Fund	0	0	78,900,000	0	0	78,900,000
Portland International Raceway Fund	0	2,540,000	88,000	0	1,435,213	4,063,213
Portland Parks Memorial Fund	0	5,282,284	683,429	124,396	15,393,312	21,483,421
<b>Portland Parks &amp; Recreation Subtotal</b>	<b>46,594,160</b>	<b>46,241,515</b>	<b>106,184,025</b>	<b>165,580,794</b>	<b>243,189,642</b>	<b>607,790,136</b>

# Summary of Resources by Fund – FY 2024-25

Table 4

Financial Summaries

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
<b>Portland Permitting &amp; Development</b>						
Cannabis Licensing Fund	0	1,731,328	0	0	1,262,831	2,994,159
Development Services Fund	0	59,897,400	1,818,880	18,675,946	20,635,542	101,027,768
<b>Portland Permitting &amp; Development Subtotal</b>	<b>0</b>	<b>61,628,728</b>	<b>1,818,880</b>	<b>18,675,946</b>	<b>21,898,373</b>	<b>104,021,927</b>
<b>Portland Police Bureau</b>						
General Fund	0	3,043,500	1,580,100	277,760,257	0	282,383,857
Grants Fund	0	0	3,896,953	0	0	3,896,953
Police Special Revenue Fund	0	0	567,500	0	8,207,500	8,775,000
<b>Portland Police Bureau Subtotal</b>	<b>0</b>	<b>3,043,500</b>	<b>6,044,553</b>	<b>277,760,257</b>	<b>8,207,500</b>	<b>295,055,810</b>
<b>Prosper Portland</b>						
General Fund	0	0	0	17,367,840	0	17,367,840
PDX Clean Energy Fund	0	0	8,500,000	0	0	8,500,000
Recreational Marijuana Tax Fund	0	0	4,623,735	0	0	4,623,735
<b>Prosper Portland Subtotal</b>	<b>0</b>	<b>0</b>	<b>13,123,735</b>	<b>17,367,840</b>	<b>0</b>	<b>30,491,575</b>
<b>Special Appropriations</b>						
General Fund	0	0	0	14,120,344	0	14,120,344
Grants Fund	0	0	684,000	0	0	684,000
PDX Clean Energy Fund	0	0	0	0	0	0
Public Election Fund	0	0	0	1,383,733	1,533,000	2,916,733
<b>Special Appropriations Subtotal</b>	<b>0</b>	<b>0</b>	<b>684,000</b>	<b>15,504,077</b>	<b>1,533,000</b>	<b>17,721,077</b>
<b>Water Bureau</b>						
Hydroelectric Power Operating Fund	0	0	4,890,406	190,000	819,337	5,899,743
PDX Clean Energy Fund	0	0	7,230,836	0	0	7,230,836
Water Bond Sinking Fund	0	0	13,290,396	68,258,831	14,928,852	96,478,079
Water Construction Fund	0	3,900,000	532,317,502	83,628,067	37,835,730	657,681,299
Water Fund	0	271,877,900	10,335,801	515,221,863	230,285,652	1,027,721,216
<b>Water Bureau Subtotal</b>	<b>0</b>	<b>275,777,900</b>	<b>568,064,941</b>	<b>667,298,761</b>	<b>283,869,571</b>	<b>1,795,011,173</b>
<b>Total</b>	<b>1,014,025,254</b>	<b>1,442,600,866</b>	<b>1,665,538,195</b>	<b>1,870,855,593</b>	<b>2,288,906,610</b>	<b>8,281,926,518</b>

Table 5

**Total Resources and Requirements by Fiscal Year**

Financial Summaries

**Total Resources and Requirements by Fiscal Year**

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
<b>Bureau of Emergency Communications</b>					
Emergency Communication Fund	33,577,517	36,653,214	37,768,486	40,125,433	40,125,433
<b>Bureau of Emergency Communications Subtotal</b>	<b>33,577,517</b>	<b>36,653,214</b>	<b>37,768,486</b>	<b>40,125,433</b>	<b>40,125,433</b>
<b>Bureau of Environmental Services</b>					
Environmental Remediation Fund	18,667,811	21,802,371	23,755,823	34,051,609	34,051,609
Grants Fund	(4,688,074)	(4,714,417)	945,592	1,162,177	1,162,177
PDX Clean Energy Fund	0	0	0	14,382,840	14,382,840
Sewer System Construction Fund	294,797,390	515,007,217	372,496,472	466,280,000	466,280,000
Sewer System Debt Redemption Fund	213,932,873	387,091,601	161,843,011	170,334,982	170,334,982
Sewer System Operating Fund	645,241,164	702,223,747	830,600,846	828,183,513	828,183,513
Sewer System Rate Stabilization Fund	126,820,538	129,429,759	137,729,759	141,169,780	141,169,780
<b>Bureau of Environmental Services Subtotal</b>	<b>1,294,771,701</b>	<b>1,750,840,279</b>	<b>1,527,371,503</b>	<b>1,655,564,901</b>	<b>1,655,564,901</b>
<b>Bureau of Fleet &amp; Facilities</b>					
CityFleet Operating Fund	72,295,054	95,715,844	102,662,044	160,623,334	159,623,334
Facilities Services Operating Fund	107,248,151	110,472,113	123,885,207	105,923,551	105,733,081
General Fund	(261,080)	12,460	0	0	0
Grants Fund	0	0	83,000	0	3,943,071
Insurance and Claims Operating Fund	0	(36)	0	0	0
PDX Clean Energy Fund	0	0	0	12,355,934	12,355,934
<b>Bureau of Fleet &amp; Facilities Subtotal</b>	<b>179,282,125</b>	<b>206,200,381</b>	<b>226,630,251</b>	<b>278,902,819</b>	<b>281,655,420</b>
<b>Bureau of Human Resources</b>					
General Fund	12,648,248	14,485,382	18,299,318	18,720,800	19,539,306
Grants Fund	82,400	(3,771)	85,000	191,000	191,000
Health Insurance Operating Fund	144,505,165	152,189,268	157,978,827	159,281,013	161,088,513
Portland Police Assoc Health Insurnc Fund	26,931,761	27,100,392	25,754,871	24,201,437	24,201,437
<b>Bureau of Human Resources Subtotal</b>	<b>184,167,573</b>	<b>193,771,271</b>	<b>202,118,016</b>	<b>202,394,250</b>	<b>205,020,256</b>
<b>Bureau of Planning &amp; Sustainability</b>					
Community Solar Fund	95,257	102,637	112,077	117,397	117,397
General Fund	14,076,795	18,742,968	20,998,190	18,847,604	18,847,604
Grants Fund	828,908	2,574,436	4,893,446	1,410,095	1,410,095
PDX Clean Energy Fund	318,755,585	503,049,684	555,503,663	665,527,616	654,608,526
Solid Waste Management Fund	13,570,213	14,812,385	16,943,836	17,139,774	17,139,774
<b>Bureau of Planning &amp; Sustainability Subtotal</b>	<b>347,326,759</b>	<b>539,282,110</b>	<b>598,451,212</b>	<b>703,042,486</b>	<b>692,123,396</b>
<b>Bureau of Technology Services</b>					
General Fund	1,423	0	0	0	0
Grants Fund	0	0	1,044,642	400,000	400,000
Printing & Distribution Services Operating Fund	6,826,828	7,950,196	8,547,334	8,096,066	8,096,066

# Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Public Safety GO Bond Fund	(11)	0	0	0	0
Technology Services Fund	113,730,325	120,789,929	127,102,554	127,518,148	127,003,545
<b>Bureau of Technology Services Subtotal</b>	<b>120,558,565</b>	<b>128,740,125</b>	<b>136,694,530</b>	<b>136,014,214</b>	<b>135,499,611</b>
<b>City Administrator</b>					
Facilities Services Operating Fund	8,835,567	19,101,886	22,315,941	0	0
General Fund	7,554,891	1,250,468	7,322,967	40,207,460	40,207,460
Grants Fund	28,469,141	22,853,811	62,730,426	28,422,309	37,430,309
<b>City Administrator Subtotal</b>	<b>44,859,598</b>	<b>43,206,165</b>	<b>92,369,334</b>	<b>68,629,769</b>	<b>77,637,769</b>
<b>City Budget Office</b>					
General Fund	3,030,426	4,064,324	4,439,821	5,060,045	5,060,045
PDX Clean Energy Fund	0	0	0	150,000	150,000
Recreational Marijuana Tax Fund	25,000	0	25,380	0	0
<b>City Budget Office Subtotal</b>	<b>3,055,426</b>	<b>4,064,324</b>	<b>4,465,201</b>	<b>5,210,045</b>	<b>5,210,045</b>
<b>Commissioner of Public Affairs</b>					
General Fund	1,360,269	1,311,968	1,761,720	837,464	837,464
<b>Commissioner of Public Affairs Subtotal</b>	<b>1,360,269</b>	<b>1,311,968</b>	<b>1,761,720</b>	<b>837,464</b>	<b>837,464</b>
<b>Commissioner of Public Safety</b>					
General Fund	1,278,348	1,413,824	1,669,864	837,464	837,464
<b>Commissioner of Public Safety Subtotal</b>	<b>1,278,348</b>	<b>1,413,824</b>	<b>1,669,864</b>	<b>837,464</b>	<b>837,464</b>
<b>Commissioner of Public Utilities</b>					
General Fund	1,348,211	1,315,859	1,762,066	837,464	837,464
<b>Commissioner of Public Utilities Subtotal</b>	<b>1,348,211</b>	<b>1,315,859</b>	<b>1,762,066</b>	<b>837,464</b>	<b>837,464</b>
<b>Commissioner of Public Works</b>					
General Fund	1,331,161	1,363,811	1,623,977	837,464	837,464
<b>Commissioner of Public Works Subtotal</b>	<b>1,331,161</b>	<b>1,363,811</b>	<b>1,623,977</b>	<b>837,464</b>	<b>837,464</b>
<b>Council</b>					
General Fund	0	0	0	3,681,576	3,681,576
<b>Council Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,681,576</b>	<b>3,681,576</b>
<b>Fire &amp; Police Disability &amp; Retirement</b>					
Fire & Police Disability & Retirement Fund	247,950,624	244,436,111	259,086,943	287,433,466	287,433,466
Fire & Police Disability & Retirement Res Fund	750,000	750,000	1,500,000	1,500,000	1,500,000
<b>Fire &amp; Police Disability &amp; Retirement Subtotal</b>	<b>248,700,624</b>	<b>245,186,111</b>	<b>260,586,943</b>	<b>288,933,466</b>	<b>288,933,466</b>
<b>Fund and Debt Management</b>					
42nd Avenue NPI Debt Service Fund	1,038	0	0	0	0
82nd Ave/Division NPI Debt Service Fund	89,036	35,664	21,850	0	0
Bonded Debt Interest and Sinking Fund	28,862,277	29,390,795	31,938,723	32,576,673	32,576,673
Central Eastside Ind. District Debt Service Fund	13,961,735	12,934,786	3,490,000	1,235,000	1,235,000
Citywide Obligations Reserve Fund	8,573,699	22,173,794	14,943,369	26,413,457	26,418,458
Convention Center Area Debt Service Fund	22,858,662	13,739,119	4,305,000	0	0
Cully Blvd. NPI Debt Service Fund	580	0	0	0	0

**Table 5****Total Resources and Requirements by Fiscal Year**

Financial Summaries

	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
Cully Tax Increment Fin Dist Debt Svc	0	0	160,800	1,300,600	1,300,600
Division-Midway NPI Debt Service Fund	1,075	0	0	0	0
Fire & Police Supplemental Retirement Res Fund	20,654	41,286	31,750	0	0
Gateway URA Debt Redemption Fund	23,836,518	12,088,768	11,867,000	11,870,000	11,870,000
General Fund	246,819,618	251,664,456	147,991,689	113,506,513	113,496,513
General Reserve Fund	69,224,312	74,411,169	78,570,600	8,100,000	78,960,600
Governmental Bond Redemption Fund	16,558,333	22,091,973	10,292,528	6,544,733	6,544,733
Grants Fund	(10,546,464)	(9,693,906)	0	0	0
Interstate Corridor Debt Service Fund	49,690,209	54,479,415	31,306,703	4,600,000	4,600,000
Lents Town Center URA Debt Redemption Fund	27,620,558	25,823,095	26,725,000	16,275,000	16,275,000
North Macadam URA Debt Redemption Fund	29,408,303	32,776,680	28,667,840	28,075,000	28,075,000
Parkrose NPI Debt Service Fund	1,155	0	0	0	0
Pension Debt Redemption Fund	6,421,582	6,708,767	6,931,878	7,237,972	7,237,972
Recreational Marijuana Tax Fund	8,493,777	7,242,578	685,606	418,340	418,340
River District URA Debt Redemption Fund	50,062,436	6,223,383	0	0	0
Rosewood NPI Debt Service Fund	82,226	22,943	0	0	0
South Park Blocks Redemption Fund	8,742,676	12,479,068	2,997,000	0	0
Special Finance and Resource Fund	101,947,520	109,651,646	114,603,926	102,345,216	102,345,216
Special Projects Debt Service Fund	6,762,967	7,521,673	7,901,500	12,690,250	12,058,353
Waterfront Renewal Bond Sinking Fund	16,021,472	21,772,031	2,807,000	0	0
<b>Fund and Debt Management Subtotal</b>	<b>725,515,951</b>	<b>713,579,182</b>	<b>526,239,762</b>	<b>373,188,754</b>	<b>443,412,458</b>
<b>Office of City Operations</b>					
Bonded Debt Interest and Sinking Fund	0	0	0	0	0
CityFleet Operating Fund	16	0	0	0	0
Citywide Obligations Reserve Fund	607,432	1,214,390	13,907,654	7,278,364	7,278,364
Facilities Services Operating Fund	933,028	2,832,313	4,871,413	5,275,426	5,465,896
General Fund	11,341,145	16,563,694	37,748,457	26,581,767	26,581,767
Grants Fund	0	400,000	480,000	639,928	639,928
Insurance and Claims Operating Fund	133	(687)	0	0	0
Printing & Distribution Services Operating Fund	16	0	0	0	0
Transportation Operating Fund	(0)	0	0	0	0
Workers' Comp. Self Insurance Operating Fund	8	0	0	0	0
<b>Office of City Operations Subtotal</b>	<b>12,881,779</b>	<b>21,009,709</b>	<b>57,007,524</b>	<b>39,775,485</b>	<b>39,965,955</b>
<b>Office of Community and Civic Life</b>					
Cannabis Licensing Fund	3,083,823	2,792,664	0	0	0
General Fund	9,237,033	8,597,162	7,282,157	6,320,088	6,320,088
Grants Fund	(22,310)	(22,310)	0	0	0
Recreational Marijuana Tax Fund	1,652,719	2,174,317	0	0	0
<b>Office of Community and Civic Life Subtotal</b>	<b>13,951,265</b>	<b>13,541,833</b>	<b>7,282,157</b>	<b>6,320,088</b>	<b>6,320,088</b>

# Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Office of Community and Econ Development</b>					
General Fund	150,000	0	0	856,386	856,386
Spectator Venues & Visitor Activities Fund	22,332,340	27,833,748	84,104,064	90,410,641	90,410,641
<b>Office of Community and Econ Development Subtotal</b>					
	<b>22,482,340</b>	<b>27,833,748</b>	<b>84,104,064</b>	<b>91,267,027</b>	<b>91,267,027</b>
<b>Office of Community-Based Police Accountability</b>					
General Fund	0	0	0	1,945,482	1,945,482
<b>Office of Community-Based Police Accountability Subtotal</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,945,482</b>	<b>1,945,482</b>
<b>Office of Equity</b>					
General Fund	2,992,192	2,847,889	4,535,049	3,511,939	3,662,775
Grants Fund	0	14,423	148,582	94,445	94,445
<b>Office of Equity Subtotal</b>					
	<b>2,992,192</b>	<b>2,862,312</b>	<b>4,683,631</b>	<b>3,606,384</b>	<b>3,757,220</b>
<b>Office of Government Relations</b>					
General Fund	2,272,462	2,614,007	3,040,759	3,188,885	3,188,885
Grants Fund	118,194	240,494	388,105	185,943	185,943
<b>Office of Government Relations Subtotal</b>					
	<b>2,390,656</b>	<b>2,854,502</b>	<b>3,428,864</b>	<b>3,374,828</b>	<b>3,374,828</b>
<b>Office of Public Works</b>					
General Fund	0	0	0	623,679	623,679
<b>Office of Public Works Subtotal</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>623,679</b>	<b>623,679</b>
<b>Office of the City Attorney</b>					
General Fund	16,574,628	18,899,036	20,840,135	21,966,968	21,966,968
<b>Office of the City Attorney Subtotal</b>					
	<b>16,574,628</b>	<b>18,899,036</b>	<b>20,840,135</b>	<b>21,966,968</b>	<b>21,966,968</b>
<b>Office of the City Auditor</b>					
General Fund	11,508,031	9,926,559	11,838,004	13,185,740	13,437,477
General Reserve Fund	596,403	606,000	0	0	0
Local Improvement District Fund	(0)	89	0	0	0
<b>Office of the City Auditor Subtotal</b>					
	<b>12,104,433</b>	<b>10,532,648</b>	<b>11,838,004</b>	<b>13,185,740</b>	<b>13,437,477</b>
<b>Office of the Deputy City Administrator of Budget &amp; Finance</b>					
Arts Education & Access Fund	20,531,185	20,877,992	22,345,595	19,686,732	19,686,732
Assessment Collection Fund	85,558	86,995	89,895	86,603	86,603
Bancroft Bond Interest and Sinking Fund	26,426,672	26,166,536	28,815,372	33,690,372	33,690,372
Citywide Obligations Reserve Fund	9,585,927	8,458,681	14,929,533	12,318,768	12,318,768
Convention and Tourism Fund	16,753,552	22,605,113	27,481,425	28,422,000	28,422,000
General Fund	45,271,698	35,407,027	54,879,616	54,858,898	54,858,898
Grants Fund	87,347,859	57,341,090	1,603,377	1,219,557	1,219,557
Insurance and Claims Operating Fund	43,387,700	44,225,181	46,424,829	43,558,072	43,558,072
Local Improvement District Fund	18,658,465	15,348,843	40,218,624	25,253,063	26,378,911
Property Management License Fund	8,248,078	9,458,801	11,416,416	11,166,500	11,166,500
Solid Waste Management Fund	(4)	0	0	0	0

**Table 5****Total Resources and Requirements by Fiscal Year**

Financial Summaries

	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
Workers' Comp. Self Insurance Operating Fund	19,600,126	18,720,516	18,205,427	17,474,686	17,474,686
<b>Office of the Deputy City Administrator of Budget &amp; Finance Subtotal</b>	<b>295,896,816</b>	<b>258,696,775</b>	<b>266,410,109</b>	<b>247,735,251</b>	<b>248,861,099</b>
<b>Office of the Mayor</b>					
General Fund	3,566,647	4,311,440	4,648,518	3,899,697	3,899,697
Grants Fund	11,798	11,798	0	0	0
<b>Office of the Mayor Subtotal</b>	<b>3,578,445</b>	<b>4,323,238</b>	<b>4,648,518</b>	<b>3,899,697</b>	<b>3,899,697</b>
<b>Office of the Public Safety DCA</b>					
Emergency Communication Fund	0	2,450	0	0	0
General Fund	5,048,762	14,220,909	16,294,611	19,848,386	19,848,386
Grants Fund	0	308,475	10,164,193	3,435,210	3,435,210
Police Special Revenue Fund	0	0	11,449	0	0
Recreational Marijuana Tax Fund	0	0	0	564,790	564,790
<b>Office of the Public Safety DCA Subtotal</b>	<b>5,048,762</b>	<b>14,531,835</b>	<b>26,470,253</b>	<b>23,848,386</b>	<b>23,848,386</b>
<b>Office of Vibrant Communities</b>					
Arts Education & Access Fund	0	0	0	3,500,000	3,500,000
General Fund	4,085,969	4,732,271	4,741,339	5,023,713	5,023,713
Grants Fund	(10,887,540)	(10,912,540)	673,014	0	0
<b>Office of Vibrant Communities Subtotal</b>	<b>(6,801,571)</b>	<b>(6,180,269)</b>	<b>5,414,353</b>	<b>8,523,713</b>	<b>8,523,713</b>
<b>Portland Bureau of Transportation</b>					
Gas Tax Bond Redemption Fund	10,108	10,116	0	0	0
Grants Fund	13,026,950	7,769,563	72,949,119	76,982,552	79,982,552
Parking Facilities Fund	13,391,904	18,242,244	17,919,549	10,240,549	10,240,549
PDX Clean Energy Fund	0	0	1,379,145	49,242,241	49,242,241
Recreational Marijuana Tax Fund	1,456,811	2,067,296	1,779,895	1,388,318	1,388,318
Sewer System Operating Fund	0	1,158	0	0	0
Transportation Operating Fund	519,566,447	503,871,891	449,839,322	436,465,377	433,610,623
Transportation Reserve Fund	9,986,005	10,899,944	11,420,500	12,025,094	12,025,094
Water Fund	(0)	0	0	0	0
<b>Portland Bureau of Transportation Subtotal</b>	<b>557,438,224</b>	<b>542,862,212</b>	<b>555,287,530</b>	<b>586,344,131</b>	<b>586,489,377</b>
<b>Portland Children's Levy</b>					
Children's Investment Fund	37,780,595	34,902,850	37,912,459	33,999,082	33,999,082
<b>Portland Children's Levy Subtotal</b>	<b>37,780,595</b>	<b>34,902,850</b>	<b>37,912,459</b>	<b>33,999,082</b>	<b>33,999,082</b>
<b>Portland Fire &amp; Rescue</b>					
Fire Capital Fund	9,280,578	9,471,331	6,786,251	6,810,000	6,810,000
General Fund	136,578,371	166,910,774	176,731,773	181,782,464	181,782,464
Grants Fund	8,298,363	5,165,559	13,398,773	5,216,568	5,216,568
Recreational Marijuana Tax Fund	0	569,281	724,090	0	0
<b>Portland Fire &amp; Rescue Subtotal</b>	<b>154,157,312</b>	<b>182,116,945</b>	<b>197,640,887</b>	<b>193,809,032</b>	<b>193,809,032</b>

# Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Portland Housing Bureau</b>					
Affordable Housing Fund	137,371,337	84,904,326	54,390,883	43,030,395	43,030,395
Community Development Block Grant Fund	19,860,526	11,214,138	9,588,010	10,545,897	10,561,424
General Fund	38,613,744	39,348,840	44,438,847	35,868,887	35,868,887
Grants Fund	53,402,459	30,702,307	95,488,644	77,813,338	77,836,305
HOME Grant Fund	6,062,401	9,425,571	10,106,437	18,586,693	18,379,651
Housing Capital Fund	401,418	1,128	0	1,300	1,300
Housing Investment Fund	35,616,266	41,914,509	18,762,447	15,839,361	16,147,993
Housing Property Fund	10,581,252	11,928,545	7,856,437	6,679,189	7,079,189
Inclusionary Housing Fund	35,894,411	38,067,395	13,788,822	15,155,484	16,655,484
PDX Clean Energy Fund	0	0	13,921,640	33,075,000	33,075,000
Recreational Marijuana Tax Fund	217,295	345,166	337,745	263,441	263,441
Tax Increment Financing Reimbursement Fund	57,220,102	42,962,157	42,446,550	48,465,805	49,065,805
<b>Portland Housing Bureau Subtotal</b>	<b>395,241,213</b>	<b>310,814,081</b>	<b>311,126,462</b>	<b>305,324,790</b>	<b>307,964,874</b>
<b>Portland Office of Emergency Management</b>					
General Fund	3,395,028	4,098,046	5,628,144	5,346,177	5,346,177
Grants Fund	948,041	(4,292,156)	4,706,555	4,220,472	4,220,472
<b>Portland Office of Emergency Management Subtotal</b>	<b>4,343,068</b>	<b>(194,110)</b>	<b>10,334,699</b>	<b>9,566,649</b>	<b>9,566,649</b>
<b>Portland Parks &amp; Recreation</b>					
2020 Parks Local Option Levy Fund	44,687,419	73,570,057	96,649,413	96,594,160	96,594,160
General Fund	105,519,400	127,387,569	168,363,600	167,939,767	168,291,961
Golf Fund	16,763,115	20,078,355	23,019,521	22,900,640	22,900,640
Grants Fund	5,589,621	121,393	7,515,484	12,908,202	12,908,202
Parks Capital Improvement Program Fund	220,416,569	244,370,462	227,883,412	200,737,825	202,437,825
Parks Endowment Fund	197,810	200,721	203,666	210,714	210,714
PDX Clean Energy Fund	0	0	12,128,688	73,900,000	78,900,000
Portland International Raceway Fund	2,680,417	3,245,952	3,956,263	4,063,213	4,063,213
Portland Parks Memorial Fund	21,519,948	23,530,329	24,382,075	21,483,421	21,483,421
Sewer System Operating Fund	0	(389)	0	0	0
<b>Portland Parks &amp; Recreation Subtotal</b>	<b>417,374,300</b>	<b>492,504,448</b>	<b>564,102,122</b>	<b>600,737,942</b>	<b>607,790,136</b>
<b>Portland Permitting &amp; Development</b>					
Cannabis Licensing Fund	0	0	3,017,925	2,994,159	2,994,159
Development Services Fund	130,291,741	127,160,335	114,722,459	101,027,768	101,027,768
Grants Fund	1,454,251	17,417	14,200	0	0
<b>Portland Permitting &amp; Development Subtotal</b>	<b>131,745,992</b>	<b>127,177,751</b>	<b>117,754,584</b>	<b>104,021,927</b>	<b>104,021,927</b>
<b>Portland Police Bureau</b>					
General Fund	204,676,681	233,453,487	273,420,841	282,383,857	282,383,857
General Reserve Fund	1,384,000	0	0	0	0

**Table 5****Total Resources and Requirements by Fiscal Year**

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	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
Grants Fund	16,005,132	5,364,826	4,813,959	3,796,951	3,896,953
Police Special Revenue Fund	8,665,724	10,024,949	8,728,289	8,775,000	8,775,000
<b>Portland Police Bureau Subtotal</b>	<b>230,731,537</b>	<b>248,843,262</b>	<b>286,963,089</b>	<b>294,955,808</b>	<b>295,055,810</b>
<b>Prosper Portland</b>					
General Fund	9,292,924	18,638,475	13,870,672	17,367,840	17,367,840
Grants Fund	0	609,880	8,292,959	0	0
PDX Clean Energy Fund	0	0	0	8,500,000	8,500,000
Recreational Marijuana Tax Fund	655,924	2,215,747	11,517,095	4,623,735	4,623,735
<b>Prosper Portland Subtotal</b>	<b>9,948,848</b>	<b>21,464,102</b>	<b>33,680,726</b>	<b>30,491,575</b>	<b>30,491,575</b>
<b>Special Appropriations</b>					
General Fund	11,373,374	12,464,267	15,933,153	14,120,344	14,120,344
Grants Fund	0	0	8,268,788	684,000	684,000
Public Election Fund	2,364,877	2,895,513	3,420,786	1,383,733	2,916,733
<b>Special Appropriations Subtotal</b>	<b>13,738,251</b>	<b>15,359,780</b>	<b>27,622,727</b>	<b>16,188,077</b>	<b>17,721,077</b>
<b>Water Bureau</b>					
Grants Fund	2,023,272	(372,121)	190,298	0	0
Hydroelectric Power Operating Fund	4,079,617	4,009,553	4,750,118	5,899,743	5,899,743
Hydroelectric Power Renewal Replacement Fund	111,457	111,457	111,457	0	0
PDX Clean Energy Fund	0	0	0	7,230,836	7,230,836
Sewer System Operating Fund	0	1,000	0	0	0
Water Bond Sinking Fund	126,899,888	76,934,516	106,934,361	96,482,079	96,478,079
Water Construction Fund	195,790,388	130,870,586	293,731,123	658,421,275	657,681,299
Water Fund	517,428,822	555,651,644	752,747,386	1,027,533,518	1,027,721,216
<b>Water Bureau Subtotal</b>	<b>846,333,444</b>	<b>767,206,635</b>	<b>1,158,464,743</b>	<b>1,795,567,451</b>	<b>1,795,011,173</b>
<b>Total</b>	<b>6,367,066,358</b>	<b>6,978,891,946</b>	<b>7,412,530,505</b>	<b>8,196,116,761</b>	<b>8,281,926,518</b>

## Tax Levy Computation

Financial Summaries

**Table 6**

# Tax Levy Computation

This table shows the calculation of the City's property tax levies in the format prescribed by state law.

<b>Fiscal Year 2024-25</b>						
Total Budget Requirements	1,406,706,001	956,102,620	32,576,673	287,433,466	96,594,160	33,999,082
Less: Budgeted Resources, Except Taxes to Be Levied	(751,982,745)	(622,890,620)	(1,450,000)	(67,091,554)	(50,000,000)	(10,550,571)
Equals: Taxes Necessary To Balance	654,723,256	333,212,000	31,126,673	220,341,912	46,594,160	23,448,511
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	30,126,916	14,342,792	1,462,954	10,866,810	2,297,928	1,156,432
Equals: Estimated (Measure 50) Levy Receivable	684,850,172	347,554,792	32,589,627	231,208,722	48,892,088	24,604,943
Add: Estimated Measure 50 Levy Compression	56,108,421	16,061,357	0	12,168,880	18,545,275	9,332,910
<b>Taxes to Be Levied</b>	<b>740,958,593</b>	<b>363,616,149</b>	<b>32,589,627</b>	<b>243,377,602</b>	<b>67,437,363</b>	<b>33,937,853</b>
<b>Legal Basis of Taxes to Be Levied</b>						
Fixed Tax Rate Levy-Subject to \$10 Limit	464,991,365	363,616,149			67,437,363	33,937,853
Levy for Pension & Disability Obligations	243,377,602	0	0	243,377,602	0	0
Levy for Bonded Indebtedness	32,589,627	0	32,589,627	0	0	0
<b>Taxes To Be Levied</b>	<b>740,958,593</b>	<b>363,616,149</b>	<b>32,589,627</b>	<b>243,377,602</b>	<b>67,437,363</b>	<b>33,937,853</b>
<b>Fiscal Year 2023-24</b>						
<b>Total Budget Requirements</b>	<b>1,271,250,608</b>	<b>852,066,097</b>	<b>31,938,723</b>	<b>260,586,943</b>	<b>91,127,000</b>	<b>35,531,845</b>
<b>Less: Budgeted Resources, Except Taxes to Be Levied</b>	<b>(651,918,979)</b>	<b>(526,919,456)</b>	<b>(1,370,000)</b>	<b>(69,045,572)</b>	<b>(43,180,954)</b>	<b>(11,402,997)</b>
Equals: Taxes Necessary To Balance	619,331,629	325,146,641	30,568,723	191,541,371	47,946,046	24,128,848
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	27,768,797	14,609,515	1,314,455	8,606,352	2,154,316	1,084,159
Equals: Estimated (Measure 50) Levy Receivable	647,100,426	339,756,155	31,883,178	200,147,723	50,100,362	25,213,007
Add: Estimated Measure 50 Levy Compression	49,025,530	16,019,177	-	9,870,874	15,390,307	7,745,172
<b>Taxes to Be Levied</b>	<b>696,125,956</b>	<b>355,775,332</b>	<b>31,883,178</b>	<b>210,018,597</b>	<b>65,490,669</b>	<b>32,958,179</b>
<b>Legal Basis of Taxes to Be Levied</b>						
Fixed Tax Rate Levy-Subject to \$10 Limit	454,224,180	355,775,332	-	-	65,490,669	32,958,179
<b>Local Option Operating Tax</b>						
<b>Local Option Capital Construction Tax</b>						
Levy for Gap Bonds						
Levy for Pension & Disability Obligations		210,018,597	-	-	210,018,597	-
<b>Taxes To Be Levied</b>	<b>696,125,956</b>	<b>355,775,332</b>	<b>31,883,178</b>	<b>210,018,597</b>	<b>65,490,669</b>	<b>32,958,179</b>

**Table 7****Urban Renewal Certification**

Financial Summaries

**Urban Renewal Certification**

This table shows the amount of tax increment collections planned for the City's urban renewal districts.

**Part 1: Option One Plans (Reduced Rate).**

Plan Area Name	Increment Value to Use	100% from Division of Tax	Special Levy Amount
Not Applicable			

**Part 2: Option Three Plans (Standard Rate).**

Plan Area Name	Increment Value to Use	Amount from Division of Tax	Special Levy Amount
Not Applicable			

**Part 3: Other Standard Rate Plans**

Plan Area Name	Increment Value to Use	100% from Division of Tax	Estimated Division of Tax
Gateway Regional Center		xYes	\$7,900,000
North Macadam		xYes	\$27,500,000

**Part 4: Other Reduced Rate Plans**

Plan Area Name	Increment Value to Use	100% from Division of Tax	Estimated Division of Tax
Not Applicable			

**Part 5: Permanent Rate Plans**

Plan Area Name	Increment Value to Use	100% from Division of Tax	Estimated Division of Tax
Cully TIF District		xYes	\$1,300,000

**Notice to Assessor of Permanent Increase in Frozen Value.**

Plan Area Name	New frozen value \$
Plan Area Name	New frozen value \$

## Summary of Authorized Positions

Table 8

Financial Summaries

## Summary of Authorized Positions

This table summarizes the number of regular permanent or limited term full-time and part-time full time equivalent positions authorized in each bureau. Temporary part-time positions are not included.

Bureau FTE	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Adopted FY 2024-25	Change
Office of the City Attorney	77.30	82.80	82.50	83.50	1.00
Office of the City Auditor	55.00	42.00	42.00	48.65	6.65
City Budget Office	17.00	22.00	21.00	21.00	0.00
City Administrator	10.00	14.00	22.00	47.00	25.00
Portland Children's Levy	5.90	6.80	7.60	7.60	0.00
Council	0.00	0.00	0.00	24.00	24.00
Office of City Operations	73.64	114.00	123.00	119.00	(4.00)
Fire & Police Disability & Retirement	17.00	18.00	18.00	18.00	0.00
Portland Permitting & Development	397.80	415.80	291.90	351.90	60.00
Office of Community and Econ Development	2.15	3.00	4.00	6.00	2.00
Bureau of Emergency Communications	164.50	170.90	169.90	169.90	0.00
Portland Office of Emergency Management	22.00	27.90	27.90	20.90	(7.00)
Bureau of Environmental Services	628.00	645.00	669.00	671.00	2.00
Portland Fire & Rescue	732.25	822.90	824.90	767.90	(57.00)
Bureau of Fleet & Facilities	127.50	134.00	142.00	145.50	3.50
Office of Government Relations	14.00	14.00	13.00	13.00	0.00
Portland Housing Bureau	81.00	79.90	86.00	87.00	1.00
Bureau of Human Resources	85.33	110.00	109.00	107.50	(1.50)
Office of the Deputy City Administrator of Budget & Finance	252.59	267.00	241.00	254.50	13.50
Office of the Mayor	18.50	21.00	21.00	27.00	6.00
Office of Community and Civic Life	53.83	44.60	25.90	14.90	(11.00)
Office of Equity	21.00	21.00	23.00	19.00	(4.00)
Commissioner of Public Affairs	8.00	8.00	8.00	8.00	0.00
Office of Community-Based Police Accountability	0.00	0.00	0.00	7.00	7.00
Portland Parks & Recreation	654.60	750.53	821.21	836.21	15.00
Portland Police Bureau	1,229.90	1,211.90	1,216.90	1,224.00	7.10
Bureau of Planning & Sustainability	117.50	138.70	158.80	150.80	(8.00)
Commissioner of Public Safety	8.00	8.00	8.00	8.00	0.00
Commissioner of Public Utilities	8.00	10.00	10.00	8.00	(2.00)
Commissioner of Public Works	8.00	12.00	8.00	8.00	0.00
Office of the Public Safety DCA	13.50	56.00	84.00	116.00	32.00
Special Appropriations	3.00	1.00	1.00	5.00	4.00
Portland Bureau of Transportation	1,021.70	1,061.90	1,064.00	1,044.00	(20.00)

**Table 8****Summary of Authorized Positions**

Financial Summaries

Bureau FTE	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Adopted FY 2024-25	Change
Bureau of Technology Services	265.90	268.00	275.00	278.00	3.00
Office of Vibrant Communities	1.10	2.00	5.00	8.00	3.00
Water Bureau	626.55	639.70	665.70	658.70	(7.00)
Office of Public Works	0.00	0.00	0.00	2.00	2.00
<b>Total</b>	<b>6,822.04</b>	<b>7,244.33</b>	<b>7,290.21</b>	<b>7,386.46</b>	<b>96.25</b>

## General Fund Resources and Requirements

Financial Summaries

Table 9

# General Fund Resources and Requirements

This table summarizes the type of revenues into the General Fund, as well as the bureau expense budgets, with a comparison between fiscal years.

	Total Budget Revised FY 2023-24	Adopted FY 2024-25
<b>Resources</b>		
Property Taxes	331,926,450	352,238,431
Lodging Taxes	34,057,000	32,840,000
Business Licenses	180,000,000	206,000,000
Utility License Fees	89,544,835	106,064,248
Interagency Revenue	86,368,707	96,921,298
Overhead Recovery	46,848,403	55,130,043
Service Charges, Permits & Fees	23,624,089	20,783,412
Other Intergovernmental Revenues	19,368,860	22,599,612
State Shared Cigarette, Liquor, & Cannabis	24,322,559	25,610,000
Interest Income	2,472,155	4,464,522
Cash Transfers	91,718,847	91,892,548
Miscellaneous Revenues	2,126,164	1,678,983
Bond and Note Proceeds	0	0
Beginning Fund Balance	137,727,218	55,334,994
<b>General Fund Resources</b>	<b>1,070,105,287</b>	<b>1,071,558,091</b>
<b>Requirements</b>		
Bureau of Human Resources	18,299,318	19,539,306
Bureau of Planning & Sustainability	20,998,190	18,847,604
City Administrator	5,572,967	40,207,460
City Budget Office	4,439,821	5,060,045
Commissioner of Public Affairs	1,761,720	837,464
Commissioner of Public Safety	1,669,864	837,464
Commissioner of Public Utilities	1,762,066	837,464
Commissioner of Public Works	1,623,977	837,464
Council	0	3,681,576
Office of City Operations	37,498,665	26,581,767
Office of Community and Civic Life	7,282,157	6,320,088
Office of Community and Econ Development	0	856,386
Office of Community-Based Police Accountability	0	1,945,482
Office of Equity	4,535,049	3,662,775
Office of Government Relations	3,040,759	3,188,885
Office of Public Works	0	623,679
Office of the City Attorney	20,840,135	21,966,968
Office of the City Auditor	11,838,004	13,437,477
Office of the Deputy City Administrator of Budget & Finance	54,879,616	54,858,898

**Table 9****General Fund Resources and Requirements**

Financial Summaries

	<b>Total Budget Revised FY 2023-24</b>	<b>Adopted FY 2024-25</b>
Office of the Mayor	4,648,518	3,899,697
Office of the Public Safety DCA	16,294,611	19,848,386
Office of Vibrant Communities	4,741,339	5,023,713
Portland Fire & Rescue	176,731,773	181,782,464
Portland Housing Bureau	44,116,447	35,533,202
Portland Office of Emergency Management	5,628,144	5,346,177
Portland Parks & Recreation	165,775,181	168,241,961
Portland Police Bureau	273,420,841	282,383,857
Prosper Portland	13,870,672	17,367,840
Special Appropriations	15,933,153	14,120,344
<b>Bureau Expenditures</b>	<b>917,202,987</b>	<b>957,675,893</b>
Total Bureau Expenses	917,202,987	957,675,893
Contingency	52,904,022	26,595,128
Debt Service	14,040,985	14,588,158
Transfers to Other Funds	85,957,293	72,698,912
<b>General Fund Requirements</b>	<b>1,070,105,287</b>	<b>1,071,558,091</b>

# Operating and Capital Budget

Table 10

Financial Summaries

## Operating and Capital Budget

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
<b>Bureau of Emergency Communications</b>						
Emergency Communication Fund	36,427,641	1,340,845	37,768,486	39,325,433	800,000	40,125,433
Transportation Operating Fund	0	0	0	0	0	0
<b>Bureau of Emergency Communications Subtotal</b>	<b>36,427,641</b>	<b>1,340,845</b>	<b>37,768,486</b>	<b>39,325,433</b>	<b>800,000</b>	<b>40,125,433</b>
<b>Bureau of Environmental Services</b>						
Environmental Remediation Fund	23,755,823	0	23,755,823	34,051,609	0	34,051,609
Grants Fund	893,228	52,364	945,592	1,162,177	0	1,162,177
PDX Clean Energy Fund	0	0	0	14,382,840	0	14,382,840
Sewer System Construction Fund	372,496,472	0	372,496,472	466,280,000	0	466,280,000
Sewer System Debt Redemption Fund	161,843,011	0	161,843,011	170,334,982	0	170,334,982
Sewer System Operating Fund	519,040,846	311,560,000	830,600,846	546,903,513	281,280,000	828,183,513
Sewer System Rate Stabilization Fund	137,729,759	0	137,729,759	141,169,780	0	141,169,780
<b>Bureau of Environmental Services Subtotal</b>	<b>1,215,759,139</b>	<b>311,612,364</b>	<b>1,527,371,503</b>	<b>1,374,284,901</b>	<b>281,280,000</b>	<b>1,655,564,901</b>
<b>Bureau of Fleet &amp; Facilities</b>						
CityFleet Operating Fund	75,980,372	26,681,672	102,662,044	65,672,589	93,950,745	159,623,334
Facilities Services Operating Fund	104,333,014	19,552,193	123,885,207	87,107,800	18,625,281	105,733,081
Grants Fund	0	83,000	83,000	0	3,943,071	3,943,071
PDX Clean Energy Fund	0	0	0	1,171,160	11,184,774	12,355,934
<b>Bureau of Fleet &amp; Facilities Subtotal</b>	<b>180,313,386</b>	<b>46,316,865</b>	<b>226,630,251</b>	<b>153,951,549</b>	<b>127,703,871</b>	<b>281,655,420</b>
<b>Bureau of Human Resources</b>						
General Fund	18,299,318	0	18,299,318	19,539,306	0	19,539,306
Grants Fund	85,000	0	85,000	191,000	0	191,000
Health Insurance Operating Fund	157,978,827	0	157,978,827	161,088,513	0	161,088,513
Portland Police Assoc Health Insurnc Fund	25,754,871	0	25,754,871	24,201,437	0	24,201,437
<b>Bureau of Human Resources Subtotal</b>	<b>202,118,016</b>	<b>0</b>	<b>202,118,016</b>	<b>205,020,256</b>	<b>0</b>	<b>205,020,256</b>
<b>Bureau of Planning &amp; Sustainability</b>						
Community Solar Fund	112,077	0	112,077	117,397	0	117,397
General Fund	20,998,190	0	20,998,190	18,847,604	0	18,847,604
Grants Fund	4,893,446	0	4,893,446	1,410,095	0	1,410,095
PDX Clean Energy Fund	555,503,663	0	555,503,663	654,608,526	0	654,608,526
Solid Waste Management Fund	16,943,836	0	16,943,836	17,139,774	0	17,139,774
<b>Bureau of Planning &amp; Sustainability Subtotal</b>	<b>598,451,212</b>	<b>0</b>	<b>598,451,212</b>	<b>692,123,396</b>	<b>0</b>	<b>692,123,396</b>
<b>Bureau of Technology Services</b>						
Facilities Services Operating Fund	0	0	0	0	0	0
Grants Fund	0	1,044,642	1,044,642	0	400,000	400,000

**Table 10****Operating and Capital Budget**

Financial Summaries

	<b>Operating Budget</b>	<b>Capital Improvements</b>	<b>Total Expenditures</b>	<b>Operating Budget</b>	<b>Capital Improvements</b>	<b>Total Expenditures</b>
Printing & Distribution Services Operating Fund	8,547,334	0	8,547,334	8,096,066	0	8,096,066
Technology Services Fund	119,298,282	7,804,272	127,102,554	121,579,604	5,423,941	127,003,545
<b>Bureau of Technology Services Subtotal</b>	<b>127,845,616</b>	<b>8,848,914</b>	<b>136,694,530</b>	<b>129,675,670</b>	<b>5,823,941</b>	<b>135,499,611</b>
<b>City Administrator</b>						
Facilities Services Operating Fund	22,315,941	0	22,315,941	0	0	0
General Fund	7,322,967	0	7,322,967	40,207,460	0	40,207,460
Grants Fund	62,730,426	0	62,730,426	37,430,309	0	37,430,309
<b>City Administrator Subtotal</b>	<b>92,369,334</b>	<b>0</b>	<b>92,369,334</b>	<b>77,637,769</b>	<b>0</b>	<b>77,637,769</b>
<b>City Budget Office</b>						
General Fund	4,439,821	0	4,439,821	5,060,045	0	5,060,045
PDX Clean Energy Fund	0	0	0	150,000	0	150,000
Recreational Marijuana Tax Fund	25,380	0	25,380	0	0	0
<b>City Budget Office Subtotal</b>	<b>4,465,201</b>	<b>0</b>	<b>4,465,201</b>	<b>5,210,045</b>	<b>0</b>	<b>5,210,045</b>
<b>Commissioner of Public Affairs</b>						
General Fund	1,761,720	0	1,761,720	837,464	0	837,464
<b>Commissioner of Public Affairs Subtotal</b>	<b>1,761,720</b>	<b>0</b>	<b>1,761,720</b>	<b>837,464</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Safety</b>						
General Fund	1,669,864	0	1,669,864	837,464	0	837,464
<b>Commissioner of Public Safety Subtotal</b>	<b>1,669,864</b>	<b>0</b>	<b>1,669,864</b>	<b>837,464</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Utilities</b>						
General Fund	1,762,066	0	1,762,066	837,464	0	837,464
<b>Commissioner of Public Utilities Subtotal</b>	<b>1,762,066</b>	<b>0</b>	<b>1,762,066</b>	<b>837,464</b>	<b>0</b>	<b>837,464</b>
<b>Commissioner of Public Works</b>						
General Fund	1,623,977	0	1,623,977	837,464	0	837,464
<b>Commissioner of Public Works Subtotal</b>	<b>1,623,977</b>	<b>0</b>	<b>1,623,977</b>	<b>837,464</b>	<b>0</b>	<b>837,464</b>
<b>Council</b>						
General Fund	0	0	0	3,681,576	0	3,681,576
<b>Council Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,681,576</b>	<b>0</b>	<b>3,681,576</b>
<b>Fire &amp; Police Disability &amp; Retirement</b>						
Fire & Police Disability & Retirement Fund	259,011,850	75,093	259,086,943	287,373,466	60,000	287,433,466
Fire & Police Disability & Retirement Res Fund	1,500,000	0	1,500,000	1,500,000	0	1,500,000
<b>Fire &amp; Police Disability &amp; Retirement Subtotal</b>	<b>260,511,850</b>	<b>75,093</b>	<b>260,586,943</b>	<b>288,873,466</b>	<b>60,000</b>	<b>288,933,466</b>
<b>Fund and Debt Management</b>						
82nd Ave/Division NPI Debt Service Fund	21,850	0	21,850	0	0	0
Bonded Debt Interest and Sinking Fund	31,938,723	0	31,938,723	32,576,673	0	32,576,673
Central Eastside Ind. District Debt Service Fund	3,490,000	0	3,490,000	1,235,000	0	1,235,000

# Operating and Capital Budget

Table 10

Financial Summaries

	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Citywide Obligations Reserve Fund	14,943,369	0	14,943,369	26,418,458	0	26,418,458
Convention Center Area Debt Service Fund	4,305,000	0	4,305,000	0	0	0
Cully Tax Increment Fin Dist Debt Svc	160,800	0	160,800	1,300,600	0	1,300,600
Fire & Police Supplemental Retirement Res Fund	31,750	0	31,750	0	0	0
Gateway URA Debt Redemption Fund	11,867,000	0	11,867,000	11,870,000	0	11,870,000
General Fund	147,991,689	0	147,991,689	113,496,513	0	113,496,513
General Reserve Fund	78,570,600	0	78,570,600	78,960,600	0	78,960,600
Governmental Bond Redemption Fund	10,292,528	0	10,292,528	6,544,733	0	6,544,733
Interstate Corridor Debt Service Fund	31,306,703	0	31,306,703	4,600,000	0	4,600,000
Lents Town Center URA Debt Redemption Fund	26,725,000	0	26,725,000	16,275,000	0	16,275,000
North Macadam URA Debt Redemption Fund	28,667,840	0	28,667,840	28,075,000	0	28,075,000
Pension Debt Redemption Fund	6,931,878	0	6,931,878	7,237,972	0	7,237,972
Recreational Marijuana Tax Fund	685,606	0	685,606	418,340	0	418,340
South Park Blocks Redemption Fund	2,997,000	0	2,997,000	0	0	0
Special Finance and Resource Fund	114,603,926	0	114,603,926	102,345,216	0	102,345,216
Special Projects Debt Service Fund	7,901,500	0	7,901,500	12,058,353	0	12,058,353
Waterfront Renewal Bond Sinking Fund	2,807,000	0	2,807,000	0	0	0
<b>Fund and Debt Management Subtotal</b>	<b>526,239,762</b>	<b>0</b>	<b>526,239,762</b>	<b>443,412,458</b>	<b>0</b>	<b>443,412,458</b>
<b>Office of City Operations</b>						
Citywide Obligations Reserve Fund	13,907,654	0	13,907,654	7,278,364	0	7,278,364
Facilities Services Operating Fund	4,871,413	0	4,871,413	5,465,896	0	5,465,896
General Fund	36,619,844	1,128,613	37,748,457	26,485,380	96,387	26,581,767
Grants Fund	480,000	0	480,000	639,928	0	639,928
<b>Office of City Operations Subtotal</b>	<b>55,878,911</b>	<b>1,128,613</b>	<b>57,007,524</b>	<b>39,869,568</b>	<b>96,387</b>	<b>39,965,955</b>
<b>Office of Community and Civic Life</b>						
Cannabis Licensing Fund	0	0	0	0	0	0
General Fund	7,282,157	0	7,282,157	6,320,088	0	6,320,088
Recreational Marijuana Tax Fund	0	0	0	0	0	0
<b>Office of Community and Civic Life Subtotal</b>	<b>7,282,157</b>	<b>0</b>	<b>7,282,157</b>	<b>6,320,088</b>	<b>0</b>	<b>6,320,088</b>
<b>Office of Community and Econ Development</b>						
General Fund	0	0	0	856,386	0	856,386
Spectator Venues & Visitor Activities Fund	84,104,064	0	84,104,064	90,410,641	0	90,410,641
<b>Office of Community and Econ Development Subtotal</b>	<b>84,104,064</b>	<b>0</b>	<b>84,104,064</b>	<b>91,267,027</b>	<b>0</b>	<b>91,267,027</b>
<b>Office of Community-Based Police Accountability</b>						
General Fund	0	0	0	1,945,482	0	1,945,482

Table 10

## Operating and Capital Budget

Financial Summaries

	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
<b>Office of Community-Based Police Accountability Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,945,482</b>	<b>0</b>	<b>1,945,482</b>
<b>Office of Equity</b>						
General Fund	4,535,049	0	4,535,049	3,662,775	0	3,662,775
Grants Fund	148,582	0	148,582	94,445	0	94,445
<b>Office of Equity Subtotal</b>	<b>4,683,631</b>	<b>0</b>	<b>4,683,631</b>	<b>3,757,220</b>	<b>0</b>	<b>3,757,220</b>
<b>Office of Government Relations</b>						
General Fund	3,040,759	0	3,040,759	3,188,885	0	3,188,885
Grants Fund	388,105	0	388,105	185,943	0	185,943
<b>Office of Government Relations Subtotal</b>	<b>3,428,864</b>	<b>0</b>	<b>3,428,864</b>	<b>3,374,828</b>	<b>0</b>	<b>3,374,828</b>
<b>Office of Public Works</b>						
General Fund	0	0	0	623,679	0	623,679
<b>Office of Public Works Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>623,679</b>	<b>0</b>	<b>623,679</b>
<b>Office of the City Attorney</b>						
General Fund	20,840,135	0	20,840,135	21,966,968	0	21,966,968
<b>Office of the City Attorney Subtotal</b>	<b>20,840,135</b>	<b>0</b>	<b>20,840,135</b>	<b>21,966,968</b>	<b>0</b>	<b>21,966,968</b>
<b>Office of the City Auditor</b>						
General Fund	11,838,004	0	11,838,004	13,437,477	0	13,437,477
General Reserve Fund	0	0	0	0	0	0
<b>Office of the City Auditor Subtotal</b>	<b>11,838,004</b>	<b>0</b>	<b>11,838,004</b>	<b>13,437,477</b>	<b>0</b>	<b>13,437,477</b>
<b>Office of the Deputy City Administrator of Budget &amp; Finance</b>						
Arts Education & Access Fund	22,345,595	0	22,345,595	19,686,732	0	19,686,732
Assessment Collection Fund	89,895	0	89,895	86,603	0	86,603
Bancroft Bond Interest and Sinking Fund	28,815,372	0	28,815,372	33,690,372	0	33,690,372
Citywide Obligations Reserve Fund	14,929,533	0	14,929,533	12,318,768	0	12,318,768
Convention and Tourism Fund	27,481,425	0	27,481,425	28,422,000	0	28,422,000
General Fund	54,879,616	0	54,879,616	52,806,433	2,052,465	54,858,898
Grants Fund	1,603,377	0	1,603,377	1,219,557	0	1,219,557
Insurance and Claims Operating Fund	46,234,829	190,000	46,424,829	43,453,072	105,000	43,558,072
Local Improvement District Fund	40,218,624	0	40,218,624	26,378,911	0	26,378,911
Property Management License Fund	11,416,416	0	11,416,416	11,166,500	0	11,166,500
Workers' Comp. Self Insurance Operating Fund	18,015,427	190,000	18,205,427	17,369,686	105,000	17,474,686
<b>Office of the Deputy City Administrator of Budget &amp; Finance Subtotal</b>	<b>266,030,109</b>	<b>380,000</b>	<b>266,410,109</b>	<b>246,598,634</b>	<b>2,262,465</b>	<b>248,861,099</b>
<b>Office of the Mayor</b>						
General Fund	4,648,518	0	4,648,518	3,899,697	0	3,899,697
<b>Office of the Mayor Subtotal</b>	<b>4,648,518</b>	<b>0</b>	<b>4,648,518</b>	<b>3,899,697</b>	<b>0</b>	<b>3,899,697</b>
<b>Office of the Public Safety DCA</b>						
General Fund	16,294,611	0	16,294,611	19,848,386	0	19,848,386
Grants Fund	10,164,193	0	10,164,193	3,435,210	0	3,435,210

# Operating and Capital Budget

Table 10

Financial Summaries

	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Police Special Revenue Fund	11,449	0	11,449	0	0	0
Recreational Marijuana Tax Fund	0	0	0	564,790	0	564,790
<b>Office of the Public Safety DCA Subtotal</b>	<b>26,470,253</b>	<b>0</b>	<b>26,470,253</b>	<b>23,848,386</b>	<b>0</b>	<b>23,848,386</b>
<b>Office of Vibrant Communities</b>						
Arts Education & Access Fund	0	0	0	3,500,000	0	3,500,000
General Fund	4,741,339	0	4,741,339	5,023,713	0	5,023,713
Grants Fund	673,014	0	673,014	0	0	0
<b>Office of Vibrant Communities Subtotal</b>	<b>5,414,353</b>	<b>0</b>	<b>5,414,353</b>	<b>8,523,713</b>	<b>0</b>	<b>8,523,713</b>
<b>Portland Bureau of Transportation</b>						
Grants Fund	8,021,334	64,927,785	72,949,119	5,250,000	74,732,552	79,982,552
Parking Facilities Fund	17,558,724	360,825	17,919,549	10,240,549	0	10,240,549
PDX Clean Energy Fund	1,379,145	0	1,379,145	43,373,902	5,868,339	49,242,241
Recreational Marijuana Tax Fund	1,779,895	0	1,779,895	1,388,318	0	1,388,318
Transportation Operating Fund	304,230,612	145,608,710	449,839,322	318,290,634	115,319,989	433,610,623
Transportation Reserve Fund	11,420,500	0	11,420,500	12,025,094	0	12,025,094
<b>Portland Bureau of Transportation Subtotal</b>	<b>344,390,210</b>	<b>210,897,320</b>	<b>555,287,530</b>	<b>390,568,497</b>	<b>195,920,880</b>	<b>586,489,377</b>
<b>Portland Children's Levy</b>						
Children's Investment Fund	37,912,459	0	37,912,459	33,999,082	0	33,999,082
<b>Portland Children's Levy Subtotal</b>	<b>37,912,459</b>	<b>0</b>	<b>37,912,459</b>	<b>33,999,082</b>	<b>0</b>	<b>33,999,082</b>
<b>Portland Fire &amp; Rescue</b>						
Fire Capital Fund	3,903,251	2,883,000	6,786,251	6,810,000	0	6,810,000
General Fund	176,731,773	0	176,731,773	175,217,464	6,565,000	181,782,464
Grants Fund	13,398,773	0	13,398,773	5,216,568	0	5,216,568
Recreational Marijuana Tax Fund	724,090	0	724,090	0	0	0
<b>Portland Fire &amp; Rescue Subtotal</b>	<b>194,757,887</b>	<b>2,883,000</b>	<b>197,640,887</b>	<b>187,244,032</b>	<b>6,565,000</b>	<b>193,809,032</b>
<b>Portland Housing Bureau</b>						
Affordable Housing Fund	54,390,883	0	54,390,883	43,030,395	0	43,030,395
Community Development Block Grant Fund	9,588,010	0	9,588,010	10,561,424	0	10,561,424
General Fund	44,438,847	0	44,438,847	35,868,887	0	35,868,887
Grants Fund	95,488,644	0	95,488,644	77,836,305	0	77,836,305
HOME Grant Fund	10,106,437	0	10,106,437	18,379,651	0	18,379,651
Housing Capital Fund	0	0	0	1,300	0	1,300
Housing Investment Fund	18,762,447	0	18,762,447	16,147,993	0	16,147,993
Housing Property Fund	7,856,437	0	7,856,437	7,079,189	0	7,079,189
Inclusionary Housing Fund	13,788,822	0	13,788,822	16,655,484	0	16,655,484
PDX Clean Energy Fund	13,921,640	0	13,921,640	33,075,000	0	33,075,000
Recreational Marijuana Tax Fund	337,745	0	337,745	263,441	0	263,441
Tax Increment Financing Reimbursement Fund	42,446,550	0	42,446,550	49,065,805	0	49,065,805
<b>Portland Housing Bureau Subtotal</b>	<b>311,126,462</b>	<b>0</b>	<b>311,126,462</b>	<b>307,964,874</b>	<b>0</b>	<b>307,964,874</b>

**Table 10****Operating and Capital Budget**

Financial Summaries

	<b>Operating Budget</b>	<b>Capital Improvements</b>	<b>Total Expenditures</b>	<b>Operating Budget</b>	<b>Capital Improvements</b>	<b>Total Expenditures</b>
<b>Portland Office of Emergency Management</b>						
General Fund	5,628,144	0	5,628,144	5,346,177	0	5,346,177
Grants Fund	4,706,555	0	4,706,555	4,220,472	0	4,220,472
<b>Portland Office of Emergency Management Subtotal</b>						
	<b>10,334,699</b>	<b>0</b>	<b>10,334,699</b>	<b>9,566,649</b>	<b>0</b>	<b>9,566,649</b>
<b>Portland Parks &amp; Recreation</b>						
2020 Parks Local Option Levy Fund	96,649,413	0	96,649,413	96,594,160	0	96,594,160
General Fund	167,863,600	500,000	168,363,600	166,791,961	1,500,000	168,291,961
Golf Fund	23,019,521	0	23,019,521	22,900,640	0	22,900,640
Grants Fund	1,338,990	6,176,494	7,515,484	318,202	12,590,000	12,908,202
Parks Capital Improvement Program Fund	147,609,332	80,274,080	227,883,412	159,143,257	43,294,568	202,437,825
Parks Endowment Fund	203,666	0	203,666	210,714	0	210,714
PDX Clean Energy Fund	2,028,688	10,100,000	12,128,688	78,900,000	0	78,900,000
Portland International Raceway Fund	3,956,263	0	3,956,263	4,063,213	0	4,063,213
Portland Parks Memorial Fund	24,182,075	200,000	24,382,075	21,383,421	100,000	21,483,421
<b>Portland Parks &amp; Recreation Subtotal</b>						
	<b>466,851,548</b>	<b>97,250,574</b>	<b>564,102,122</b>	<b>550,305,568</b>	<b>57,484,568</b>	<b>607,790,136</b>
<b>Portland Permitting &amp; Development</b>						
Cannabis Licensing Fund	3,017,925	0	3,017,925	2,994,159	0	2,994,159
Development Services Fund	114,722,459	0	114,722,459	101,027,768	0	101,027,768
Grants Fund	14,200	0	14,200	0	0	0
<b>Portland Permitting &amp; Development Subtotal</b>						
	<b>117,754,584</b>	<b>0</b>	<b>117,754,584</b>	<b>104,021,927</b>	<b>0</b>	<b>104,021,927</b>
<b>Portland Police Bureau</b>						
General Fund	273,420,841	0	273,420,841	282,383,857	0	282,383,857
Grants Fund	4,813,959	0	4,813,959	3,896,953	0	3,896,953
Police Special Revenue Fund	8,728,289	0	8,728,289	8,775,000	0	8,775,000
<b>Portland Police Bureau Subtotal</b>						
	<b>286,963,089</b>	<b>0</b>	<b>286,963,089</b>	<b>295,055,810</b>	<b>0</b>	<b>295,055,810</b>
<b>Prosper Portland</b>						
General Fund	13,870,672	0	13,870,672	17,367,840	0	17,367,840
Grants Fund	8,292,959	0	8,292,959	0	0	0
PDX Clean Energy Fund	0	0	0	8,500,000	0	8,500,000
Recreational Marijuana Tax Fund	11,517,095	0	11,517,095	4,623,735	0	4,623,735
<b>Prosper Portland Subtotal</b>						
	<b>33,680,726</b>	<b>0</b>	<b>33,680,726</b>	<b>30,491,575</b>	<b>0</b>	<b>30,491,575</b>
<b>Special Appropriations</b>						
General Fund	15,933,153	0	15,933,153	14,120,344	0	14,120,344
Grants Fund	8,268,788	0	8,268,788	684,000	0	684,000
PDX Clean Energy Fund	0	0	0	0	0	0
Public Election Fund	3,420,786	0	3,420,786	2,916,733	0	2,916,733
<b>Special Appropriations Subtotal</b>						
	<b>27,622,727</b>	<b>0</b>	<b>27,622,727</b>	<b>17,721,077</b>	<b>0</b>	<b>17,721,077</b>
<b>Water Bureau</b>						
Grants Fund	125,298	65,000	190,298	0	0	0

## Operating and Capital Budget

Financial Summaries

**Table 10**

	<b>Operating Budget</b>	<b>Capital Improvements</b>	<b>Total Expenditures</b>	<b>Operating Budget</b>	<b>Capital Improvements</b>	<b>Total Expenditures</b>
Hydroelectric Power Operating Fund	4,750,118	0	4,750,118	5,899,743	0	5,899,743
Hydroelectric Power Renewal Replacement Fund	111,457	0	111,457	0	0	0
PDX Clean Energy Fund	0	0	0	5,130,836	2,100,000	7,230,836
Water Bond Sinking Fund	106,934,361	0	106,934,361	96,478,079	0	96,478,079
Water Construction Fund	293,731,123	0	293,731,123	657,681,299	0	657,681,299
Water Fund	583,814,935	168,932,451	752,747,386	543,221,016	484,500,200	1,027,721,216
<b>Water Bureau Subtotal</b>	<b>989,467,292</b>	<b>168,997,451</b>	<b>1,158,464,743</b>	<b>1,308,410,973</b>	<b>486,600,200</b>	<b>1,795,011,173</b>
<b>Total</b>	<b>6,562,799,466</b>	<b>849,731,039</b>	<b>7,412,530,505</b>	<b>7,117,329,206</b>	<b>1,164,597,312</b>	<b>8,281,926,518</b>

**Table 11****Capital Budget by Bureau**

Financial Summaries

**Capital Budget by Bureau**

This table summarizes Capital Improvement Plan project costs by the responsible bureau.

Bureau	Prior Years	Capital Plan						
		Revised FY 2023-24	Adopted FY 2024-25	FY 2025-26	FY 2026-27	FY 2023-24	FY 2024-25	5-Year Total
Bureau of Emergency Communications	0	1,340,845	800,000	0	0	0	0	800,000
Bureau of Environmental Services	678,774,381	311,560,000	281,240,000	209,134,000	178,484,000	158,020,000	159,084,000	985,962,000
Bureau of Fleet & Facilities	13,158,071	34,913,111	127,703,871	12,903,051	8,223,129	5,812,846	4,884,097	159,526,994
Bureau of Technology Services	36,012,918	8,750,331	5,823,941	11,588,677	6,353,474	5,370,674	4,902,919	34,039,685
Office of the Deputy City Administrator of Budget & Finance	0	380,000	2,262,465	0	0	0	0	2,262,465
Portland Bureau of Transportation	66,682,891	169,974,726	189,107,880	171,166,150	81,473,823	51,111,380	36,344,612	529,203,845
Portland Fire & Rescue	0	2,883,000	6,565,000	7,911,125	7,959,125	8,010,125	8,065,125	38,510,500
Portland Housing Bureau	0	0	0	0	0	0	0	0
Portland Parks & Recreation	123,121,000	79,776,208	57,484,568	76,356,276	51,833,276	32,839,276	13,622,184	232,135,580
<b>Total City Capital Plan</b>	<b>1,225,580,261</b>	<b>774,783,672</b>	<b>1,157,587,925</b>	<b>1,148,989,479</b>	<b>907,017,027</b>	<b>637,684,501</b>	<b>356,073,137</b>	<b>4,207,352,069</b>
Water Bureau	307,831,000	165,205,451	486,600,200	659,930,200	572,690,200	376,520,200	129,170,200	2,224,911,000

## Capital Budget by Geographic Area

Financial Summaries

Table 12

# Capital Budget by Geographic Area

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau.

Bureau	Capital Plan							
Geographic Area	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2025-26	FY 2026-27	FY 2023-24	FY 2024-25	5-Year Total
<b>Bureau of Emergency Communications</b>								
Southeast	0	1,340,845	800,000	0	0	0	0	800,000
<b>Subtotal</b>	<b>0</b>	<b>1,340,845</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>
<b>Bureau of Environmental Services</b>								
Citywide	568,747,668	254,454,585	228,301,944	160,308,000	106,974,000	87,030,000	78,424,000	661,037,944
East	535,771	610,000	0	0	0	0	0	0
North	12,978,051	12,240,000	17,366,536	13,156,000	19,490,000	17,640,000	50,040,000	117,692,536
Northeast	14,379,323	8,230,000	11,485,436	26,750,000	29,700,000	27,400,000	8,000,000	103,335,436
Northwest	1,423,657	4,730,000	1,360,000	0	0	0	0	1,360,000
Southeast	36,070,493	24,200,000	12,765,234	6,200,000	11,800,000	10,030,000	0	40,795,234
Southwest	44,639,418	7,095,415	9,460,850	720,000	6,520,000	11,920,000	13,620,000	42,240,850
<b>Subtotal</b>	<b>678,774,381</b>	<b>311,560,000</b>	<b>280,740,000</b>	<b>207,134,000</b>	<b>174,484,000</b>	<b>154,020,000</b>	<b>150,084,000</b>	<b>966,462,000</b>
<b>Portland Fire &amp; Rescue</b>								
Citywide	0	2,883,000	6,565,000	7,911,125	7,959,125	8,010,125	8,065,125	38,510,500
East	0	0	0	0	0	0	0	0
North	0	0	0	0	0	0	0	0
Undetermined	0	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>2,883,000</b>	<b>6,565,000</b>	<b>7,911,125</b>	<b>7,959,125</b>	<b>8,010,125</b>	<b>8,065,125</b>	<b>38,510,500</b>
<b>Bureau of Fleet &amp; Facilities</b>								
Central City	9,847,325	18,283,870	101,598,475	6,906,638	4,465,579	1,795,588	0	114,766,280
Citywide	0	2,700,137	15,127,845	4,855,916	3,589,592	3,485,621	4,884,097	31,943,071
North	847,417	1,885,261	399,737	0	0	0	0	399,737
Northeast	1,630,244	1,373,869	937,234	143,615	63,942	221,134	0	1,365,925
Northwest	196,522	34,366	0	0	0	0	0	0
Southeast	628,617	1,392,272	2,271,260	996,882	104,016	310,503	0	3,682,661
Southwest	7,946	1,560,000	0	0	0	0	0	0
Undetermined	0	7,683,336	7,369,320	0	0	0	0	7,369,320
<b>Subtotal</b>	<b>13,158,071</b>	<b>34,913,111</b>	<b>127,703,871</b>	<b>12,903,051</b>	<b>8,223,129</b>	<b>5,812,846</b>	<b>4,884,097</b>	<b>159,526,994</b>
<b>Portland Housing Bureau</b>								
Northwest	0	0	0	0	0	0	0	0
Southeast	0	0	0	0	0	0	0	0
Southwest	0	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>							
<b>Office of the Deputy City Administrator of Budget &amp; Finance</b>								
Central City	0	380,000	210,000	0	0	0	0	210,000
Citywide	0	0	2,052,465	0	0	0	0	2,052,465
<b>Subtotal</b>	<b>0</b>	<b>380,000</b>	<b>2,262,465</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,262,465</b>

**Table 12****Capital Budget by Geographic Area**

Financial Summaries

Bureau		Capital Plan						
Geographic Area	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2025-26	FY 2026-27	FY 2023-24	FY 2024-25	5-Year Total
<b>Portland Parks &amp; Recreation</b>								
Central City	429,000	1,550,000	5,109,276	4,282,276	2,475,276	2,475,276	2,475,276	16,817,380
Citywide	11,765,000	11,677,673	6,731,292	7,400,000	5,275,000	4,975,000	4,775,000	29,156,292
East	51,520,000	31,649,276	13,375,000	4,475,000	1,885,000	1,775,000	1,275,000	22,785,000
North	5,276,000	7,600,821	18,145,000	36,650,000	33,760,000	11,060,000	3,182,908	102,797,908
Northeast	16,202,000	2,392,819	2,084,000	1,584,000	1,349,000	84,000	84,000	5,185,000
Northwest	6,940,000	4,798,000	1,040,000	4,050,000	5,849,000	10,500,000	1,000,000	22,439,000
Southeast	29,680,000	19,344,619	8,900,000	14,530,000	190,000	270,000	0	23,890,000
Southwest	1,309,000	763,000	2,100,000	3,385,000	1,050,000	1,700,000	830,000	9,065,000
<b>Subtotal</b>	<b>123,121,000</b>	<b>79,776,208</b>	<b>57,484,568</b>	<b>76,356,276</b>	<b>51,833,276</b>	<b>32,839,276</b>	<b>13,622,184</b>	<b>232,135,580</b>
<b>Portland Bureau of Transportation</b>								
Citywide	11,079,229	49,444,857	32,801,580	34,786,389	29,250,915	28,276,005	28,540,332	153,655,221
North	5,904,986	10,650,235	7,925,222	15,366,856	8,729,334	1,390,750	750,000	34,162,162
Northeast	26,544,625	44,100,354	64,144,946	44,560,421	5,541,585	4,571,816	3,842,628	122,661,396
Northeast/Southeast	2,726,148	3,882,898	7,247,180	1,699,575	1,881,250	6,750,680	0	17,578,685
Northwest	2,466,901	6,614,569	14,515,804	14,051,914	2,000,500	1,000,000	2,711,652	34,279,870
Southeast	11,592,917	34,358,940	43,840,830	54,879,736	33,570,239	8,622,129	0	140,912,934
Southwest	5,158,991	20,347,509	17,740,743	5,149,322	0	0	0	22,890,065
West	1,209,094	575,364	891,575	671,937	500,000	500,000	500,000	3,063,512
<b>Subtotal</b>	<b>66,682,891</b>	<b>169,974,726</b>	<b>189,107,880</b>	<b>171,166,150</b>	<b>81,473,823</b>	<b>51,111,380</b>	<b>36,344,612</b>	<b>529,203,845</b>
<b>Bureau of Technology Services</b>								
Citywide	36,012,918	8,750,331	5,823,941	11,383,875	6,346,274	5,363,474	4,895,719	33,813,283
Southeast	0	0	0	204,802	7,200	7,200	7,200	226,402
<b>Subtotal</b>	<b>36,012,918</b>	<b>8,750,331</b>	<b>5,823,941</b>	<b>11,588,677</b>	<b>6,353,474</b>	<b>5,370,674</b>	<b>4,902,919</b>	<b>34,039,685</b>
<b>Water Bureau</b>								
Central City	32,621,000	1,793,000	3,260,000	1,550,000	12,550,000	56,350,000	28,940,000	102,650,000
Citywide	270,000	34,759,451	43,895,200	50,790,200	45,710,200	34,250,200	35,270,200	209,916,000
East	0	0	330,000	260,000	1,430,000	1,330,000	1,320,000	4,670,000
North	790,000	1,678,000	675,000	3,030,000	0	0	0	3,705,000
Northeast	790,000	2,267,000	6,350,000	8,450,000	4,860,000	1,720,000	1,680,000	23,060,000
Northeast/Southeast	0	600,000	150,000	0	0	0	0	150,000
Northwest	480,000	355,000	2,130,000	790,000	0	0	0	2,920,000
South	20,000	0	1,300,000	150,000	0	0	0	1,450,000
Southeast	1,380,000	1,500,000	7,458,000	6,370,000	1,800,000	2,070,000	2,050,000	19,748,000
Southwest	2,270,000	1,216,000	2,100,000	2,730,000	540,000	2,830,000	2,340,000	10,540,000
Undetermined	118,040,000	105,037,000	403,300,000	583,400,000	505,800,000	277,970,000	57,570,000	1,828,040,000
West	151,170,000	16,000,000	15,652,000	2,410,000	0	0	0	18,062,000
<b>Subtotal</b>	<b>307,831,000</b>	<b>165,205,451</b>	<b>486,600,200</b>	<b>659,930,200</b>	<b>572,690,200</b>	<b>376,520,200</b>	<b>129,170,200</b>	<b>2,224,911,000</b>
<b>Total</b>	<b>1,225,580,261</b>	<b>774,783,672</b>	<b>1,157,087,925</b>	<b>1,146,989,479</b>	<b>903,017,027</b>	<b>633,684,501</b>	<b>347,073,137</b>	<b>4,187,852,069</b>

## Summary of Indebtedness – Debt Outstanding

Table 14a

Financial Summaries

## Summary of Indebtedness – Debt Outstanding

	Type of Indebtedness	07/01/23	07/01/24	Change
<b>DEBT OUTSTANDING BY SERVICE AREA</b>				
<b>Public Works</b>				
Sewer System	1st Lien Revenue Bonds	\$212,530,000	\$184,690,000	(\$27,840,000)
	2nd Lien Revenue Bonds	1,227,935,000	1,182,865,000	(45,070,000)
	3rd Lien State Loans	5,063,616	3,598,069	(1,465,547)
		1,445,528,616	1,371,153,069	(74,375,547)
Water System	1st Lien Revenue Bonds	215,435,000	204,790,000	(10,645,000)
	2nd Lien Revenue Bonds	448,075,000	503,905,396	55,830,396
		663,510,000	708,695,396	45,185,396
Transportation				
Streetcar	Limited Tax Revenue Bonds	1,680,000	0	(1,680,000)
Portland/Milwaukie Light Rail	Limited Tax Revenue Bonds	21,904,939	19,954,468	(1,950,471)
Sellwood Bridge	Limited Tax Revenue Bonds	29,315,000	0	(29,315,000)
Sellwood Bridge Bonds II	Limited Tax Revenue Bonds	24,550,000	23,250,000	(1,300,000)
Sellwood Bridge 2024 Refunding	Limited Tax Revenue Bonds	0	23,855,000	23,855,000
Street Lighting Bonds	Limited Tax Revenue Bonds	5,540,000	3,785,000	(1,755,000)
Transportation Improvements	Limited Tax Revenue Bonds	40,380,000	38,965,000	(1,415,000)
		123,369,939	109,809,468	(13,560,471)
<b>Total Public Works</b>		<b>\$2,232,408,555</b>	<b>\$2,189,657,933</b>	<b>(42,750,622)</b>
<b>Vibrant Communities</b>				
Jeld-Wen Field	Limited Tax Revenue Bonds	\$12,000,000	\$9,145,000	(2,855,000)
<b>Total Vibrant Communities</b>		<b>\$12,000,000</b>	<b>\$9,145,000</b>	<b>(\$2,855,000)</b>
<b>Community and Economic Development</b>				
Headwaters Apartments	Limited Tax Revenue (Housing)	10,124,284	9,613,456	(510,828)
		10,124,284	9,613,456	(510,828)
Urban Renewal & Redev.	Central Eastside Tax Increment	280,000	0	(280,000)
	Lents Tax Increment	10,827,737	0	(10,827,737)
	North Macadam Tax Increment	28,379,365	24,549,045	(3,830,320)
	Gateway Tax Increment	45,875,000	44,240,000	(1,635,000)
<b>Total Community and Economic Development</b>		<b>85,362,102</b>	<b>68,789,045</b>	<b>(16,573,057)</b>

**Table 14a****Summary of Indebtedness – Debt Outstanding**

Financial Summaries

	Type of Indebtedness	07/01/23	07/01/24	Change
<b>Budget &amp; Finance</b>				
Public Infrastructure	Limited Tax Improvement Bonds	22,320,000	17,755,000	(4,565,000)
Local Improvement line of credit	Limited Tax Revenue	9,248,272	15,503,846	6,255,574
<b>Total Budget &amp; Finance</b>		<b>31,568,272</b>	<b>33,258,846</b>	<b>1,690,574</b>
<b>City Operations</b>				
Equipment and Facilities	Limited Tax Revenue Bonds	16,288,542	14,245,237	(2,043,305)
Pension	Limited Tax Pension Obligations	33,338,171	27,232,748	(6,105,423)
Convention Ctr Expan.	Limited Tax Revenue Bonds	45,230,000	39,705,000	(5,525,000)
Veterans Memorial Coliseum	Limited Tax Revenue Bonds	0	54,080,000	54,080,000
Housing	Limited Tax Revenue (Housing)	4,750,000	4,050,000	(700,000)
Parks System	Voter Approved General Obligation Bonds	35,000,000	30,305,000	(4,695,000)
Public Safety	Voter Approved General Obligation Bonds	25,045,000	20,315,000	(4,730,000)
Emergency Facilities	Voter Approved General Obligation Bonds	5,855,000	4,060,000	(1,795,000)
Affordable Housing	Voter Approved General Obligation Bonds	182,500,000	211,645,000	29,145,000
River District (FF&C)	Limited Tax Revenue	29,265,000	28,135,000	(1,130,000)
Portland Building/Jasmine Blocks	Limited Tax Revenue Bonds	112,185,000	107,800,000	(4,385,000)
Build Portland	Limited Tax Revenue Bonds	22,265,000	21,540,000	(725,000)
<b>Total City Operations</b>		<b>511,721,713</b>	<b>563,112,985</b>	<b>\$51,391,273</b>
<b>TOTAL DEBT OUTSTANDING BY SERVICE AREA</b>		<b>\$2,883,184,926</b>	<b>\$2,873,577,266</b>	<b>(\$9,607,660)</b>
<b>TYPE OF INDEBTEDNESS</b>				
	Limited Tax Pension Bonds	\$33,338,171	\$27,232,748	(\$6,105,423)
	Limited Tax Improvement Bonds	22,320,000	17,755,000	(4,565,000)
	Voter Approved General Obligation Bonds	248,400,000	266,325,000	17,925,000
	Revenue Bonds	2,103,975,000	2,076,250,396	(27,724,604)
	Limited Tax Revenue Bonds	384,726,037	413,627,007	28,900,970
	State Loans	5,063,616	3,598,069	(1,465,547)
	Tax Increment	85,362,102	68,789,045	(16,573,057)
<b>TOTAL DEBT OUTSTANDING BY TYPE</b>		<b>\$2,883,184,926</b>	<b>\$2,873,577,266</b>	<b>(\$9,607,660)</b>

## Summary of Indebtedness – Actual Debt Outstanding

Table 14b

Financial Summaries

## Summary of Indebtedness – Actual Debt Outstanding

Type of Indebtedness	2022/23	2023/24	2024/25
Actual Debt Outstanding June 30, 2023	\$2,883,184,926		
<b>Debt Issued Fiscal Year 2023-24</b>			
Public Works (Transportation)	Limited Tax Revenue Bonds	\$23,855,000	
Public Works (Water)	2nd Lien Water System Revenue Bonds (WIFIA Loan)	79,655,396	
City Operations (Affordable Housing)	General Obligation Bonds	41,065,000	
City Operations (Veterans Memorial Coliseum)	Limited Tax Revenue Bonds	54,080,000	
Public Safety (FPD&R)	Tax Anticipation Notes	32,370,000	
Interim Financing	Lines of Credit	6,255,574	
<b>Total Debt Issued Fiscal Year 2023-24</b>		\$237,280,970	
<b>Projected Debt Redeemed Fiscal Year 2023-24</b>			
Debt Redeemed FY 2023-24		(219,658,631)	
Debt Redeemed From Debt Issued FY 2023-24		(27,230,000)	
<b>Total Debt Redeemed Fiscal Year 2023-24</b>		(246,888,631)	
<b>Projected Debt Outstanding July 1, 2024</b>		\$2,873,577,266	
<b>Estimated Debt to be Issued Fiscal Year 2024-25</b>			
Public Safety (FPD&R)	Tax Anticipation Notes	\$45,000,000	
Public Works (Water)	2nd Lien Water Revenue Bonds	158,000,000	
Public Works (Water)	2nd Lien Water System Revenue Bonds (WIFIA Loan)	367,200,000	
Public Works (Sewer)	2nd Lien Sewer Revenue Bonds	292,000,000	
<b>City Operations (Build Portland)</b>	Limited Tax Revenue Bonds	18,270,000	
City Operations (Kerby Garage)	Limited Tax Revenue Bonds	55,095,000	
Interim Financing	Lines of Credit (LID)	19,203,520	
<b>Total Estimated Debt Issued Fiscal Year 2024-25</b>		954,768,520	
<b>Projected Debt Redeemed Fiscal Year 2024-25</b>			
Scheduled Debt Redemption		(180,874,943)	
Projected Bond Calls/Other Redemptions		(3,345,000)	
<b>Total Debt Redeemed Fiscal Year 2024-25</b>		(184,219,943)	
<b>Projected Debt Outstanding July 1, 2025</b>		\$3,644,125,843	

**Table 15****Summary of Indebtedness – Debt Service**

Financial Summaries

**Summary of Indebtedness – Debt Service**

	<b>Facility/Function</b>	<b>Type of Indebtedness</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>Public Works</b>					
Sewer System	First Lien Revenue Bonds	\$29,260,000	\$6,716,325	\$35,976,325	
	Second Lien Revenue Bonds	53,120,000	59,425,851	112,545,851	
	Third Lien Debt	1,480,340	32,694	1,513,034	
		83,860,340	66,174,870	150,035,210	
Water System	First Lien Revenue Bonds	11,170,000	8,498,275	19,668,275	
	Second Lien Revenue Bonds	20,700,000	28,636,952	49,336,952	
		31,870,000	37,135,227	69,005,227	
Transportation					
Sellwood Bridge (I & II)	Limited Tax Revenue Bonds	3,260,000	2,165,750	5,425,750	
Street Lighting	Limited Tax Revenue Bonds	1,845,000	189,250	2,034,250	
Transportation Improvements	Limited Tax Revenue Bonds	1,490,000	1,247,925	2,737,925	
Portland/Milwaukee Light Rail	Limited Tax Revenue Bonds	1,998,045	479,573	2,477,618	
		8,593,045	4,082,498	12,675,543	
		\$124,323,385	\$107,392,595	\$231,715,980	
<b>Vibrant Communities</b>					
Jeld-Wen Field	Limited Tax Revenue Bonds	\$2,950,000	\$312,700	\$3,262,700	
		\$2,950,000	\$312,700	\$3,262,700	
<b>Community &amp; Economic Development</b>					
Housing (Headwaters)	Limited Tax Revenue Bonds	\$520,534	\$175,702	\$696,236	
		520,534	175,702	696,236	
TIF Districts					
	Gateway Tax Increment	6,035,000	2,079,999	8,114,999	
	North Macadam Tax Increment	27,529,580	544,522	28,074,102	
		34,864,580	2,625,121	37,489,701	
		\$35,385,114	\$2,800,823	\$38,185,937	
<b>Budget &amp; Finance</b>					
Bancroft and Local Improvement District Bonds	Limited Tax Improvement Bonds	\$3,800,000	\$1,660,113	\$5,460,113	
		\$3,800,000	\$1,660,113	\$5,460,113	
<b>City Operations</b>					
Pension Bonds	Limited Tax Pension Bonds	\$5,874,733	\$37,000,268	\$42,875,000	
Parks / Fire / Public Safety/Housing	Voter Approved General Obligation Bonds	24,270,000	7,506,671	31,776,671	
Equipment and Facilities	Limited Tax Revenue Bonds	6,005,000	9,117,360	15,122,360	
Other Public Improvement Projects	Limited Tax Revenue Bonds	3,786,711	2,718,022	6,504,733	
		\$47,036,444	\$61,300,673	\$108,337,116	

## Summary of Indebtedness – Debt Service

Table 15

Financial Summaries

Facility/Function	Type of Indebtedness	Principal	Interest	Total
<b>TOTAL DEBT SERVICE BY SERVICE AREA</b>		\$213,494,943	\$173,466,903	\$386,961,846
	Limited Tax Pension Bonds	\$5,874,733	\$37,000,268	\$42,875,000
	Limited Tax Improvement Bonds	3,800,000	1,660,113	5,460,113
	Voter Approved General Obligation Bonds	24,270,000	7,506,671	31,776,671
	Revenue Bonds	114,250,000	103,277,403	217,527,403
	Limited Tax Revenue Bonds	28,434,756	21,188,932	49,623,688
	Limited Tax Housing Revenue Bonds	520,534	175,702	696,236
	State Loans	1,480,340	32,694	1,513,034
	Tax Increment	34,864,580	2,625,121	37,489,701
<b>TOTAL DEBT SERVICE BY TYPE</b>		\$213,494,943	\$173,466,903	\$386,961,846

**Table 16****Principal Over the Life of the Debt**

Financial Summaries

**Principal Over the Life of the Debt**

Schedule of Project Bond Principal Transactions

Public Works			Vibrant Communities	Community & Economic Development		Budget & Finance	City Operations		Convention Center & Veterans Memorial Coliseum	Other Public Improvement Projects
Fiscal Year	Sewer System	Water System	Transportation	Spectator Facilities	TIF Districts	Housing	Bancroft Bond/Local Improvement	Pension	Parks/ FireHousing	Facilities, Equipment
2024/25	\$83,860,340	\$31,870,000	\$8,593,045	\$2,950,000	\$34,864,580	\$520,534	\$3,800,000	\$5,874,733	\$24,270,000	\$6,005,000
2025/26	76,795,300	33,405,000	8,980,155	3,045,000	5,729,386	530,424	455,000	5,652,228	25,270,000	6,305,000
2026/27	79,431,245	35,030,000	7,346,777	3,150,000	5,864,399	540,502	2,690,000	5,438,274	24,220,000	6,170,000
2027/28	82,819,297	36,735,000	7,662,886		6,014,527	550,771	0	5,232,955	24,090,000	6,480,000
2028/29	86,448,369	38,375,000	7,978,459		6,163,563	561,236	0	5,034,559	22,465,000	6,010,000
2029/30	90,003,953	39,995,000	8,313,480		6,322,590	571,899	3,160,000		19,490,000	6,310,000
2030/31	93,874,565	41,760,000	8,652,925		2,125,000	582,766	0		15,535,000	6,635,000
2031/32	80,475,000	41,620,000	9,011,766		2,215,000	593,838	0		15,975,000	6,960,000
2032/33	84,055,000	38,755,000	9,379,975		2,305,000	605,121	0		16,435,000	7,300,000
2033/34	71,935,000	40,445,000	7,235,000		2,410,000	616,618	680,000		11,595,000	7,530,000
2034/35	53,430,000	37,425,000	4,420,000		2,515,000	628,334	0		11,860,000	7,470,000
2035/36	55,755,000	35,100,000	4,555,000		2,630,000	640,272	0		12,140,000	7,835,000
2036/37	58,180,000	33,860,000	4,690,000		2,770,000	651,093	0		12,440,000	8,215,000
2037/38	60,720,000	31,225,000	2,495,000		2,910,000	662,097	0		10,280,000	8,610,000
2038/39	48,470,000	22,200,000	2,545,000		3,060,000	673,286	3,690,000		10,535,000	9,030,000
2039/40	39,560,000	17,620,000	2,595,000		3,220,000	684,665	0		9,725,000	8,290,000
2040/41	27,750,000	18,260,000	2,650,000		3,385,000		0			440,000
2041/42	28,795,000	13,305,000	2,705,000		3,560,000		3,280,000			3,700,000
2042/43	29,905,000	13,775,000							0	3,880,000
2043/44	31,060,000	14,260,000								4,070,000
2044/45	32,265,000	6,935,000								
2045/46	33,525,000	44,184,993								
2046/47	20,495,000	59,035,870								
2047/48	21,545,000	57,299,521								
2048/49 and later		425,347,654								
<b>TOTAL</b>	<b>\$1,371,153,069</b>	<b>\$1,207,823,038</b>	<b>\$109,809,468</b>	<b>\$9,145,000</b>	<b>\$98,064,045</b>	<b>\$9,613,456</b>	<b>\$17,755,000</b>	<b>\$27,232,748</b>	<b>\$266,325,000</b>	<b>\$115,595,000</b>
										<b>\$93,785,000</b>
										<b>\$60,540,237</b>

## Interest Over the Life of the Debt

Table 17

Financial Summaries

## Interest Over the Life of the Debt

Schedule of Projected Bond Interest Transactions

Public Works				Vibrant Communities			Community & Economic Development		Budget & Finance	City Operations		Convention Center & Veterans Mem'l Coliseum
Fiscal Year	Sewer System	Water System	Transportation	Spectator Facilities	TIF Districts	Housing	Bancroft Bond/ Local Improvement District	Pension	Parks/Fire/ Housing Gen. Oblig.	Facilities, Equipment		
2024/25	\$66,174,870	\$37,135,227	\$4,082,498	\$312,700	\$2,625,122	\$175,702	\$1,660,113	\$37,000,268	\$7,506,671	\$9,117,360	\$4,958,353	
2025/26	54,875,450	24,381,125	3,699,663	216,825	2,380,889	165,812	662,055	38,937,772	6,704,978	5,354,600	4,151,363	
2026/27	51,089,471	22,761,575	3,298,641	110,250	2,239,821	155,734	655,230	40,931,726	5,888,748	5,039,350	3,761,224	
2027/28	47,397,885	21,062,875	2,980,381		2,093,162	145,464	433,900	42,997,045	5,163,048	4,730,850	3,356,896	
2028/29	43,745,498	19,425,875	2,663,384		1,940,730	134,999	433,900	45,120,441	4,481,701	4,414,350	2,935,704	
2029/30	40,196,739	17,803,150	2,332,462		1,781,970	124,336	433,900		3,860,101	4,113,850	2,488,333	
2030/31	36,324,760	16,016,500	1,986,793		1,617,042	113,470	272,200		3,313,150	3,798,350	2,017,763	
2031/32	32,246,588	14,139,550	1,626,027		1,528,047	102,397	272,200		2,875,726	3,466,600	1,917,638	
2032/33	28,652,644	22,680,341	1,260,717		1,434,176	91,114	270,200		2,416,319	3,125,900	1,812,123	
2033/34	25,055,619	21,610,049	934,375		1,333,032	79,617	270,200		1,929,977	2,772,150	1,700,666	
2034/35	21,690,319	19,932,049	649,325		1,224,871	67,901	237,800		1,665,086	2,407,200	1,582,933	
2035/36	19,366,594	18,422,449	518,925		1,109,483	55,963	237,800		1,384,614	2,045,400	1,462,108	
2036/37	16,938,694	17,041,949	384,125		973,986	45,142	237,800		1,085,864	1,665,650	1,333,078	
2037/38	14,401,719	15,684,449	244,925		831,275	34,139	237,800		766,833	1,267,200	1,196,600	
2038/39	11,750,719	14,775,724	194,525		681,352	22,949	237,800		513,193	849,150	1,052,310	
2039/40	10,043,544	14,010,924	143,125		523,701	11,571	90,200		243,125	410,400	897,990	
2040/41	8,785,263	13,370,424	89,019		357,806		90,200			8,800	736,230	
2041/42	7,739,650	12,703,774	30,431		183,411		90,200				565,025	
2042/43	6,632,363	12,234,574									385,575	
2043/44	5,476,550	11,745,924									197,395	
2044/45	4,269,975	11,236,924										
2045/46	3,010,275	10,738,961										
2046/47	1,589,625	9,679,921										
2047/48	538,625	8,580,551										
2048/49 and later		50,164,611										
<b>TOTAL</b>	<b>\$557,993,435</b>	<b>\$457,339,479</b>	<b>\$27,119,341</b>	<b>\$639,775</b>	<b>\$24,859,878</b>	<b>\$1,526,309</b>	<b>\$6,823,498</b>	<b>\$204,987,252</b>	<b>\$49,799,134</b>	<b>\$54,587,160</b>	<b>\$38,509,304</b>	

**Table 18****Summary of Defeased Indebtedness**

Financial Summaries

**Summary of Defeased Indebtedness**

The City refunded certain maturities of the Water System Revenue and Refunding Bonds, 2010 Series A; the Sewer System Revenue Bonds, 2010 Series A; the Lents Town Center Urban Renewal & Redevelopment Bonds, 2010 Series A and Series B; and the North Macadam Urban Renewal & Redevelopment Bonds, 2010 Series A and Series B. As of July 1, 2021, there were no defeased bonds outstanding. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher interest rate debt with lower interest rate debt, modify bond covenants for the City's benefit, or a combination of both.

	<b>Outstanding 07/01/23</b>	<b>Defeased FY 2023-24</b>	<b>Matured FY 2023-24</b>
The City refunded certain maturities of the Limited Tax Revenue Bonds, 2014 Series A (Sellwood Bridge Project). As of July 1, 2024, there were no defeased bonds outstanding. Defeased bonds are payable from a fully funded irrevocable escrow account established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher interest rate debt with lower interest rate debt, modify bond covenants for the City's benefit, or a combination of both.			
<b>DEFEASED BONDS OUTSTANDING</b>			
Limited Tax Revenue Bonds			
2014 Series A (Sellwood Bridge Project)	\$29,315,000	\$27,230,000	\$2,085,000
<b>TOTAL BONDS OUTSTANDING</b>	<b>\$29,315,000</b>	<b>\$27,230,000</b>	<b>\$2,085,000</b>



# Office of the City Auditor

# Office of the City Auditor

Office of the City Auditor

# Office of the City Auditor

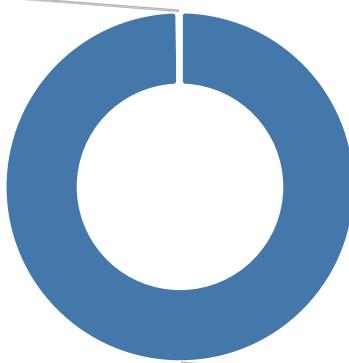
Office of the City Auditor Service Area  
Simone Rede, City Auditor

Percent of City Budget Graph

## Office of the City Auditor

\$13,437,477

0.2%



## City Budget

\$8,268,489,041

99.8%

Bureau Programs

## Ombudsman Office

\$607,558

4.5%

## Hearings Office

\$1,030,360

7.7%

## Elections

\$1,436,258

10.7%

## Audit Services

\$2,482,165

18.5%

## Administration and Support

\$4,597,120

34.2%

## Archives and Records Management

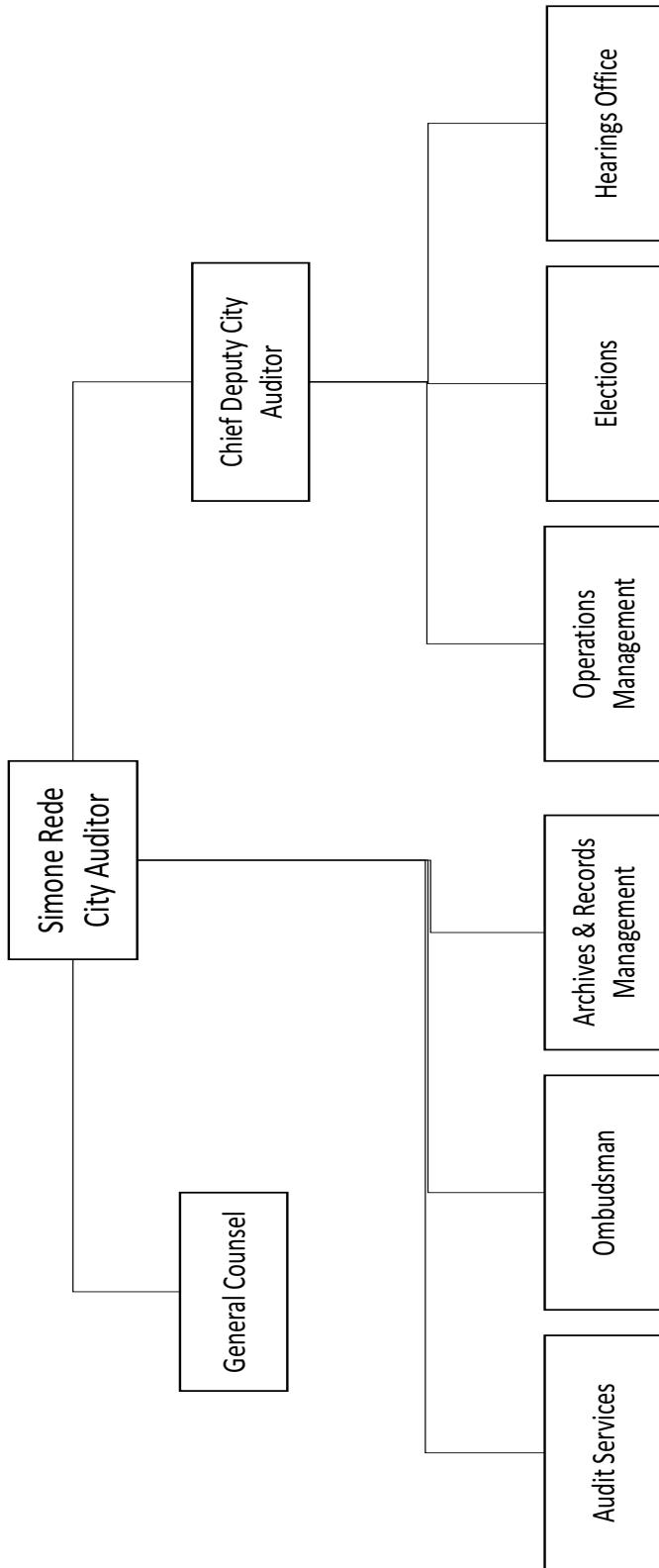
\$3,284,016

24.4%

## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$11,838,004	\$13,437,477	\$1,599,473	14%
Capital				
<b>Total</b>	<b>\$11,838,004</b>	<b>\$13,437,477</b>	<b>\$1,599,473</b>	<b>14%</b>
Authorized Positions	42.00	48.65	6.65	15.83%

## Office of the City Auditor



# Bureau Summary

## Bureau Mission

To ensure open and accountable government by providing independent and impartial reviews, access to public information, and services to City government and the public.

## Bureau Overview

Portland has had a City Auditor since 1868 and an elected City Auditor since 1891. As the sixth elected official in Portland's government, the Auditor is functionally independent of City Council and accountable only to the public.

The Auditor's Office consists of six divisions. Two divisions have oversight and accountability responsibilities: Audit Services and the Ombudsman. Other divisions support the public's participation in their government. Archives & Records Management oversees the Portland Archives and Records Center and helps City offices and bureaus meet government records retention requirements. Operations Management provides administrative support across all Auditor's Office divisions and oversees the Council Clerk. The Elections Division administers City elections and oversees Campaign Finance & Lobbying Regulations. The Hearings Office provides fast, fair, and impartial adjudication of alleged City Code violations.

### **Base Budget Adjustments**

The Auditor's Office has agreed to take back the Hearings Office, which hears appeals to a variety of City enforcement actions such as vehicle towing and land use permits. The Hearings Office is funded mostly through the General Fund, though 23% of revenue comes from interagency agreements (IAAs) with bureaus that use its services. The total adjustment of the Hearings Office to the Auditor's Office base budget is \$976,513, which includes \$223,326 in IAA revenue.

## Strategic Direction

The Auditor's Office has three main priorities for Fiscal Year 2024-25: implementing charter reforms, increasing community voice in its work, and continuing to deliver high-quality services across the Office portfolio.

### **Implement charter reforms**

The Office's highest priority for the Adopted Budget is to implement changes to the City's election system and form of government. Investments are needed for the Council Clerk team to manage a more complex policy-making process involving an expanded Council and the addition of Council committees, which will be held as public meetings. Additional capacity for the Elections Division is required to administer elections (including filing, educating, and regulating a higher number of candidates and elected leaders) and educate voters to rank candidates in order of preference. These critical investments are necessary to promote trust in the democratic process for all residents of Portland—both as candidates are elected, and as elected leaders govern.

### **Increase community voice in the Office's work**

The Office is preparing to fulfill the Auditor's commitments to gather and use community priorities to guide its work across divisions. The Office will increase public involvement in underserved communities by focusing on anti-racism and equitable access to services and information. Expanded outreach will support these efforts, guided by the Office's updated Community Engagement Strategy. Public education initiatives will have a heavy focus on voter and candidate education to support the rollout of ranked-choice voting, in partnership with the City's Transition Team.

### **Continue to deliver high-quality services**

The Office will continue to deliver high-quality services to City government and the public. This includes fulfilling training and records management needs of hybrid employees and responding to concerns and complaints of waste, mismanagement, and unfair treatment. Staff education and professional development will build skills in conducting independent audits and investigations through an anti-racist approach, while planned external reviews will identify improvements in our adherence to Government Auditing Standards and our organizational efficiency and compliance. Records management software will equip the Auditor to support City offices and bureaus in maintaining their records in accordance with public records laws. The Office's Communication and Outreach team will be implementing a plain language initiative to improve the accessibility of its website and public-facing materials. Finally, the Office and the people of Portland will continue to benefit from independent legal and policy advice provided by the General Counsel.

## **Summary of Budget Decisions**

### **Additions**

#### **Council Clerk Charter-Change**

The Adopted Budget includes \$305,309 in ongoing General Fund resources and 2.0 FTE in the Council Clerk program. Two permanent, full-time Administrative Specialist positions are added to support Council operations for the new form of government as approved by Portland voters. The positions support the increased workload as the City triples its Council members and prepares for the new form of government, including the formation of Council Committees and the expanded, 12-member Council in January 2025. The complexity of Council meeting management is expected to increase, and the Administrative Specialist II provides customer service support for City staff and the public as they navigate changes to the form of government. The Administrative Specialist I position will provide support to the Council Clerk team, especially during busy times of the City Council schedule, and will be responsible for responding to inquiries from the public by phone, email, and in person, archiving documents related to Council business, maintaining records and online file systems, verifying information in public records documents, and producing minutes for Council meetings.

## **Office of the City Auditor**

Office of the City Auditor

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### **Elections Charter-Change**

The Adopted budget includes \$885,037 in ongoing General Fund resources for 3.0 FTE in the Elections Division. Two permanent, full-time Analyst I positions and one permanent, full-time Coordinator II position are added to support the voter-approved changes to the City's charter and form of government which include reforms such as implementation of ranked-choice voting, election by geographic districts, and an expanded number of elected officials. Under the new election system approved by voters, the Elections Division is tasked with implementing a new election system. The Charter amendments also require the Elections Division to conduct public education on a routine basis with proactive trainings, comprehensive materials, and equitable public outreach necessary to ensure participation in City elections. The division also manages registration and reporting requirements for lobbyists, City officials, and political consultants. These demands of these accountability functions will likely increase with the number of elected City officials more than doubling in size. The new positions will focus on voter education and outreach, basic candidate services, timely investigations, constituent engagement, responsible contract management, and supporting the overall increased capacity required of the Elections Division as the City adapts to ranked-choice voting and an expanded number of elected officials.

### **Hearings Office**

The Adopted budget increases the Auditor Office's ongoing General Fund resources by \$53,847 in the Hearings Office that was moved from the Office of Management & Finance. The return of the Hearings Office back to the Auditor includes a shift in its funding model away from a pay-per-case model, which has already been negotiated with the impacted bureaus, and City's full funding of the costs of the transition, as the Office's four represented employees are brought under AFSCME, Local 189 with whom the City shares a collective bargaining agreement.

# Office of the City Auditor

Office of the City Auditor

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	20,785	9,206	0	0	0
Miscellaneous	2,984	18,574	0	0	0
<b>External Revenues Total</b>	<b>23,769</b>	<b>27,780</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	6,235,459	3,886,483	5,411,153	5,585,185	5,585,185
General Fund Overhead	4,993,883	5,798,038	6,058,882	7,377,229	7,377,229
Fund Transfers - Revenue	93,410	0	150,000	0	251,737
Interagency Revenue	171,427	224,284	217,969	223,326	223,326
<b>Internal Revenues Total</b>	<b>11,494,179</b>	<b>9,908,805</b>	<b>11,838,004</b>	<b>13,185,740</b>	<b>13,437,477</b>
Beginning Fund Balance	500,010	500,000	0	0	0
<b>Resources Total</b>	<b>12,017,958</b>	<b>10,436,585</b>	<b>11,838,004</b>	<b>13,185,740</b>	<b>13,437,477</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	7,536,929	6,073,461	7,521,875	7,951,534	8,103,271
External Materials and Services	898,682	1,048,376	1,341,093	2,068,809	2,168,809
Internal Materials and Services	3,072,419	2,804,811	2,975,036	3,165,397	3,165,397
<b>Bureau Expenditures Total</b>	<b>11,508,031</b>	<b>9,926,648</b>	<b>11,838,004</b>	<b>13,185,740</b>	<b>13,437,477</b>
Ending Fund Balance	596,403	606,000	0	0	0
<b>Requirements Total</b>	<b>12,104,433</b>	<b>10,532,648</b>	<b>11,838,004</b>	<b>13,185,740</b>	<b>13,437,477</b>
<b>Programs</b>					
Administration & Support	3,640,481	3,625,130	4,103,011	4,345,383	4,597,120
Archives & Records Management	2,518,925	2,714,351	3,402,091	3,284,016	3,284,016
Assessments & Improvements	(0)	89	—	—	—
Assessments, Finance & Foreclosure	5,255	4,599	—	—	—
Audit Services	2,037,552	2,097,806	2,686,045	2,482,165	2,482,165
Council Clerk & Contracts	17,486	14,033	—	—	—
Elections	—	—	—	1,436,258	1,436,258
Hearings Office	844,282	884,407	977,641	1,030,360	1,030,360
Independent Police Review	1,994,516	34,933	—	—	—
Ombudsman Office	449,536	551,300	669,216	607,558	607,558
Operations and Maintenance	(2)	—	—	—	—
<b>Total Programs</b>	<b>11,508,031</b>	<b>9,926,648</b>	<b>11,838,004</b>	<b>13,185,740</b>	<b>13,437,477</b>

# Office of the City Auditor

Office of the City Auditor

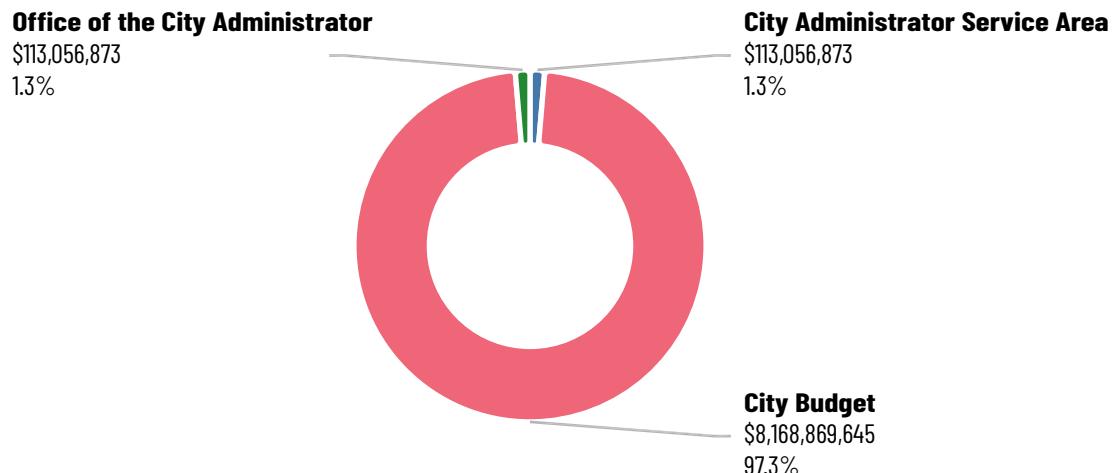
## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003201	Auditor - Administrative Specialist II	73,029	104,208	2.00	188,947	3.00	277,565	3.00	277,565
30003204	Auditor - Administrative Specialist III	80,558	114,982	1.00	93,517	1.00	93,517	1.00	93,517
30003205	Auditor - Analyst I	80,558	114,982	4.00	395,533	5.00	454,001	5.00	454,001
30003202	Auditor - Archives&RecordsCoordinator I	73,029	104,208	1.00	84,739	1.00	84,739	1.00	84,739
30003206	Auditor - Archives&RecordsCoordinator II	80,558	114,982	2.00	189,842	3.00	287,612	3.00	287,612
30003212	Auditor - Archives&RecordsCoordinator III	94,390	122,637	2.00	218,192	2.00	218,192	2.00	218,192
30003228	Auditor - Audit Services Director	138,174	189,114	1.00	142,314	1.00	142,314	1.00	142,314
30003213	Auditor - Business Systems Analyst II	94,390	122,637	1.00	118,040	1.00	118,040	1.00	118,040
30003225	Auditor - City Archivist	114,192	163,322	1.00	125,424	1.00	125,424	1.00	125,424
30003229	Auditor - City Auditor Chief Deputy	138,174	189,114	1.00	138,174	1.00	138,174	1.00	138,174
30003226	Auditor - City Ombudsman	114,192	163,322	1.00	146,162	1.00	146,162	1.00	146,162
30003208	Auditor - Clerk to City Council	94,390	122,637	1.00	122,470	1.00	122,470	1.00	122,470
30003209	Auditor - Coordinator II	80,558	114,982	1.00	92,304	2.00	190,216	2.00	190,216
30003354	Auditor - Coordinator IV	103,834	147,035	1.00	115,752	1.00	115,752	1.00	115,752
30003232	Auditor - General Counsel	152,006	220,958	1.00	194,147	1.00	194,147	1.00	194,147
30003227	Auditor - Manager I	114,192	163,322	2.00	304,616	2.00	304,616	2.00	304,616
30003210	Auditor - Performance Auditor I	80,558	114,982	1.00	93,517	1.00	93,517	1.00	93,517
30003216	Auditor - Performance Auditor II	94,390	122,637	5.00	558,031	5.00	558,031	5.00	558,031
30003223	Auditor - Performance Auditor III	103,834	147,035	2.00	265,200	2.00	265,200	2.00	265,200
30003217	Auditor - Supervisor I	94,390	122,637	1.00	104,562	1.00	104,562	1.00	104,562
30003224	Auditor - Supervisor II	103,834	147,035	1.00	126,339	1.00	126,339	1.00	126,339
30003576	Auditor - Deputy Council Clerk	94,390	122,637	1.00	89,251	1.00	97,365	1.00	97,365
30003575	Auditor - Deputy Ombudsman	94,390	122,637	2.00	215,280	2.00	215,280	2.00	215,280
30000003	Auditor, City	0	125,694	1.00	125,694	1.00	125,694	1.00	125,694
30000028	Hearings Clerk	62,088	81,661	2.00	160,909	2.00	145,111	2.00	145,111
30003451	Hearings Officer, Chief	138,174	189,114	1.00	143,021	1.00	143,021	1.00	143,021
<b>Total Full-Time Positions</b>				<b>40.00</b>	<b>4,551,977</b>	<b>46.00</b>	<b>5,082,861</b>	<b>46.00</b>	<b>5,082,861</b>
30003205	Auditor - Analyst I	80,558	114,982	1.00	78,920	1.00	52,614	1.00	52,614
<b>Total Limited Term Positions</b>				<b>1.00</b>	<b>78,920</b>	<b>1.00</b>	<b>52,614</b>	<b>1.00</b>	<b>52,614</b>
30004001	Hearings Officer - CPPW	103,834	147,035	1.00	58,812	1.00	58,812	1.00	58,812
<b>Total Part-Time Positions</b>				<b>1.00</b>	<b>58,812</b>	<b>1.00</b>	<b>58,812</b>	<b>1.00</b>	<b>58,812</b>
<b>Grand Total</b>				<b>42.00</b>	<b>4,689,709</b>	<b>48.00</b>	<b>5,194,287</b>	<b>48.65</b>	<b>5,292,726</b>

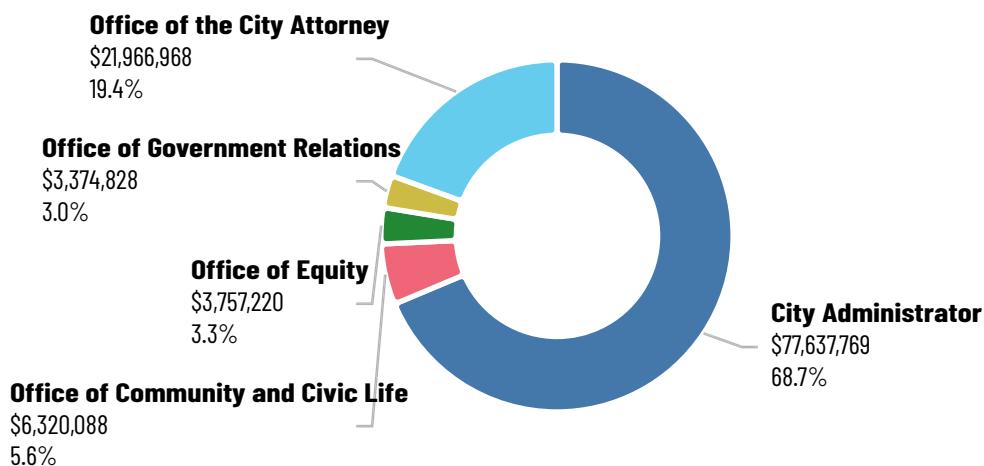
# Office of the City Administrator

- Office of the City Attorney
- Office of Government Relations
- Office of Community & Civic Life
- Office of Equity & Human Rights
- Office of the City Administrator

**Percent of City Budget Graph**



**Percent of Service Area Budget**



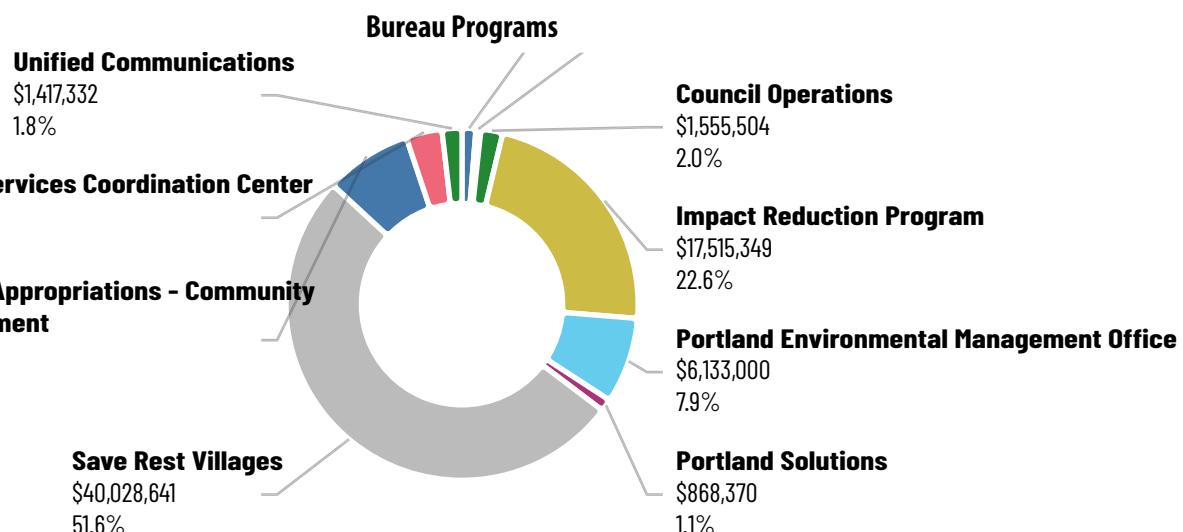
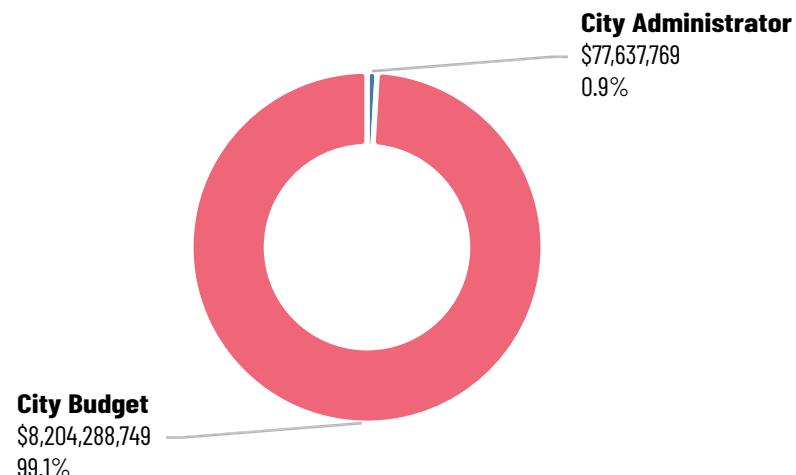
Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$128,604,121	\$113,056,873	\$(15,547,248)	(12)%
Capital	\$0	\$0	\$0	0%
<b>Total</b>	<b>\$128,604,121</b>	<b>\$113,056,873</b>	<b>\$(15,547,248)</b>	<b>(12)%</b>
Authorized Positions	182.40	177.40	(5.00)	(0)%

# Office of the City Administrator

City Administrator Service Area

Mike Jordan, City Administrator

**Percent of City Budget Graph**



## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$92,369,334	\$77,637,769	\$(14,731,565)	(16)%
Capital				
<b>Total</b>	<b>\$92,369,334</b>	<b>\$77,637,769</b>	<b>\$(14,731,565)</b>	<b>(16)%</b>
Authorized Positions	22.00	47.00	25.00	113.64%

# Office of the City Administrator

## Overview

The Office of the City Administrator features an equity officer, a sustainability officer, and an assistant City administrator. The City Administrator's Office also oversees the Office of Equity and Human Rights, Unified Communications, Community and Civic Life, Council Operations, the Office of Government Relations, and Portland Solutions, to provide greater Citywide coordination of policies and programming. Portland Solutions is a new group within the City Administrator's Office that will provide a rapid, impactful, and coordinated response to public realm challenges with a focus on livability issues and the homeless crisis. Together, the staff within this group will be responsible for leading and coordinating operations across the City to improve delivery of internal and external services, developing, and implementing a shared Citywide vision and priorities, and continuing to grow a shared culture across the organization.

Bureaus and program within the City Administrative Office are as follows:

### **City Administrator**

A City Administrator is an official appointed as the administrative manager of the City's new Mayor-Council form of government. The complete list of the roles and responsibilities of new City administrator are defined in section 2-406 of our City's Charter some of which include: advancing the City's core values of anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility; advancing the City's efforts to mitigate the human-made climate crisis and prioritize environmental justice initiatives; the proper and efficient administration of all City affairs; and always keeping the Council fully advised as to the financial condition and needs of the City.

### **Equity Officer and the Office of Equity and Human Rights**

The Equity Officer will report directly to the City Administrator and have executive responsibility for the City's work to advance our City core values of equity and anti- racism – both internally and externally. Elevating equity to the City administrator's office provides the authority needed for the Citywide nature of the work, clarifies decision-making, provides consistent expectations, and sets the stage for better integration of equity work across the City organization. Resources will be requested for this position in the FY 2025-26 budget process. The Office of Equity & Human Rights is also in the City Administrator's portfolio. The organizational chart passed by Council in November 2023 (Resolution 37635) indicates that Office of Equity and Human Rights will report to the Equity Officer. Over the next several months, the reporting structure of the Office of Equity will be examined further in conjunction with the role and responsibilities of the Equity Officer position.

### **Sustainability Officer**

This position was added as an amendment to Resolution 37635 on the new City organizational chart. One of the primary opportunities of our new form of government is more intentional, consistent, and effective work in sustainability. This officer position will provide the central focus and leadership in the City's new structure. Over the course of the next several months, the scope, role and responsibilities of the position will be developed. Once this work is completed, resources will be requested in a future budget process.

### **Assistant City Administrator**

This position will work closely with the City Administrator and oversee Unified Communications, Community and Civic Life, Council Operations, Office of Government Relations, and the Portland Solutions teams. These functions have been placed in proximity to the executive rather than in a service area – they are all largely externally focused functions, many of which are charged with providing responsive services to Portlanders.

Bureaus and programs in the Assistant City administrator's Office are as follows:

#### **Council Operations**

The team of 10 shared staff will provide a base level of support to 12 Councilors and their staff to administer an effective legislative process and administrative and constituent services.

- ◆ A shared Council staff director to supervise the shared staff, ensure consistent and reliable support across Council, and liaise across Council and with the executive branch. Four administrative specialists (one for each district) to support scheduling and other shared administrative and constituent services;
- ◆ Two analysts to perform policy research and analysis and develop policy recommendations for legislative and committee work;
- ◆ Two coordinators to support Council and committee operations, including coordination with the Auditor's Office; and,
- ◆ One administrative specialist to support the shared staff group and general Council operations.

Some details on this team are subject to change over the coming months as we refine reporting structures and classifications.

#### **Unified Communications**

The City Administrator's Office includes a Unified Communication Officer and a central communications team to serve the City of Portland in its new form of government. The team would provide Citywide strategy, systems and resources that deliver essential information to Portlanders and support City bureaus in their day-to-day communications work. If approved, the Unified Communications team would be funded with a combination of new and realigned resources from the Office of Management & Finance's Communication team. More information on the program as funded can be found below.

## **Office of the City Administrator**

Office of the City Administrator

### **Portland Solutions**

Portland Solutions is a new group within the City Administrator's Office that will provide a rapid, impactful, and coordinated response to public realm challenges with a focus on livability issues and the homeless crisis. There are four main programs in Portland Solutions. They are Shelter Services made up of the Temporary Alternative Shelter Sites (TASS) and Safe Rest Village (SRV), Street Services Coordination Center (SSCC), Public Environment Management Office (PEMO), and the Impact Reduction Program (IRP).

### **Office of Government Relations**

The City Administrator's Office includes the Office of Government Relations whose staff work collaboratively to meet the needs of client offices and bureaus in a fast-paced environment, to advance the interests of the City. The Office furthers City policy goals and initiatives through effective advocacy to federal, state, and regional governments, and a broad range of non-governmental entities. Government Relations represents the City Council, Auditor, City bureaus, and Prosper Portland on legislative and administrative issues at the regional, state, federal, tribal, and international levels.

### **Office of Community & Civic Life and Engagement Officer**

The Office of Community & Civic Life is an important part of the City Administrator's Office. Civic Life staff work to promote Civic Engagement by connecting and supporting Portlanders to work with government to build inclusive, safe, and livable communities. The Engagement Officer was also included in the November 2023 City organizational chart resolution. Over the next several months, the City will develop and define the scope of the engagement position and how best to distribute engagement resources across the City's organization. Once this exploratory work is completed, resources will be requested in a future budget process.

## **Base Budget Adjustments**

### **Portland Solutions**

The budget includes the following changes in the City Administrator's base budget for Portland Solutions:

- ◆ \$69,801 reduction to the Impact Reduction Program's ongoing General Fund cash transfer pursuant to the Mayor's Budget Guidance.
- ◆ \$1,700,000 increase to Portland Parks & Recreation's interagency with the Impact Reduction program to match projected service levels.

### **City Administrator position**

The FY 2024-25 Adopted Budget includes \$779,590 in ongoing General Fund resources for one City Administrator position, an Administrative Specialist III, and internal and external material service costs. This amounts to a full year of funding for both positions which was provided in the November 2023 Current Appropriation Level ordinance.

## Centralized Business Operations

The Adopted Budget includes \$1,102,591 in ongoing General Fund resources for a half a year of funding to support 3.0 FTE for business operations in the new City Administrator's Office, one Senior Business Operations Manager, and General Fund backfill for interagency revenue. The Adopted Budget also provides position authority for 2.0 FTEs to support the additional workload in the Council offices for business operations. The positions are funded by interagency charges to the Mayor and Council Office budgets. These resources were reallocated to Centralized Business Operations in the Budget and Finance Service Area.

## Council Operations

The FY 2024-25 Adopted Budget includes \$1,555,504 in ongoing General Fund resources for 10 FTEs to support the new Council Operations team function. The Adopted Budget provides six months of funding for the four Administrative Specialists (one for each district), one Analyst, and an Administrative Specialist to support the shared staff group and general Council operations. A full year of funding was provided for the shared Council staff director position, two coordinators to support Council and committee operations, including coordination with the Auditor's Office and an Analyst III to perform policy research for legislative and committee work.

## Summary of Budget Decisions

### Additions

#### Assistant City Administrator position

The FY 2024-25 Adopted Budget includes \$247,382 in ongoing General Fund resources and position authority for the Assistant City Administrator position. This position was identified in the City new organization chart passed by Council in November 2023. The total cost of the position, including internal and external material services is \$364,692. Of the total, \$117,310 is funded with ongoing General Fund resources realigned from the Office of Management & Finance's Deputy City Administrative Officer position.

#### Unified Communications

The Adopted budget includes \$1,360,560 in ongoing General Fund resources and 6.0 FTEs to continue and expand the Unified Communications team, including three Coordinator IIs, two Coordinator IIIs, and a Communications Officer (Manager II). Two of the positions are currently funded by American Rescue Plan Act (ARP) resources through December 2024 as part of the Unified Communications pilot project, so one-time General Fund resources are decreased by \$165,964 for FY 2024-25 only. One of the positions is also partially funded by \$65,374 in realigned ongoing General Fund resources from a regular-status Coordinator II who currently performs Citywide work as part of the Unified Communications pilot. The Mayor's Proposed budget includes additional ongoing General Fund resources to replace the interagency resources that is currently supporting the remaining portion of this position. \$306,445 of the total allocated is for materials and services costs, including funding for Govdelivery, a subscription-based service that provides digital communications to government organizations, and resources for social media buys and translation services.

## **Office of the City Administrator**

Office of the City Administrator

### **Workforce Development for Shelter Participants**

The FY 2024-25 Adopted Budget includes \$500,000 for the Workforce Development Program. The Workforce Development Program is an approach to provide support and flexible, low-barrier workforce opportunities for individuals who are currently in shelter, who are ready to move out of shelter into permanent/subsidized housing, or have recently moved into housing from a shelter site. The proposed program can be described as a ladder approach, with three “steps” designed to prepare and support individuals to move towards part- or full-time work opportunities and some level of financial stability. Regional and nation-wide studies emphasize that supported employment services are a vital part of the effort to end homelessness by advancing individuals towards health, wellness, community, and economic self-sufficiency. We propose to utilize local, non-profit groups who already have established workforce programs serving homeless individuals to provide targeted, scalable programs to serve a large population of individuals who are interested in re-entering the workforce.

### **Add funding to the Portland Environmental Management Office**

The FY 2024-25 Adopted Budget includes \$2,500,000 of ongoing General Fund resources for materials and services costs and \$2,500,000 of one-time General Fund resources for four limited term positions (three Coordinator IIIs and one Incident Command Manager) and some one-time materials and services costs.

### **Portland Solutions Street Services Coordination Center (SSCC) Technology Investments**

The Adopted Budget includes \$300,000 of one-time General Fund resources to continue current levels of service while providing a one-time investment in technology improvements to support the center’s mission.

### **Impact Reduction Program (IRP)**

To maintain current service levels, the Adopted Budget includes \$2.6 million of ongoing General Fund resources as well as \$4,792,498 of one-time General Fund resources. \$2,192,499 of the one-time resources replace interagency revenues from the Bureau of Environmental Services, Portland Parks & Recreation, and the Portland Water Bureau, providing a subsidy to those bureaus only in FY 2024-25. The allocation of the additional resources will enable IRP to support 16 regular crews and five supervisor crews.

### **Partial Gap funding for Shelter Services**

The Adopted Budget includes \$3,000,000 of one-time General Fund resources to cover a portion of the Shelter Services program’s FY 2024-25 budget gap due to expiring one-time resources.

### **Realignments**

### **Portland Solutions Manager II**

The budget also includes a package for \$288,078 in realigned ongoing General Fund resources to fund an Incident Command Manager to oversee the City’s coordinated response to the crisis of homelessness. This position is funded by resources from two vacant positions in Civic Life.

**Other Portland Solutions positions realigned from Civic Life**

The FY 2024-25 Adopted budget includes \$573,957 in ongoing General Fund resources realigned from funding for three positions (a Supervisor I, Coordinator II, and Manager I) in the Office of Community and Civic Life to fund three positions in Portland Solutions: two Manager Is and one Analyst III. The Manager will provide support to the Manager II position that will oversee Portland Solutions, while the Analyst III position will provide policy support.

**FY 2023-24 Program Carryover****Shelter Services Carryover**

The Adopted Budget includes \$5,713,000 of one-time General Fund resources carried over from FY 2023-24 for the Shelter Services program. The funds are available for carryover due to the infusion of other resources (primarily Oregon All In) to cover costs in the current fiscal year. This will allow the one-time General Fund resources to be used in FY 2024-25 to offset the expiration of American Rescue Plan funds.

**Portland Solutions Street Services Coordination Center Carryover (SSCC)**

This Adopted Budget includes \$2,267,147 of one-time General Fund resources carried over from FY 2023-24 to support the SSCC. This adds five limited term positions and supports the Portland Bureau of Transportation's derelict RV expenses.

# Office of the City Administrator

Office of the City Administrator

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Ratio of CAO Admin Team FTE to customer FTE directly served (i.e. 1:10 entered as 10)	68	71	60	50	50
Total cleanup costs	\$4,398,370	\$10,440,547	\$12,000,000	\$6,650,000	\$4,250,000
Business License Tax Gap estimated difference between business taxes paid/owed (in millions)	NA	\$9.70	\$9.70	\$9.50	\$4.50
Dollars received for every dollar expended (all programs)	\$83.87	\$75.10	\$0.00	\$0.00	\$0.00
Business Operations budget as a percentage of OMF bureau operational budget served.	1.0%	1.2%	1.0%	1.0%	1.0%
<b>OUTCOME</b>					
Number of ACFR review audit deficiency comments from external auditors	0	0	0	0	0
Percentage of all subcontract dollars awarded to Disadvantaged, Minority, Women, and Emerging Small Businesses subs for construction and professional services contracts	72%	56%	65%	0%	0%
Percentage of apprenticeship hours worked on City contracts	17%	19%	20%	0%	0%
Percentage of minority and women hours worked on City construction contracts	43%	55%	30%	0%	0%
<b>OUTPUT</b>					
Number of campsite cleanups performed	1,087	4,019	4,000	4,000	4,000
Total number of assessments performed	21,347	29,328	27,000	27,000	27,000
Total campsite assessment costs	1,663,707.00	2,083,934.30	2,588,757.00	2,588,757.00	2,588,757.00
Percent of Accounts Payable within 30 days	69%	65%	90%	0%	0%
<b>WORKLOAD</b>					
FTE served by the OMF Business Operations Administrative Team	341	425	350	450	450
Number of campsite reports received and processed	75,731	123,894	NA	NA	NA
Tons of garbage collected	5,318	6,100	5,000	8,000	3,900
Business Operations operational budget served	\$681,642,074	\$599,272,523	\$700,000,000	\$1,000,000,00	\$1,000,000,00
			0	0	0

# Office of the City Administrator

Office of the City Administrator

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	18,913,522	22,984,092	65,008,139	31,689,983	40,697,983
Miscellaneous	678,244	2,291,436	0	0	0
<b>External Revenues Total</b>	<b>19,591,766</b>	<b>25,275,528</b>	<b>65,008,139</b>	<b>31,689,983</b>	<b>40,697,983</b>
<b>Internal Revenues</b>					
General Fund Discretionary	3,715,187	790,743	6,746,925	29,276,069	29,276,069
General Fund Overhead	392,002	318,786	434,728	2,455,150	2,455,150
Fund Transfers - Revenue	13,050,700	9,766,990	15,716,979	2,028,760	2,028,760
Interagency Revenue	2,063,294	2,080,486	3,481,126	3,179,807	3,179,807
<b>Internal Revenues Total</b>	<b>19,221,183</b>	<b>12,957,006</b>	<b>26,379,758</b>	<b>36,939,786</b>	<b>36,939,786</b>
Beginning Fund Balance	177,690	0	981,437	0	0
<b>Resources Total</b>	<b>38,990,639</b>	<b>38,232,533</b>	<b>92,369,334</b>	<b>68,629,769</b>	<b>77,637,769</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	3,477,968	3,684,947	5,043,844	9,063,821	9,063,821
External Materials and Services	36,608,435	54,077,035	84,758,960	57,658,885	66,665,999
Internal Materials and Services	612,845	400,086	701,016	1,907,063	1,907,949
Capital Outlay	6,043	0	0	0	0
<b>Bureau Expenditures Total</b>	<b>40,705,292</b>	<b>58,162,068</b>	<b>90,503,820</b>	<b>68,629,769</b>	<b>77,637,769</b>
<b>Fund Expenditures</b>					
Contingency	0	0	115,514	0	0
Fund Transfers - Expense	4,154,307	700,000	1,750,000	0	0
<b>Fund Expenditures Total</b>	<b>4,154,307</b>	<b>700,000</b>	<b>1,865,514</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	(15,655,903)	0	0	0
<b>Requirements Total</b>	<b>44,859,598</b>	<b>43,206,165</b>	<b>92,369,334</b>	<b>68,629,769</b>	<b>77,637,769</b>
<b>Programs</b>					
Administration & Support	1,080,947	76,868	—	3,124,001	986,400
Assistant City Administrator	—	—	—	—	353,026
CAO Public Safety	—	2,125,971	1,277,586	—	—
CAO's Office	1,185,625	1,127,166	1,252,529	—	—
Council Operations	—	—	—	—	1,555,504
HUCIRP	9,006,580	18,401,886	22,220,427	—	—
Impact Reduction Program	—	—	—	17,515,349	17,515,349
Portland Environmental Management Office	—	—	—	5,900,000	6,133,000
Portland Solutions	—	—	—	862,035	868,370
Save Rest Villages	—	—	—	31,269,171	40,028,641

# Office of the City Administrator

Office of the City Administrator

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Special Appropriations - Community Development	29,432,140	36,430,178	42,431,355	6,197,470	6,213,000
Special Appropriations External 1 Time	—	—	23,321,923	—	—
Street Services Coordination Center	—	—	—	2,567,147	2,567,147
Unified Communications	—	—	—	1,194,596	1,417,332
<b>Total Programs</b>	<b>40,705,292</b>	<b>58,162,068</b>	<b>90,503,820</b>	<b>68,629,769</b>	<b>77,637,769</b>

# Office of the City Administrator

Office of the City Administrator

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003004	Administrative Specialist III	80,558	114,982	1.00	112,486	1.00	103,065	1.00	103,065
30003980	Analyst III - CPPW	103,834	147,035	1.00	125,445	2.00	138,645	2.00	138,645
30003983	Coordinator II - CPPW	80,558	114,982	1.00	91,204	2.00	193,504	2.00	193,504
30003029	Coordinator III	94,390	122,637	1.00	108,513	1.00	108,513	1.00	108,513
30003984	Coordinator III - CPPW	94,390	122,637	1.00	90,749	4.00	444,637	4.00	444,637
30003081	Manager I	114,192	163,322	1.00	134,780	3.00	412,294	3.00	412,294
<b>Total Full-Time Positions</b>				<b>7.00</b>	<b>936,947</b>	<b>28.00</b>	<b>3,501,800</b>	<b>28.00</b>	<b>3,501,800</b>
30003976	Administrative Specialist II - CPPW	73,029	104,208	1.00	33,232	1.00	88,619	1.00	88,619
30003014	Capital Project Manager III	103,834	147,035	1.00	125,002	1.00	131,477	1.00	131,477
30003983	Coordinator II - CPPW	80,558	114,982	1.00	74,394	1.00	89,273	1.00	89,273
30003984	Coordinator III - CPPW	94,390	122,637	6.00	551,616	6.00	675,835	6.00	675,835
30003500	Facilities Maintenance Specialist	58,635	82,098	1.00	23,026	1.00	69,077	1.00	69,077
30003875	Incident Command Manager	93,350	242,965	1.00	168,667	1.00	168,158	1.00	168,158
30003081	Manager I	114,192	163,322	1.00	138,757	1.00	138,757	1.00	138,757
30003876	Operations Director	106,746	273,770	2.00	412,610	1.00	185,016	1.00	185,016
30003097	Public Information Officer	94,390	122,637	1.00	101,567	1.00	101,567	1.00	101,567
30003103	Supervisor I - E	94,390	122,637	1.00	100,048	1.00	108,514	1.00	108,514
<b>Total Limited Term Positions</b>				<b>31.00</b>	<b>2,817,310</b>	<b>19.00</b>	<b>2,185,791</b>	<b>19.00</b>	<b>2,185,791</b>
<b>Grand Total</b>				<b>38.00</b>	<b>3,754,257</b>	<b>47.00</b>	<b>5,687,591</b>	<b>47.00</b>	<b>5,687,591</b>

# Office of the City Attorney

Office of the City Administrator

# Office of the City Attorney

City Administrator Service Area

Mike Jordan, City Administrator

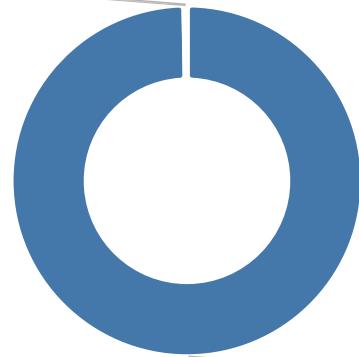
Robert Taylor, City Attorney

**Percent of City Budget Graph**

### Office of the City Attorney

\$21,966,968

0.3%

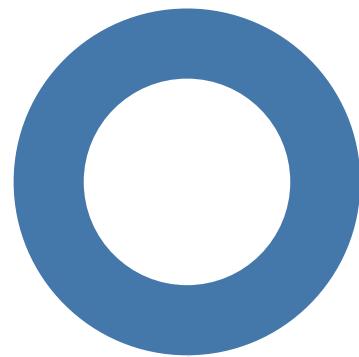


### City Budget

\$8,259,959,550

99.7%

**Bureau Programs**



### Legal Services

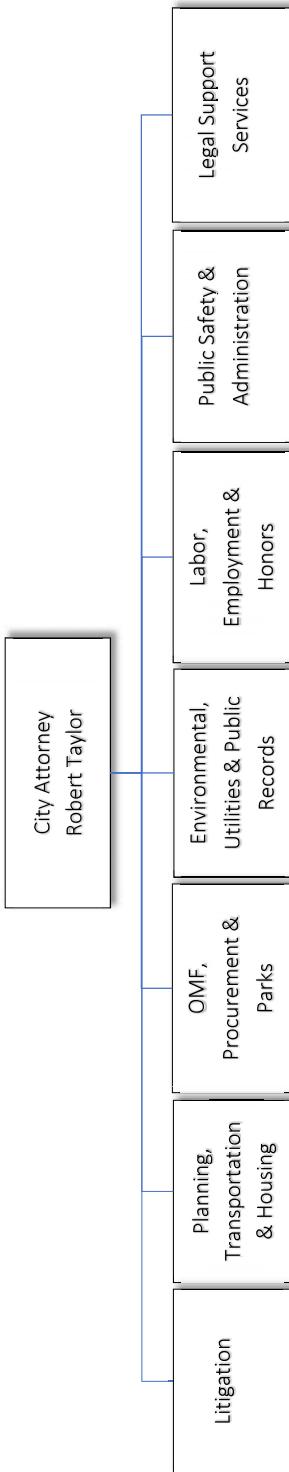
\$21,966,968

100.0%

### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$20,840,135	\$21,966,968	\$1,126,833	5%
Capital				
<b>Total</b>	<b>\$20,840,135</b>	<b>\$21,966,968</b>	<b>\$1,126,833</b>	<b>5%</b>
Authorized Positions	82.50	83.50	1.00	1.21%

## Office of the City Attorney



## Bureau Summary

### **Bureau Mission**

To provide excellent, objective, timely, and cost-effective legal advice and advocacy in support of the City's policy goals and to ensure that the official actions of the City, its elected officials, and employees comply with the law.

### **Bureau Overview**

The Office of the City Attorney is responsible for all of the legal work for the City of Portland (with the exception of Prosper Portland and certain aspects of the Auditor's Office). Virtually all City programs and operations require some legal staff involvement. The office has a single budget program: Legal Services.

The office represents the City and its elected officials, employees, bureaus, offices, boards, and commissions in court and in administrative and quasi-judicial proceedings. Office attorneys draft and review local legislation, contracts, real estate leases, intergovernmental agreements, and other documents and legal instruments. The Office advises on policy development and program implementation. Attorneys advocate and negotiate on behalf of the City. Office attorneys provide training to elected officials, City boards and commissions, and City employees on a broad spectrum of legal topics. In addition, the City Attorney administers the City's occasional use of outside legal counsel.

The City Attorney's Office consists of seven sections, staffed with 45 lawyers and 39 support professionals. The Office is led by the City Attorney who is appointed by, and serves at the pleasure of, the City Council. Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent half of the total operating resources of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue and General Fund overhead revenue. The personnel services category represents 84% of the Office's expenditures.

### **Budget Changes**

FY 2024-25 budget guidance included a 5% constraint of \$555,597. The Adopted budget includes the elimination of one Assistant Deputy City Attorney (Honors Attorney) position and one Legal Assistant position for a \$332,531 reduction in ongoing General Fund resources.

The Adopted budget also includes restored funding for a Deputy City Attorney position for \$223,066 in ongoing General Fund resources. This position was one of three proposed to be eliminated as part of the initial constraint. Restoring this position will eliminate the need to rely on outside counsel, resulting in net savings to the City in the long-term.

The Adopted budget also includes \$350,000 in one-time General Fund resources carried over from the FY 2023-24 budget for legal software upgrades. The Office has completed needs assessments and submitted requests for proposals to Procurement for replacement software. Funds to pay for the software improvements have been saved over a multi-year period for planned upgrades.

# Office of the City Attorney

Office of the City Administrator

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Annual costs of outside counsel	\$879,068	\$1,377,571	\$1,500,000	\$2,700,000	\$1,000,000
Cost of service per attorney hour	\$171	\$192	\$196	\$210	\$210
<b>OUTCOME</b>					
Percentage of cases favorably resolved	95%	93%	92%	95%	90%
<b>WORKLOAD</b>					
Number of contracts reviewed and approved	6,440	6,118	6,500	5,000	5,000
Number of litigation cases	1,078	1,231	1,100	1,175	1,175
Number of training hours City Attorney staff provide to City staff	310	432	400	300	400

# Office of the City Attorney

Office of the City Administrator

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	28,712	29,206	10,000	20,000	20,000
Miscellaneous	0	15,036	0	0	0
<b>External Revenues Total</b>	<b>28,712</b>	<b>44,243</b>	<b>10,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Internal Revenues</b>					
General Fund Discretionary	3,531,521	3,905,376	3,949,060	4,796,358	4,796,358
General Fund Overhead	4,623,666	5,470,672	6,052,225	6,333,048	6,333,048
Fund Transfers - Revenue	0	0	166,893	0	0
Interagency Revenue	8,390,729	9,493,782	10,661,957	10,817,562	10,817,562
<b>Internal Revenues Total</b>	<b>16,545,916</b>	<b>18,869,830</b>	<b>20,830,135</b>	<b>21,946,968</b>	<b>21,946,968</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>16,574,628</b>	<b>18,914,073</b>	<b>20,840,135</b>	<b>21,966,968</b>	<b>21,966,968</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	14,293,162	16,302,687	17,750,284	18,458,239	18,458,239
External Materials and Services	699,740	857,387	1,166,117	1,505,073	1,505,073
Internal Materials and Services	1,581,725	1,738,962	1,923,734	2,003,656	2,003,656
<b>Bureau Expenditures Total</b>	<b>16,574,628</b>	<b>18,899,036</b>	<b>20,840,135</b>	<b>21,966,968</b>	<b>21,966,968</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>16,574,628</b>	<b>18,899,036</b>	<b>20,840,135</b>	<b>21,966,968</b>	<b>21,966,968</b>
<b>Programs</b>					
Legal Services	16,574,628	18,899,036	20,840,135	21,966,968	21,966,968
<b>Total Programs</b>	<b>16,574,628</b>	<b>18,899,036</b>	<b>20,840,135</b>	<b>21,966,968</b>	<b>21,966,968</b>

# Office of the City Attorney

Office of the City Administrator

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003003	Administrative Specialist II	73,029	104,208	5.00	452,242	5.00	452,242	5.00	452,242
30003008	Analyst III	103,834	147,035	1.00	128,170	1.00	128,170	1.00	128,170
30003017	City Attorney	183,934	273,770	1.00	264,077	1.00	264,077	1.00	264,077
30003018	City Attorney, Assistant Deputy	103,834	147,035	1.00	84,955	1.00	103,834	1.00	103,834
30003019	City Attorney, Chief Deputy	167,211	242,965	6.00	1,302,974	6.00	1,302,974	6.00	1,302,974
30003020	City Attorney, Deputy	125,632	177,237	15.00	2,214,252	16.00	2,460,694	16.00	2,460,694
30003021	City Attorney, Senior Deputy	152,006	220,958	20.00	3,794,496	20.00	3,794,496	20.00	3,794,496
30003077	Legal Assistant	80,558	114,982	11.00	958,849	11.00	970,444	11.00	970,444
30003078	Legal Assistant Supervisor	94,390	122,637	1.00	104,811	1.00	104,811	1.00	104,811
30003081	Manager I	114,192	163,322	1.00	150,051	1.00	150,051	1.00	150,051
30003087	Paralegal	94,390	122,637	15.00	1,523,993	15.00	1,523,993	15.00	1,523,993
30003088	Paralegal Supervisor	103,834	147,035	1.00	119,933	1.00	119,933	1.00	119,933
30003950	Systems Analyst	94,390	122,637	4.00	408,324	4.00	408,324	4.00	408,324
<b>Total Full-Time Positions</b>				<b>82.00</b>	<b>11,507,127</b>	<b>83.00</b>	<b>11,784,043</b>	<b>83.00</b>	<b>11,784,043</b>
30003021	City Attorney, Senior Deputy	152,006	220,958	0.50	106,912	0.50	106,912	0.50	106,912
<b>Total Part-Time Positions</b>				<b>0.50</b>	<b>106,912</b>	<b>0.50</b>	<b>106,912</b>	<b>0.50</b>	<b>106,912</b>
<b>Grand Total</b>				<b>82.50</b>	<b>11,614,039</b>	<b>83.50</b>	<b>11,890,955</b>	<b>83.50</b>	<b>11,890,955</b>

# Office of Government Relations

Office of the City Administrator

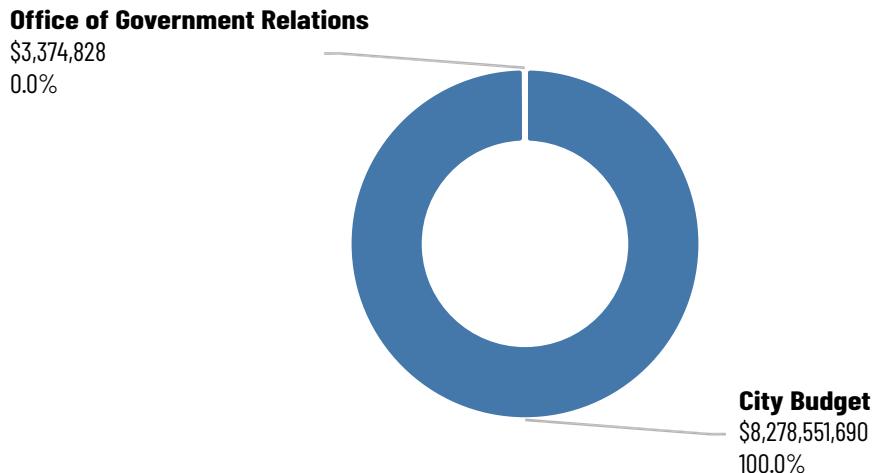
# Office of Government Relations

City Administrator Service Area

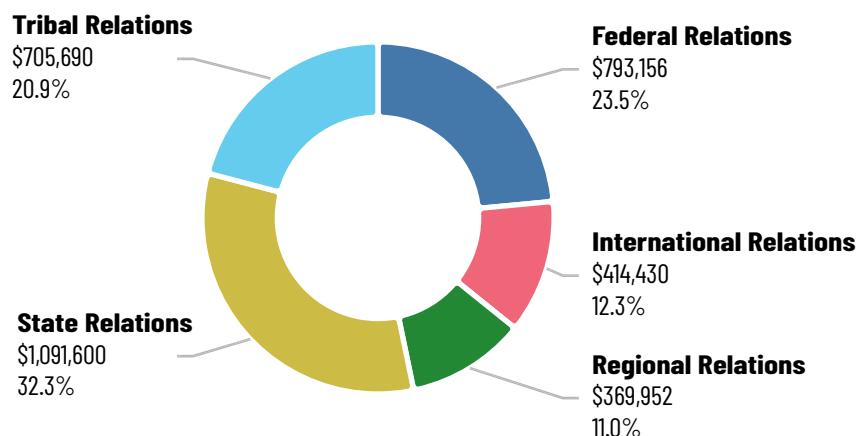
Mike Jordan, City Administrator

Sam Chase, Interim Director

Percent of City Budget Graph



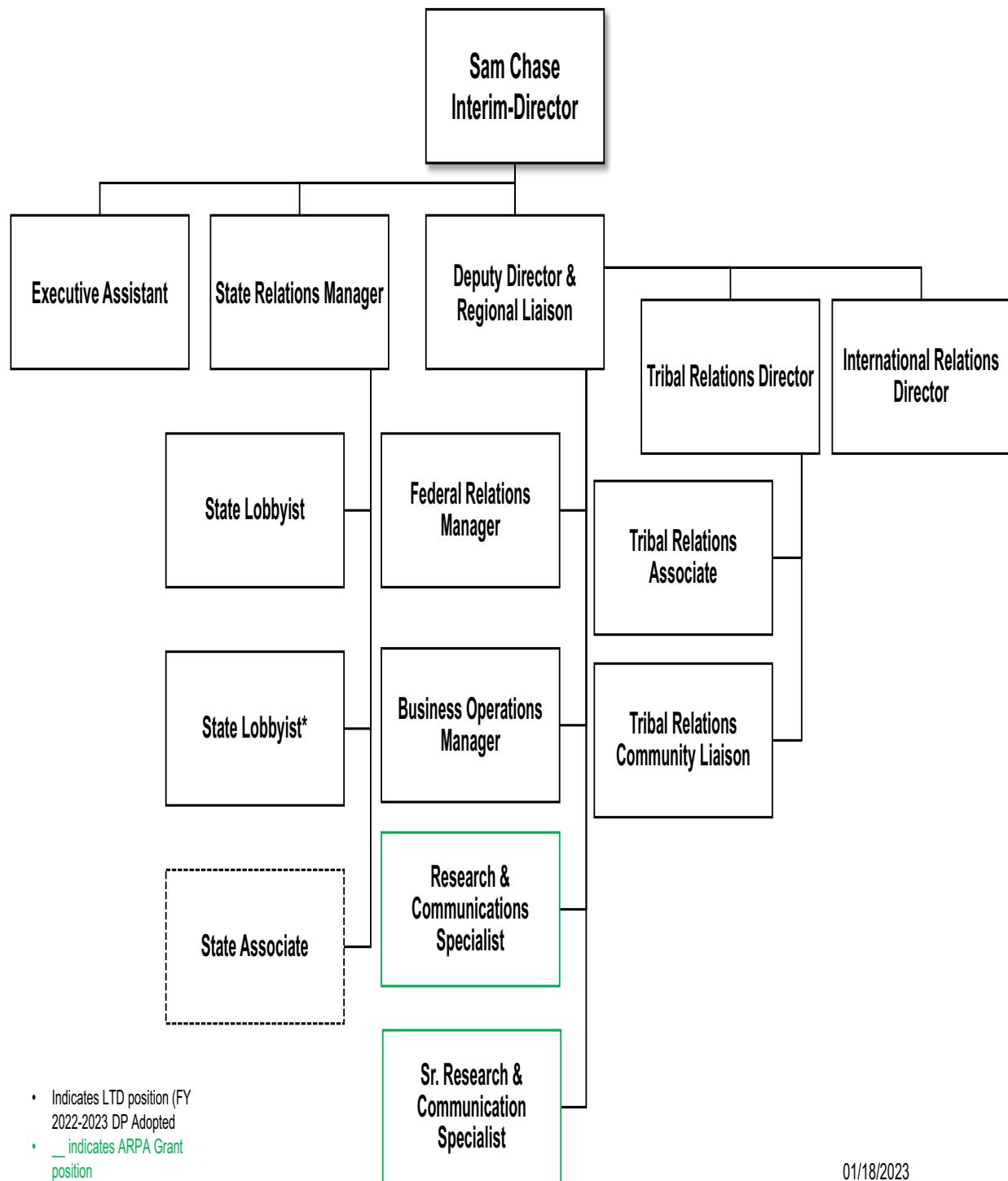
Bureau Programs



## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$3,428,864	\$3,374,828	\$(54,036)	(2)%
Capital				
<b>Total</b>	<b>\$3,428,864</b>	<b>\$3,374,828</b>	<b>\$(54,036)</b>	<b>(2)%</b>
Authorized Positions	13.00	13.00	—	—%

# OFFICE OF GOVERNMENT RELATIONS



01/18/2023

# Bureau Summary

## **Bureau Mission**

The Office of Government Relations advocates for the City of Portland as a unified voice advancing policy and funding solutions through intergovernmental relationships.

## **Bureau Overview**

The work of Government Relations is politically sensitive, equity-minded, diverse, and complex. Government Relations staff work together collaboratively to meet the needs of client offices and bureaus in a fast-paced environment, ensuring that the interests of the City are advanced. The Office furthers City policy goals and initiatives through effective advocacy to federal, state, and regional governments, and a broad range of non-governmental entities. Government Relations represents the City Council, Auditor, City bureaus, and Prosper Portland on legislative and administrative issues at the regional, state, federal, tribal, and international levels.

The Office of Government Relations comprises five primary programs: State, Federal, International, Tribal, and Regional Relations; administrative functions are evenly disbursed across the programs. For the past two years, the Office also has housed the Grant Opportunities and Advancement Team, which is an ARP-funded program that works Citywide to identify state and federal discretionary grant opportunities for City needs.

Each program aligns its work with the priorities set by Council regarding public safety, identifying exits to homelessness, increasing livability, and economic development. The Office has built its performance measures to examine work with respect to High-Performance Government and has developed a focus on equity through Results Based Accountability training that is applied to all its work.

Government Relations' organizational structure will include 11.0 FTE funded through the City's General Fund in this budget submission, which is based on the Mayor's direction of 5% constraints to General Fund bureau budgets. Government Relations received funding through the ARPA-funded Local Fiscal Recovery Program for two limited duration positions (2.0 FTE), and one-time general fund resources for a two-year limited term position (1.0 FTE) State Lobbyist in the FY 2022-23 Adopted Budget.

## **Strategic Direction**

The Office of Government Relations will play a unique and important role in the City's transition to a new form of government. It will promote trust and collaboration, seek a unified approach to advocacy, and provide the city's new leaders the resources and support they need for success in launching a new city structure.

The Office of Government Relations has adopted the following goals as part of its 2024-2026 strategic plan:

- ◆ Lead as the City's unified voice for external, government-facing communication and advocacy;
- ◆ Support legislative agenda-setting and advocacy strategy by delivering public policy, regulatory, and budget outcomes that benefit the City and all Portlanders;
- ◆ Foster close external relationships with elected officials and government leaders through improvements on consistent, responsive, and transparent engagement;
- ◆ Elevate equity and anti-racism in the State and Federal legislative agenda-setting process;
- ◆ Align initiatives and advocacy with sovereign tribes and the urban American Indian and Alaska Native communities in Portland;
- ◆ Effectively represent the City with clarity on its scope, program parameters, resources, and relationships;
- ◆ Strengthen capacity of Government Relations through equity-centered policies including hiring, onboarding, professional development, and well-being; and
- ◆ Support and retain staff with clear internal operations procedures, systems, and healthy work culture.

In concert with its new strategic plan, the Office of Government Relations' Racial Equity Plan aligns with the City's Core Values to position the Office to lead with equity.

The top-level strategies of the Racial Equity Plan include the following:

- ◆ Implement several internal equity-centered policies, regarding hiring, onboarding, professional development, and well-being, that seeks to continue building internal capacity;
- ◆ Elevate equity and anti-racism in the State and Federal legislative agenda setting process, with internal equity tools and processes;
- ◆ Regularly engage in community conversations, collaborating to identify equitable and anti-racist priorities to incorporate into the legislative agenda development process; and
- ◆ Continue to elevate Tribal Relations work across the City of Portland.

The Office of Government Relations seeks to increase transparency of the City of Portland's legislative process to community-based organizations that center Black, Indigenous, and communities of color, immigrants and refugees, LGBTQIA2S+, people with disabilities, and other communities that have been systematically excluded, as well Tribal nations and Urban American Indian and Alaska native communities in Portland.

## Summary of Budget Decisions

The expiration of one-time General Fund discretionary funds reduced the State Relations Program's capacity to advocate City priorities at the State Legislature in Salem. Pending Council approval to carry over one-time funds, these reductions can be delayed until FY 2024-26.

During the FY 2023-24 Spring BMP process, the Office of Government Relations had the foresight to submit a decision package for a one-time programmatic carryover in the amount of \$90,000 to continue its professional services contract (3-years) for State lobbying services managed by the State Relations Program with Thorn Run Partners, and was approved. This was an approved program carryover amount that is reflected in the FY 2024-25 budget.

In recognizing the need to support the State Relations Program and their long-term work, the FY 2024-25 adopted budget reflects \$180,000 in ongoing funding to provide capacity for the team to continue carrying out the City's priorities at the State Legislature in Salem.

## Base Budget Adjustments

The constraints of the FY 2024-25 budget process eliminated 1.0 FTE in the Tribal Relations Program that fostered relationships with sovereign Tribal governments and address the needs of Portland's urban Native American and Alaska Native community. Additionally, reductions to out-of-town travel and programmatic expenses were included, which impacted the Office's ability to support the City's priorities both in national and international relations.

The expiration of one-time ARP funds will eliminate the Grant Opportunities and Advancement Team program including 2.0 FTE, impacting the City's ability to secure competitive federal and other grants.

## Office of Government Relations

Office of the City Administrator

### Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>OUTCOME</b>					
Percentage of Respondents Rating Government Relations either Very Responsive or Responsive	100%	100%	100%	100%	100%
Percentage of Respondents Rating Services as Excellent or Very Good	90%	85%	95%	95%	95%
Percentage of respondents reporting progress made on State, Federal, or Intergovernmental issues	91%	84%	75%	75%	75%
<b>WORKLOAD</b>					
International Delegations Received	12	15	70	70	70
Percentage of targeted legislators contacted	54%	100%	90%	90%	90%

# Office of Government Relations

Office of the City Administrator

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	16,820	40,000	0	0	0
Intergovernmental	158,194	240,494	428,105	225,943	225,943
Miscellaneous	(27)	1,052	0	0	0
<b>External Revenues Total</b>	<b>174,987</b>	<b>281,546</b>	<b>428,105</b>	<b>225,943</b>	<b>225,943</b>
<b>Internal Revenues</b>					
General Fund Discretionary	683,137	699,203	1,045,346	1,242,421	1,242,421
General Fund Overhead	1,266,532	1,607,753	1,689,413	1,640,464	1,640,464
Interagency Revenue	266,000	266,000	266,000	266,000	266,000
<b>Internal Revenues Total</b>	<b>2,215,669</b>	<b>2,572,956</b>	<b>3,000,759</b>	<b>3,148,885</b>	<b>3,148,885</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>2,390,656</b>	<b>2,854,502</b>	<b>3,428,864</b>	<b>3,374,828</b>	<b>3,374,828</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,884,819	2,151,453	2,345,582	2,368,913	2,368,913
External Materials and Services	264,581	449,384	752,677	660,194	660,194
Internal Materials and Services	241,256	312,073	330,605	345,721	345,721
<b>Bureau Expenditures Total</b>	<b>2,390,656</b>	<b>2,912,911</b>	<b>3,428,864</b>	<b>3,374,828</b>	<b>3,374,828</b>
Ending Fund Balance	0	(58,410)	0	0	0
<b>Requirements Total</b>	<b>2,390,656</b>	<b>2,854,502</b>	<b>3,428,864</b>	<b>3,374,828</b>	<b>3,374,828</b>
<b>Programs</b>					
Federal Relations	594,609	945,688	1,028,678	793,156	793,156
Government Relations	62,539	20,889	—	—	—
International Relations	326,406	334,906	441,432	414,430	414,430
Regional Relations	259,622	171,784	289,049	369,952	369,952
State Relations	537,433	727,956	1,023,276	1,091,600	1,091,600
Tribal Relations	610,046	711,688	646,429	705,690	705,690
<b>Total Programs</b>	<b>2,390,656</b>	<b>2,912,911</b>	<b>3,428,864</b>	<b>3,374,828</b>	<b>3,374,828</b>

# Office of Government Relations

Office of the City Administrator

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25		
		Min	Max	No.	Amount	No.	Amount	No.	Amount	
30003977	Administrative Specialist III - CPPW	80,558	114,982	1.00	90,145	1.00	90,145	1.00	90,145	
30003980	Analyst III - CPPW	103,834	147,035	1.00	120,410	1.00	120,410	1.00	120,410	
30003034	Deputy Director I	125,632	177,237	1.00	177,237	1.00	177,237	1.00	177,237	
30003037	Director I	152,006	220,958	1.00	174,535	1.00	174,535	1.00	174,535	
30003525	Government Relations Specialist I	94,390	122,637	2.00	163,982	2.00	210,205	2.00	210,205	
30003061	Government Relations Specialist II	103,834	147,035	3.00	369,221	3.00	369,221	3.00	369,221	
30003062	Government Relations Specialist III	114,192	163,322	2.00	278,762	2.00	278,762	2.00	278,762	
<b>Total Full-Time Positions</b>					<b>11.00</b>	<b>1,374,292</b>	<b>11.00</b>	<b>1,420,515</b>	<b>11.00</b>	<b>1,420,515</b>
30003979	Analyst II - CPPW	94,390	122,637	1.00	85,367	1.00	51,220	1.00	51,220	
30003980	Analyst III - CPPW	103,834	147,035	1.00	110,708	1.00	66,425	1.00	66,425	
<b>Total Limited Term Positions</b>					<b>2.00</b>	<b>196,075</b>	<b>2.00</b>	<b>117,645</b>	<b>2.00</b>	<b>117,645</b>
<b>Grand Total</b>					<b>13.00</b>	<b>1,570,367</b>	<b>13.00</b>	<b>1,538,160</b>	<b>13.00</b>	<b>1,538,160</b>

# Office of Equity & Human Rights

Office of the City Administrator

# Office of Equity & Human Rights

City Administrator Service Area

Mike Jordan, City Administrator

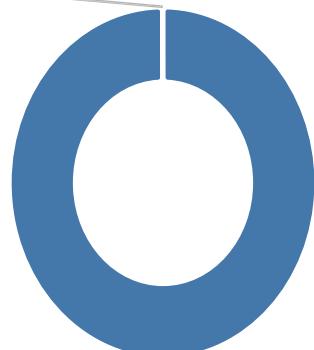
Jeff Selby, Interim Director

Percent of City Budget Graph

## Office of Equity

\$3,757,220

0.0%



## City Budget

\$8,278,169,298

100.0%

Bureau Programs

## Training and Education

\$119,665

3.2%

## Title VI Compliance

\$298,814

8.0%

## Tech Support and Consulting

\$290,351

7.7%

## Other

\$107,485

2.9%

## ADA Title II and Disability Equity Program

\$185,798

4.9%

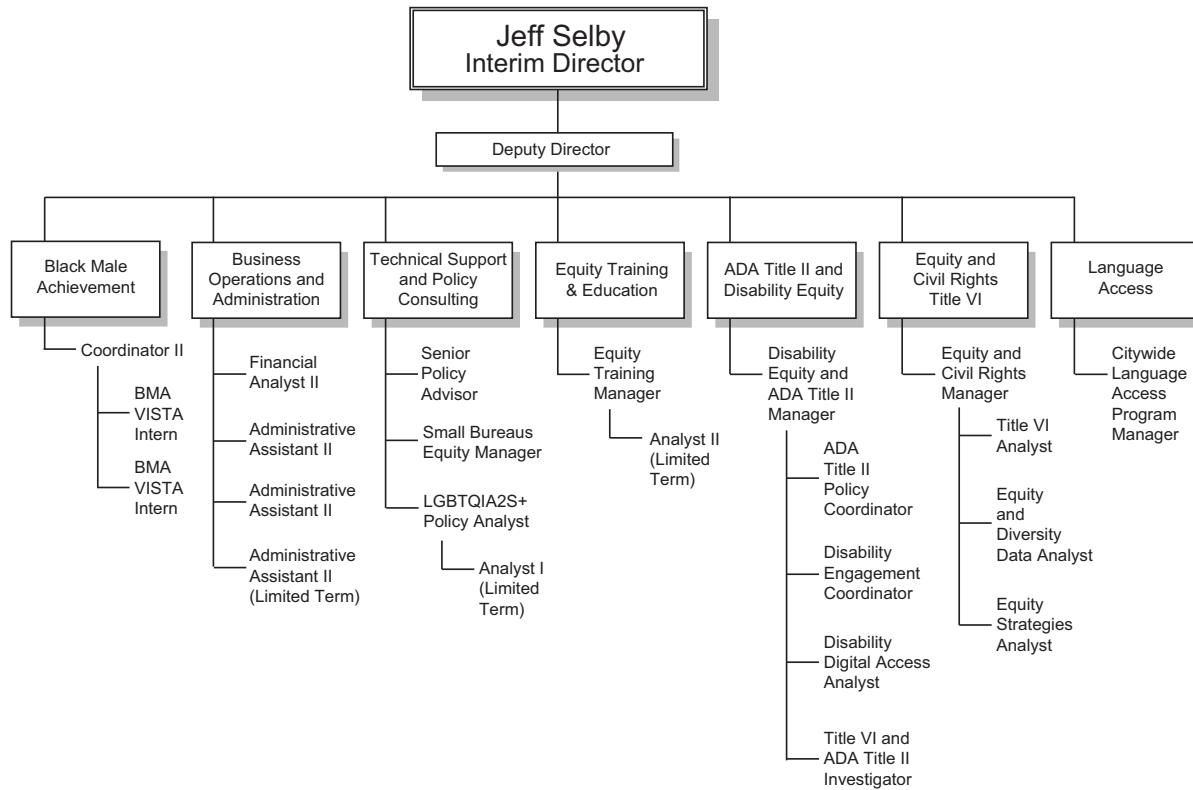
## Administration

\$2,755,107

73.3%

## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$4,683,631	\$3,757,220	\$(926,411)	(20)%
Capital				
<b>Total</b>	<b>\$4,683,631</b>	<b>\$3,757,220</b>	<b>\$(926,411)</b>	<b>(20)%</b>
Authorized Positions	23.00	19.00	(4.00)	(17.39)%



# Bureau Summary

## Bureau Mission

The Office of Equity and Human Rights leads the City of Portland's commitment to equity. We hold the City accountable by developing policies, practices, and procedures that strive to dismantle systems of oppression and build equitable foundations for our most systemically oppressed communities. We center race and disability through education and analysis. Individuals experience multiple forms of oppression; thus, we drive equity with an intersectional framework.

## Bureau Overview

The Office of Equity and Human Rights was born from a community vision and created in September 2011 by City Council. The office provides services to all City bureaus in the areas of professional learning and technical assistance related to promoting equity and reducing disparities throughout the City. The office has 10 program areas. The programs are: Administration and Support, Diverse Empowered Employees of Portland (DEEP), Equity Training and Education, Equity Policy and Practice Consulting, Civil Rights Title VI and Equity, Americans with Disabilities (ADA) Title II and Disability Equity, Language Access, LGBTQIA2S+ Policy, Equity Communications, and Black Male Achievement.

The Office of Equity and Human Rights sets the equity vision and goals for the City of Portland. Much of our work is rooted in a framework based on City and State policies, and federally mandated laws such as Civil Rights Title VI and Americans with Disabilities Act (ADA) Title II.

The goals of the Office of Equity programs are to assure and actively demonstrate that the City provides inclusive, accessible, and meaningful participation and engagement for all; fosters, provides, and promotes equitable benefits of government; identifies and prevents discrimination; and ensures equitable impacts, treatment, and nondiscrimination in City decision-making in its public policies, plans, programs, services, and activities.

## Strategic Direction

In 2018, a summary report for the Office of Equity and Human Rights Strategic Planning Stakeholder Engagement revealed that key priorities for the Office of Equity and Human Rights should be to:

- ◆ Support equity work within City bureaus.
- ◆ Support workplace equity.
- ◆ Increase the Office of Equity and Human Rights' authority to make structural and systemic changes within the City.

This report, along with many other reports detailing feedback both externally and internally, are the foundation for the Office of Equity and Human Rights Strategic Plan which provides guidance through 2024. The primary goals for the strategic plan are to:

- ◆ Establish the role of the Office of Equity and Human Rights internally and externally.
- ◆ Provide goals and strategies that guide the work of the Office of Equity and Human Rights Citywide.
- ◆ Deliver exceptional services and support by centering race and disability equity with an intersectional analysis and approach.

The Office of Equity and Human Rights has made significant progress on the long-term goals of the Portland Plan's Framework for equity and moved beyond those efforts by creating a more robust process for Title II of the Americans with Disabilities Act and Title VI of the Civil Rights Act, developing the Citywide Racial Equity Goals and Strategies, guiding bureaus through the creation of Racial Equity Plans, expanding training and education with workshops such as Racial Equity Results-Based Accountability, and institutionalizing equity in the budget process through an equity framework and an enhanced budget equity tool.

The goals and framework should be considered as the City defines the Chief Equity Officer and Office of Equity roles in the new form of government.

## **Summary of Budget Decisions**

### **Expiring One-time Funding**

Due to expiring one-time funding in Fiscal Year 2024-25, the Office of Equity and Human Rights will lose 25% of its positions, which presents significant barriers to the Office in carrying out its City-wide mandate:

- ◆ Civil Rights and ADA Investigator. This highly specialized position guides the City in better serving systemically excluded and institutionally oppressed communities and helps keep the City compliant with federal legal mandates. This position was unfilled as its limited-term status made recruitment difficult.
- ◆ Equity Training Analyst. The cut leaves one staff member to oversee the City-wide Equity Training and Education program.
- ◆ Equity Strategies Analyst. This cut removes the position that oversees the ongoing City-wide Racial Equity Plan process, which allows the Office to collect vital data from bureaus on how the City is delivering services and access to communities of color.

## **Office of Equity & Human Rights**

Office of the City Administrator

### **Five Percent Reduction in Current Appropriation Level (CAL) Target**

Due to the 5% CAL reduction mandate in the Mayor's Budget Guidance, the Office of Equity and Human Rights will:

- ◆ Cut the Black Male Achievement Program. Since the program staffing vacancy was in the recruitment phase at the time of Budget Memorandum #2's release, the decision was made to suspend the recruitment to avoid cutting positions that are currently staffed. (\$178k)  
  
This cut will end a program that would help address the unique barriers faced by young Black men and boys.
- ◆ Not fill the Financial Analyst II vacancy and use the savings to help meet the CAL Target reduction. Some of the funding will be transferred to Business Operations who will provide necessary business operations and budget support. (\$88k)

### **Additions**

#### **LGBTQIA2S+ Policy Analyst**

The FY 2024-25 Adopted Budget includes \$150,836 in one-time General Fund discretionary resources to add back the LGBTQIA2S+ Policy Analyst, 1.0 limited-term FTE Analyst I.

## **Planning for the Future**

The Office of Equity and Human Rights has been elevated in the new City organizational structure under a new Chief Equity Officer role, who reports to the City Administrator. Ideally, the Equity Officer will work with the City Administrator and Mayor to further establish the City's equity vision and framework for unifying the City's equity efforts. Currently, in addition to the Office of Equity, the City has approximately 60 FTE in equity roles throughout bureaus and those siloed positions are not part of a unified equity process in the City.

The elevation of the Office of Equity in the new government requires proper resources and funding to play a role in implementing the Equity Officer's City-wide vision.

# Office of Equity & Human Rights

Office of the City Administrator

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of bureau consultations regarding Title VI	0	172	0	131	225
<b>OUTCOME</b>					
Percentage of ADA Title II Transition Plan barriers removed by City bureaus each year	0%	0%	0%	NA	NA
Percentage of City management that are employees of color	26%	25%	26%	NA	NA
Percentage of City workforce that are employees of color	25%	26%	28%	NA	NA
<b>OUTPUT</b>					
Number of HRC advisements, consultations, or technical assistance provided to City bureaus and elected officials offices	NA	0	0	NA	NA
Number of participants who engaged in BMA sponsored/hosted activities or programs	0	0	100	NA	NA
<b>WORKLOAD</b>					
# of Equity 101 training sessions offered annually	39	19	40	NA	NA
Number of bureau consultations regarding the Language Access Program	158	129	155	95	95
Number of bureau consultations regarding Title II	0	404	0	300	500
Number of City employees who received equity trainings annually	1,049	539	600	600	600
Number of requests by City bureaus or elected officials for equity consultation or technical assistance	500	365	0	300	350
Number of requests to PCOD for advice, consultation, or technical assistance by City bureaus or elected officials	NA	0	0	NA	NA

# Office of Equity & Human Rights

Office of the City Administrator

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	0	14,423	148,582	94,445	94,445
<b>External Revenues Total</b>	<b>0</b>	<b>14,423</b>	<b>148,582</b>	<b>94,445</b>	<b>94,445</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,407,539	788,375	1,757,646	1,101,065	1,251,901
General Fund Overhead	1,520,847	2,059,514	2,762,126	2,410,874	2,410,874
Fund Transfers - Revenue	0	0	15,277	0	0
Interagency Revenue	63,806	0	0	0	0
<b>Internal Revenues Total</b>	<b>2,992,192</b>	<b>2,847,889</b>	<b>4,535,049</b>	<b>3,511,939</b>	<b>3,662,775</b>
Beginning Fund Balance	0	0	0	0	0
<b>Resources Total</b>	<b>2,992,192</b>	<b>2,862,312</b>	<b>4,683,631</b>	<b>3,606,384</b>	<b>3,757,220</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,459,919	2,220,647	3,186,491	3,037,135	3,187,971
External Materials and Services	247,951	323,002	1,171,557	138,262	138,262
Internal Materials and Services	276,821	330,385	325,583	430,987	430,987
<b>Bureau Expenditures Total</b>	<b>2,984,692</b>	<b>2,874,034</b>	<b>4,683,631</b>	<b>3,606,384</b>	<b>3,757,220</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	7,500	0	0	0	0
<b>Fund Expenditures Total</b>	<b>7,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	(11,722)	0	0	0
<b>Requirements Total</b>	<b>2,992,192</b>	<b>2,862,312</b>	<b>4,683,631</b>	<b>3,606,384</b>	<b>3,757,220</b>
<b>Programs</b>					
ADA Title II and Disability Equity Program	186,096	196,848	1,102,700	185,798	185,798
Administration	1,615,617	1,753,076	905,896	2,604,271	2,755,107
Black Male Achievement Pg	55,347	12,268	183,637	—	—
Citywide Equity Council	4	—	—	—	—
DEEP Program	65,019	77,575	258,847	74,011	74,011
Disability Commission	570	501	—	—	—
Equity Communications	170,309	93,890	149,794	33,474	33,474
Human Rights Commission	157	—	—	—	—
New Portlander Program	1	—	—	—	—
Tech Support & Consulting	411,403	315,493	1,163,399	290,351	290,351
Title VI Compliance	266,348	288,924	548,676	298,814	298,814
Training & Education	213,820	135,460	370,682	119,665	119,665
<b>Total Programs</b>	<b>2,984,692</b>	<b>2,874,034</b>	<b>4,683,631</b>	<b>3,606,384</b>	<b>3,757,220</b>

# Office of Equity & Human Rights

Office of the City Administrator

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003976	Administrative Specialist II - CPPW	73,029	104,208	2.00	155,233	2.00	155,233	2.00	155,233
30003978	Analyst I - CPPW	80,558	114,982	5.00	465,145	4.00	393,847	4.00	393,847
30003979	Analyst II - CPPW	94,390	122,637	1.00	71,508	1.00	94,390	1.00	94,390
30003008	Analyst III	103,834	147,035	6.00	752,455	6.00	752,455	6.00	752,455
30003980	Analyst III - CPPW	103,834	147,035	1.00	123,198	1.00	123,198	1.00	123,198
30003034	Deputy Director I	125,632	177,237	1.00	157,269	1.00	157,269	1.00	157,269
30003037	Director I	152,006	220,958	1.00	170,956	1.00	170,956	1.00	170,956
30003055	Financial Analyst II	94,390	122,637	1.00	113,027	1.00	113,027	1.00	113,027
<b>Total Full-Time Positions</b>				<b>18.00</b>	<b>2,008,791</b>	<b>17.00</b>	<b>1,960,375</b>	<b>17.00</b>	<b>1,960,375</b>
30003979	Analyst II - CPPW	94,390	122,637	3.00	239,110	1.00	51,002	1.00	51,002
<b>Total Limited Term Positions</b>				<b>5.00</b>	<b>391,106</b>	<b>1.00</b>	<b>51,002</b>	<b>2.00</b>	<b>148,772</b>
<b>Grand Total</b>				<b>23.00</b>	<b>2,399,897</b>	<b>18.00</b>	<b>2,011,377</b>	<b>19.00</b>	<b>2,109,147</b>

# Office of Community & Civic Life

Office of the City Administrator

# Office of Community & Civic Life

City Administrator Service Area

Mike Jordan, City Administrator

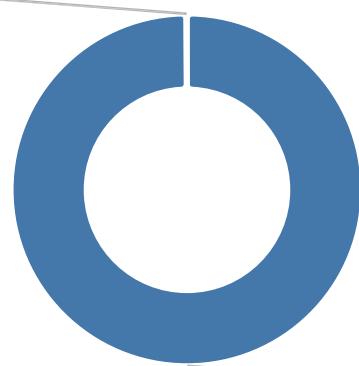
Mourad Ratbi, Interim Director

## Percent of City Budget Graph

### Office of Community and Civic Life

\$6,320,088

0.1%



### City Budget

\$8,275,606,430

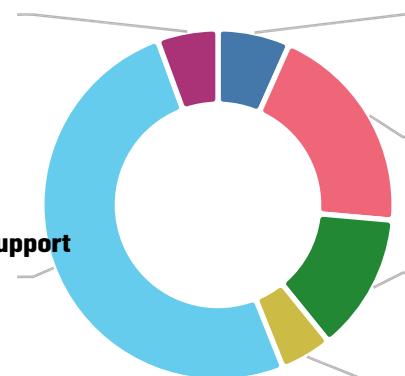
99.9%

## Bureau Programs

### Youth Outreach

\$354,088

5.6%



### Adapt to Impact

\$421,011

6.7%

### Administration and Support

\$1,247,389

19.7%

### Diversity Civic Leaders

\$807,144

12.8%

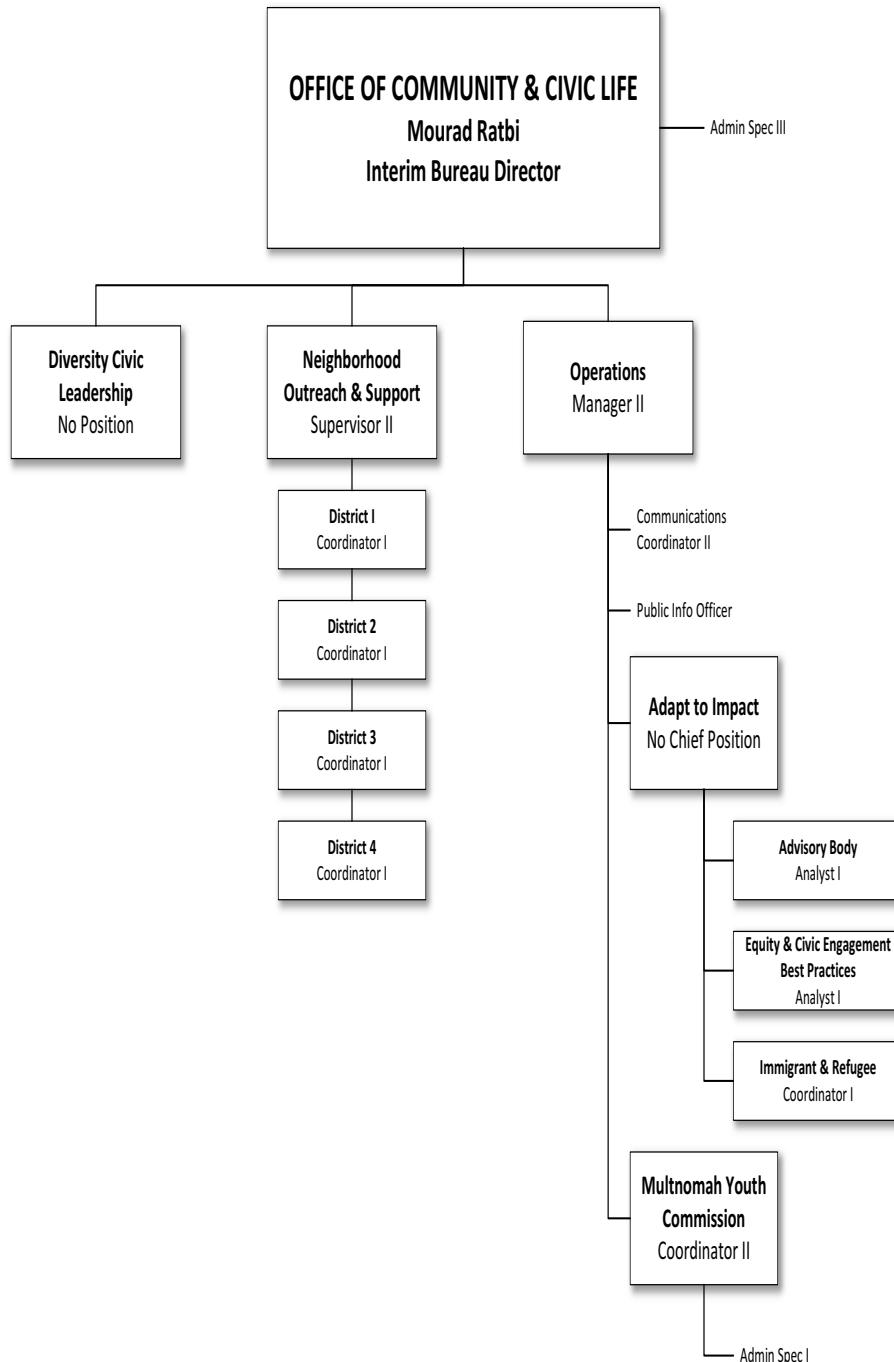
### Immigrant and Refugee

\$301,757

4.8%

## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$7,282,157	\$6,320,088	\$(962,069)	(13)%
Capital				
<b>Total</b>	<b>\$7,282,157</b>	<b>\$6,320,088</b>	<b>\$(962,069)</b>	<b>(13)%</b>
Authorized Positions	25.90	14.90	(11.00)	(42.47)%



OFFICE OF  
Community  
& Civic Life

Effective 7/1/24

## Bureau Summary

### Bureau Mission

The mission of the Office of Community & Civic Life (Civic Life) is to promote a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe and livable neighborhoods and communities.

### Bureau Overview

#### Bureau Goals

Civic Life connects Portlanders with their City government to promote the common good. An engaged community is a harmonious community—meaning it is safer, more resilient, and more livable. The result of an engaged community is one that can independently organize placemaking activities to model inclusivity and work together to resolve neighborhood-level problems.

The City's six core values of **Anti-Racism, Equity, Transparency, Communication, Collaboration, and Fiscal Responsibility** guide the Bureau's actions and ability to achieve its goals. These six values guide staff in defining how they engage in their work and the way in which they serve the community.

As such, Civic Life takes it further by investing in these community building concepts:

- ◆ **Inclusive Structures:** Championing and modeling practices for inclusion and transformational change within government structures by investing in community building and civic engagement structures that work toward equitable outcomes for all.
- ◆ **Adaptive Governance:** Implementing practices, policies, and structures that address common issues through an intersectional lens to better serve Portland's diverse communities, integrate their lived experiences, and ensure collective benefits for all.
- ◆ **Empowering Portlanders:** Promoting more resilient communities by ensuring equitable access to resources and programming (education, art, and advancement opportunities), and creating an environment for respectful dialogue and problem solving that acknowledges differences while working toward the same goal.

In 2023, Civic Life worked alongside community to strengthen and empower civic engagement, build community leadership, create advancement opportunities, and provide support for neighbors and businesses.

The community engagement framework requires daily care, upkeep, and funds. All of Portland's communities require care, but especially its emerging and vulnerable communities, who regularly navigate complex systemic social, economic, political, cultural, and livability issues. It is Civic Life's role to help neighborhoods and communities access quality information and resources so they can be actively involved in the decisions that most impact their lives.

Civic Life proactively reduces the City's vulnerability to crisis in these three priority areas:

- ◆ **Preventing Houselessness, Especially for Those Near the Poverty Line:** Amplify, market, and showcase grants programs and/or resource opportunities for those Portlanders on the poverty line to reduce houselessness.
- ◆ **Reducing Community Vulnerability Through Education and Community Building:** Increase community collaboration and resilience to reduce an individual's or community's vulnerability to harm by promoting trainings, events, and resources to promote public safety initiatives and civic dialogues.
- ◆ **Showcasing the Community's Role in Economic Recovery:** Promote the ways in which Portlanders can be part of the economic recovery efforts by volunteering or taking advantage of grant and economic recovery resources.

Civic Life works to connect Portlanders to their government and government to all geographic and demographic groups in Portland.

In collaboration with Portland State University (PSU) Population Research Center, Civic Life has developed data-rich Neighborhood Profiles. This data enhances understanding of the unique changes and issues occurring in each neighborhood while guiding best engagement practices. The neighborhood profiles show information such as the following:

- ◆ How a neighborhood has grown since 2010
- ◆ What percentage of people speak a language other than English
- ◆ How many residents are rent burdened
- ◆ How many new housing units were added to a neighborhood

These neighborhood profiles help Civic Life, Portlanders, and community partners improve engagement, diversify outreach, and set adjusted programmatic priorities based on the specific needs of each neighborhood and community.

The data for these profiles come from multiple reliable sources, including Census data, the American Community Survey data, Feeding America food insecurity data, CDC Social Vulnerability Index, Portlanders: A Cultural Atlas, and National Center for Health Statistics Life Expectancy Estimates.

Civic Life has developed a data-rich interactive mapping tool that creates a visual representation of the demographic data from the profiles. Users can compare data across the city to identify the unique strengths and challenges in their neighborhoods. Additionally, a multidimensional index generation feature is scheduled to launch in June 2024. This feature allows users to select and compare multiple data points across multiple neighborhoods to analyze the relationships between data points to develop meaningful, targeted, and effective service delivery decisions and measurable outcomes.

## **Office of Community & Civic Life**

Office of the City Administrator

Civic Life's goal with these innovative, data-centered tools is to become more inclusive and equitable when making decisions about communications, programming, funding, and events. Most data are aggregated by Census blocks which do not match neighborhood boundaries. The neighborhood profiles provide data related to each Portland neighborhood, uncovering important information about each community including race, ethnicity, languages spoken, food insecurity, income, and voting engagement.

Drawing upon long-standing, equity-driven commitments, Civic Life works to create data-driven metrics to inform funding and staff assignments. The Office actively recruits diverse staff to support Portland's diverse neighborhoods. The engagement framework in the new form of City government will build upon what the City has already gathered from Portlanders across bureaus (Portland Insight survey, Neighborhood Program, Advisory Bodies Program, Racial Equity Plans, etc.).

### **Strategic Direction**

In FY 2022-23, Civic Life reinforced its commitment to fostering more inclusive, engaging, and supportive communities while adjusting to a citywide transition — Council's approved organizational chart and bureaus' realignment by service area with updated key programs and leadership positions.

Civic Life faced leadership changes and employee turnover, but managed continuity of community services in the context of significant operational adjustments. Since FY 2022-23, Civic Life suffered a 54% reduction (\$8.1 million) in on-going funding and a workforce reduction of 72% (53.8 FTE to 14.9 FTE).

Funding for the Neighborhood Outreach & Support Program, however, increased in FY 2022-23 to ensure availability of services and funding to all Portlanders in the City's 94 neighborhoods. For the first time, Civic Life was able to use a demographic and an equity data-driven approach to finalize community funding envelopes through an equity lens. This was possible thanks to the Bureau's alignment with Portland's demographic changes over the last 10 years and strategic collaboration with PSU Population Research Center to develop data-rich neighborhood profiles and interactive mapping tools—highlighting new diversity, equity, and inclusion key data points to be leveraged in decision-making.

For FY 2024-25, Civic Life is planning on fully integrating engagement activities and community services to the new voting district boundaries adopted by the Independent District Commission. Aligning the district coalition boundaries with the adopted Independent District Commission map, will ensure that District Coalition Offices (DCO) serve roughly equal populations with shared characteristics and interests. This will increase DCO's ability to advocate for the people in their area, coordinate with City liaisons to navigate policy and code, and ensure Portland's new City Council can effectively work with the offices to engage with their constituents. Additionally, DCO will collaborate with City of Portland Transition Team, City Council, and Auditor's Offices to engage, facilitate and educate communities on Charter Reform, City's new form of government, and voter education on ranked choice voting for the upcoming election.

In anticipation of the City's new form of government and new geographic services hubs, Civic Life has been updating its resources (online maps and community localization tools, neighborhood association directory, equity and engagement practices, advancement opportunities for youth and immigrants and refugees, and community grants) and resumed large-scale community events and programs (Welcoming Week 2023, IGA for the City's very first legal services clinic for immigrant and refugee students, etc.). Internally, Civic Life has restructured expenses to align with appropriate cost centers and adjusted funding and allocations for programs and workforce to ensure the Bureau is carrying a healthy, deficit-free balance sheet into the new service area.

**Equitable Outcomes**

Adjusted to the Citywide programmatic (re)alignments by putting compliance and fiscal responsibility at the core of each activity/service provided and cutting expenses whenever applicable to maximize Bureau budget allocation.

Perpetuated Engagement Office's commitment to professional development for staff and leadership in the areas of fiscal management, customer support, communications, collaborative public service, and equity by allocating an individual professional development fund to each employee (regardless of performance, classification, or level of experience).

Recruited new talent for the Office's Neighborhood Programs Supervisor, Immigrant & Refugee Coordinator, and East Portland Community Office Coordinator positions.

Restarted the New Portlanders Policy Commission (NPPC) with the allocation of sustainable budget and the appointment of nine new community members to the commission ensure representation of Portland's diverse ethnicities.

Launched Portland's first legal services clinic in collaboration with Portland Community College Clear Clinic—to be fully implemented and available to community by mid-February 2024.

Rebranded Portland's Welcoming Week by including State, Federal, County, and City elected officials while increasing the services and activities available to Portlanders during this community event.

Implemented new international partnerships with the City of Yokohama, Japan Intercultural Academy of Municipalities, and others by acting as Portland's ambassadors and sharing the City's expertise in the fields of community and engagement work.

To ensure equitable outcomes, every decision the Office makes must meet these criteria:

- ◆ Promote long-term community and engagement solutions to address complex social issues with cross-cultural, cross-issue analysis and with continuous constituents' input.
- ◆ Engage and invest in the leadership and community infrastructure for the new Portland of 2025.
- ◆ Apply an equity-lens to all event sponsorships.

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### **Data Driven**

To ensure a data-driven bureau strategy, Civic Life took these steps:

- ◆ Partnered with PSU's Population Research Center to create a data-rich, neighborhood-by-neighborhood map populated with data sets including the 2010 and 2020 census, ACS and Portland Insight Survey, and hunger, housing, and voting data. This map has been completed and is ready for community usage online.
- ◆ Completed a comprehensive cost-opportunity study to ensure community services are provided in the fastest and most efficient way for better resource allocation between partnering nonprofit organizations and internal bureau departments.
- ◆ Improved processes for business operations, grant programs, and communications using new technology to automate workflows, unify and improve communications to constituents, and increase employee training and resources.
- ◆ Supported the City's accelerated integration of data-driven processes and implementation of more robust data governance policies by introducing a new form of community engagement in FY 2024-25 (i.e., digitalization of services, citywide synchronization of outreach and service delivery, etc.).
- ◆ Dedicated more Civic Life's capacity toward partnerships with other City bureaus within the City Administrator's new service area for FY 2024-25 (OEHR, OGR, Equity, Sustainability, Portland Solutions programs) as equitable outcomes will not be delivered through services and efficiency alone if structures and systems are not adjusted accordingly.

### **Honest Assessment**

The Bureau is conducting an honest assessment of its capacities and have identified new competencies required to implement its strategic direction, including the following:

- ◆ Adopting a data- and evidence-informed, intergenerational, and multicultural approach to serve a markedly different demographic in 2035 than exists today.
- ◆ Strategic communications to reach new audiences in the ways that matter to them.
- ◆ Evaluating and building the evidence for the impact of the Bureau's programmatic investments.
- ◆ Aligning its programs with City core values and new, voter-approved form of government by January 2025.

Building these competencies requires evolving position descriptions, program assumptions, and organizational structures across multiple years.

Civic Life's impact is long-term, contributory, and works in concert with many community- and City-led efforts.

Metrics also must be disaggregated by population, place, age, disability, immigrant and refugee status, income, and other crucial community identities. Civic Life's work with PSU's Population Research Center addresses this and the Bureau is planning on continuing this collaboration to ensure inclusion of the most innovative social and community engagement metrics in day-to-day operations.

## **Major Issues**

Civic Life continues to transform itself into a 21st-century bureau to fulfill the roles needed by Portland's diversifying and urbanizing communities. This requires transformation in three primary areas (first identified in FY 2019-20):

**1. Functioning that reflects Civic Life's mission and the changing demographics of the region**

Adding civic engagement functions to build upon community engagement and public involvement processes. As part of the immediate assessment of engagement needs and feedback from grantees and community groups they serve, the goal is to augment the Bureau's partners' capacity to engage, recruit, and respond to the needs of community members with intersecting vulnerabilities (language, culture, income, education, etc.) with an eye toward adapting its approaches rather than requiring communities to adapt.

Increasing the Bureau's capacity for collecting and visualizing data, information management, research, and build evidence of the impact of its work.

- ◆ In FY 2024-25, the investment in Bureau-wide technology begun in FY 2020-21 with the technology selection and procurement process will continue.
- ◆ In FY 2024-25, the Bureau will continue its work with PSU's Population Research Center to better visualize the neighborhood profiles and maps. The strategic planning process and internal alignment with the City Administrator's Office, new service areas, and recruitment efforts will correspond with the demographic transformation of Portland. This is a critical addition to the investments toward Bureau-wide technology capacity and ability to apply data for more equitable program service delivery.

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## **2. Leased office space and non-manageable Bureau-owned asset**

- ◆ After years of seeking a solution to the need for a field office in East Portland, Civic Life leased office space in the Nick Fish Building in Gateway in FY 2023-24 for five years. With the new District Coalition Offices model change from three City-run and four non-profit model to four non-profit model aligned with the new voting districts in the new form of government, there is no longer a need to retain this lease and Civic Life is actively working with Facilities to sublease this field office.
- ◆ The Bureau owns the Historic Kenton Firehouse that houses the City-run North Portland District Coalition. Year-over-year funding has been set aside for maintenance and upkeep of this facility and expenses are expected to continue to increase. Civic Life does not have the authority to rent this facility and therefore cannot benefit from revenue generation to offset maintenance and upkeep expenses. Civic Life is currently exploring options to gain managing authority or transfer of asset with its Council representative.

## **3. Human Capital**

Building a multilingual, multicultural bureau to serve all Portlanders requires additional competencies not only in spoken and written language, but also in digital engagement, data application, and communications functioning overall. Bilingual employees are encouraged to apply to the Language Pay Differential program implemented in FY 2021-22 and recruitment of employees who can speak languages other than English continues. In FY 2022-23, 83% of the workforce spoke at least one language on the City of Portland Languages list. The strategic target is 80%.

Civic Life continues to re-examine the core functions of its programs, which includes professionalizing its work, restructuring programs, and increasing collaboration to better define and deliver equitable outcomes.

The Bureau is continuously strengthening its ability to provide engagement opportunities and services to immigrants, refugees, and youth by repurposing positions and program envelopes in the context of citywide transition and budget constraints for FY 2024-25.

The office has a minimum of 19% vacancy rate over the past year and had plans to recruit and onboard key positions before FY 2024-25; however, all recruitment efforts have been paused in order to maintain positions availability in support of citywide structural and organizational changes resulting from Charter Reform.

## Summary of Budget Decisions

### Realignments

As directed by Council, Civic Life's FY 2024-25 budget reflects a 5% reduction in the amount of \$375,291 and internal alignments of resources throughout Service Areas. Actions include the following:

- ◆ Realign Neighborhood Outreach & Support program from 7.7 FTE to 5.0 FTE to support the new district coalition offices model. 2.0 FTE from this realignment will be transferred to Portland Solutions in addition to 2.0 FTE previously transferred in FY 2023-24 Fall Budget Monitoring Process.
- ◆ Eliminate 3.0 FTE from multiple programs and transferred associated on-going funding to Portland Solutions.
- ◆ Eliminate Constructing Civic Dialogues (CCD) program and incorporated key functions into the Neighborhood Outreach & Support Program.
- ◆ Transfer Mental Health program to Bureau of Human Resources to align services and resources with their Occupational Health & Well-being program.
- ◆ Transfer 3.0 FTE from Administration to Budget & Finance and City Operations service areas. This alignment reflects broader efforts to promote efficiencies by realigning resources to meet needs across the city.

### Carryovers & Additions

- ◆ Carryover of \$150,000 in one-time funding for District Coalition Offices transition support for insurance as part of the Charter Reform.
- ◆ Addition of \$100,000 in one-time funding for District Coalition Offices to provide engagement, facilitate and educate communities on Charter Reform, City's new form of government and voter education on ranked choice voting for the upcoming election.
- ◆ Addition of \$400,000 in one-time funding to return Diversity Civic Leadership Program grant funding level to FY 2022-23 to support five nonprofit partners.

# **Office of Community & Civic Life**

Office of the City Administrator

## **Performance Measures**

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>OUTCOME</b>					
Number of new partnerships with community groups	10	5	6	6	6
<b>OUTPUT</b>					
Percentage of programs in which Civic Life staff speak one or more priority languages	88%	83%	80%	80%	80%

# Office of Community & Civic Life

Office of the City Administrator

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous Fund Allocations	1,652,719	2,954,371	0	0	0
Charges for Services	1,575,729	1,636,037	0	0	0
Miscellaneous	7,740	5,988	2,000	0	0
<b>External Revenues Total</b>	<b>3,236,188</b>	<b>4,596,396</b>	<b>2,000</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	8,636,863	7,963,138	6,961,468	6,070,384	6,070,384
General Fund Overhead	279,042	298,173	306,589	234,704	234,704
Fund Transfers - Revenue	0	159,862	0	0	0
Interagency Revenue	11,581	11,800	12,100	15,000	15,000
<b>Internal Revenues Total</b>	<b>8,927,486</b>	<b>8,432,973</b>	<b>7,280,157</b>	<b>6,320,088</b>	<b>6,320,088</b>
Beginning Fund Balance	1,787,591	1,292,518	0	0	0
<b>Resources Total</b>	<b>13,951,266</b>	<b>14,321,887</b>	<b>7,282,157</b>	<b>6,320,088</b>	<b>6,320,088</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	5,644,552	4,929,176	2,799,996	2,442,242	2,292,242
External Materials and Services	5,802,306	5,877,693	3,610,923	3,098,610	3,248,610
Internal Materials and Services	1,179,298	1,283,953	871,238	779,236	779,236
<b>Bureau Expenditures Total</b>	<b>12,626,156</b>	<b>12,090,821</b>	<b>7,282,157</b>	<b>6,320,088</b>	<b>6,320,088</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	32,448	217,347	0	0	0
<b>Fund Expenditures Total</b>	<b>32,448</b>	<b>217,347</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	1,292,662	1,233,665	0	0	0
<b>Requirements Total</b>	<b>13,951,265</b>	<b>13,541,833</b>	<b>7,282,157</b>	<b>6,320,088</b>	<b>6,320,088</b>
<b>Programs</b>					
Adapt to Impact	557,868	444,382	578,283	421,011	421,011
Administration & Support	864,727	854,474	1,176,699	1,247,389	1,247,389
Cannabis	2,972,520	2,955,712	—	—	—
Communications	325,633	449,242	370,552	—	—
Community and Neighborhood Involvement Center	—	—	150,539	—	—
Constructing Civic Dialogues	221,766	248,410	265,488	—	—
Crime Prevention	952,553	235,768	42,820	—	—
Disability Services	52	72,808	—	—	—
Diversity Civic Leaders	695,874	715,118	749,983	807,144	807,144
Graffiti Reduction	1,305,870	68,153	3,957	—	—
Immigrant & Refugee	244,452	173,446	425,150	301,757	301,757
Information & Referral	(0)	—	—	—	—
Liquor License Notification	603,957	460,673	12,187	—	—

# Office of Community & Civic Life

Office of the City Administrator

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Marijuana Licensing	225,165	849,604	—	—	—
Mental Health Program	—	540	—	—	—
Neighborhood Outreach & Support	2,876,347	3,753,006	3,163,778	3,188,699	3,188,699
Noise Control	610,178	571,285	25,242	—	—
Residential Outreach	(144)	—	—	—	—
Youth Outreach	169,338	238,202	317,479	354,088	354,088
<b>Total Programs</b>	<b>12,626,156</b>	<b>12,090,821</b>	<b>7,282,157</b>	<b>6,320,088</b>	<b>6,320,088</b>

# Office of Community & Civic Life

Office of the City Administrator

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003975	Administrative Specialist I - CPPW	58,635	82,098	0.90	42,209	0.90	42,209	0.90	42,209
30003004	Administrative Specialist III	80,558	114,982	1.00	90,064	1.00	90,064	1.00	90,064
30003978	Analyst I - CPPW	80,558	114,982	3.00	210,451	2.00	177,861	2.00	177,861
30003981	Coordinator I (E) - CPPW	73,029	104,208	3.00	224,276	3.00	256,537	3.00	256,537
30003982	Coordinator I (NE) - CPPW	73,029	104,208	3.00	253,219	2.00	164,601	2.00	164,601
30003983	Coordinator II - CPPW	80,558	114,982	5.00	492,564	2.00	210,246	2.00	210,246
30003037	Director I	152,006	220,958	1.00	170,955	1.00	170,955	1.00	170,955
30003082	Manager II	138,174	189,114	2.00	311,688	1.00	172,931	1.00	172,931
30003097	Public Information Officer	94,390	122,637	1.00	108,514	1.00	108,514	1.00	108,514
30003104	Supervisor II	103,834	147,035	1.00	112,280	1.00	112,280	1.00	112,280
<b>Total Full-Time Positions</b>				<b>25.90</b>	<b>2,483,027</b>	<b>14.90</b>	<b>1,455,935</b>	<b>14.90</b>	<b>1,455,935</b>
<b>Grand Total</b>				<b>25.90</b>	<b>2,483,027</b>	<b>14.90</b>	<b>1,455,935</b>	<b>14.90</b>	<b>1,455,935</b>



# **Portland City Council Service Area**

# Commissioner of Public Affairs

Portland City Council Service Area

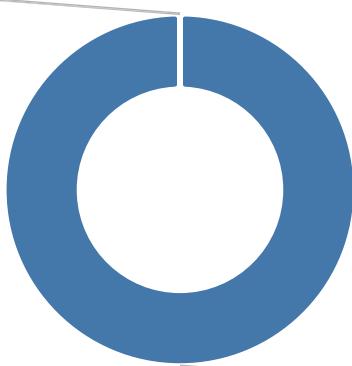
## Commissioner of Public Affairs

City Council Service Area  
Rene Gonzalez, Commissioner

Percent of City Budget Graph

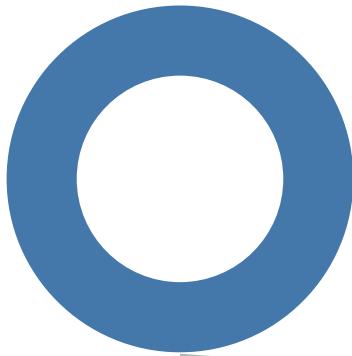
### Commissioner of Public Affairs

\$837,464  
0.0%



**City Budget**  
\$8,281,089,054  
100.0%

Bureau Programs



**Commissioners Office**  
\$837,464  
100.0%

### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,761,720	\$837,464	\$(924,256)	(52)%
Capital				
<b>Total</b>	<b>\$1,761,720</b>	<b>\$837,464</b>	<b>\$(924,256)</b>	<b>(52)%</b>
Authorized Positions	8.00	8.00	—	—%

## Bureau Summary

### Bureau Overview

The Office of the Commissioner of Public Affairs (Commissioner Gonzalez's Office) is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. Beginning in 2025, the City of Portland will move to a system of twelve Council members.

### Summary of Budget Decisions

The FY 2024-25 Adopted Budget for the Commissioner's Office is a six-month budget. Beginning in 2025, the Council will expand to twelve members, each with their own budget for the remainder of the fiscal year.

# Commissioner of Public Affairs

Portland City Council Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>Internal Revenues</b>					
General Fund Discretionary	604,541	467,215	819,425	360,914	360,914
General Fund Overhead	755,728	844,753	942,295	476,550	476,550
<b>Internal Revenues Total</b>	<b>1,360,269</b>	<b>1,311,968</b>	<b>1,761,720</b>	<b>837,464</b>	<b>837,464</b>
Beginning Fund Balance	0	0	0	0	0
<b>Resources Total</b>	<b>1,360,269</b>	<b>1,311,968</b>	<b>1,761,720</b>	<b>837,464</b>	<b>837,464</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,064,742	929,452	1,318,906	642,774	642,774
External Materials and Services	20,546	71,683	97,486	20,620	20,620
Internal Materials and Services	274,981	310,833	345,328	174,070	174,070
<b>Bureau Expenditures Total</b>	<b>1,360,269</b>	<b>1,311,968</b>	<b>1,761,720</b>	<b>837,464</b>	<b>837,464</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>1,360,269</b>	<b>1,311,968</b>	<b>1,761,720</b>	<b>837,464</b>	<b>837,464</b>
<b>Programs</b>					
Commissioner's Office	1,359,969	1,311,935	1,761,720	837,464	837,464
Domestic Violence	300	33	—	—	—
<b>Total Programs</b>	<b>1,360,269</b>	<b>1,311,968</b>	<b>1,761,720</b>	<b>837,464</b>	<b>837,464</b>

# Commissioner of Public Affairs

Portland City Council Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	0	125,694	1.00	125,694	1.00	62,847	1.00	62,847
30000004	Commissioner's Admin Support Specialist	49,608	76,419	1.00	57,741	1.00	28,870	1.00	28,870
30000006	Commissioner's Chief of Staff	106,974	142,230	1.00	142,230	1.00	71,115	1.00	71,115
30002511	Commissioner's Senior Staff Rep	81,931	124,322	1.00	124,322	1.00	62,161	1.00	62,161
30000005	Commissioner's Staff Rep	62,962	115,128	4.00	330,138	4.00	165,068	4.00	165,068
<b>Total Full-Time Positions</b>					<b>8.00</b>	<b>780,125</b>	<b>8.00</b>	<b>390,061</b>	<b>8.00</b>
<b>Grand Total</b>					<b>8.00</b>	<b>780,125</b>	<b>8.00</b>	<b>390,061</b>	<b>8.00</b>
									<b>390,061</b>

# Commissioner of Public Safety

Portland City Council Service Area

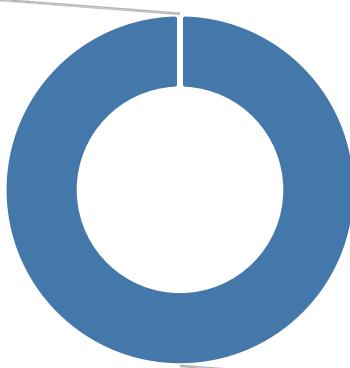
## Commissioner of Public Safety

City Council Service Area  
Mingus Mapps, Commissioner

Percent of City Budget Graph

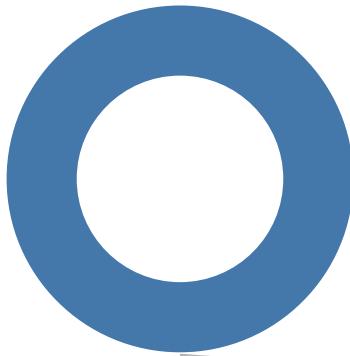
### Commissioner of Public Safety

\$837,464  
0.0%



**City Budget**  
\$8,281,089,054  
100.0%

Bureau Programs



**Commissioners Office**  
\$837,464  
100.0%

### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,669,864	\$837,464	\$(832,400)	(50)%
Capital				
<b>Total</b>	<b>\$1,669,864</b>	<b>\$837,464</b>	<b>\$(832,400)</b>	<b>(50)%</b>
Authorized Positions	8.00	8.00	—	—%

## Bureau Summary

### Bureau Overview

The Office of the Commissioner of Public Safety (Commissioner Mapps's Office) is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. Beginning in 2025, the City of Portland will move to a system of twelve Council members.

### Summary of Budget Decisions

The FY 2024-25 Adopted Budget for the Commissioner's Office is a six-month budget. Beginning in 2025, the Council will expand to twelve members, each with their own budget for the remainder of the fiscal year.

# Commissioner of Public Safety

Portland City Council Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>Internal Revenues</b>					
General Fund Discretionary	522,620	569,071	727,569	360,914	360,914
General Fund Overhead	755,728	844,753	942,295	476,550	476,550
<b>Internal Revenues Total</b>	<b>1,278,348</b>	<b>1,413,824</b>	<b>1,669,864</b>	<b>837,464</b>	<b>837,464</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>1,278,348</b>	<b>1,413,824</b>	<b>1,669,864</b>	<b>837,464</b>	<b>837,464</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,002,024	1,098,171	1,308,606	647,176	647,176
External Materials and Services	13,874	32,515	44,582	22,691	22,691
Internal Materials and Services	262,450	283,138	316,676	167,597	167,597
<b>Bureau Expenditures Total</b>	<b>1,278,348</b>	<b>1,413,824</b>	<b>1,669,864</b>	<b>837,464</b>	<b>837,464</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>1,278,348</b>	<b>1,413,824</b>	<b>1,669,864</b>	<b>837,464</b>	<b>837,464</b>
<b>Programs</b>					
Commissioner's Office	1,278,348	1,413,774	1,669,864	837,464	837,464
Special Appropriations - Community Development	—	49	—	—	—
<b>Total Programs</b>	<b>1,278,348</b>	<b>1,413,824</b>	<b>1,669,864</b>	<b>837,464</b>	<b>837,464</b>

# Commissioner of Public Safety

Portland City Council Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	0	125,694	1.00	125,694	1.00	62,847	1.00	62,847
30000004	Commissioner's Admin Support Specialist	49,608	76,419	1.00	39,633	1.00	29,390	1.00	29,390
30000006	Commissioner's Chief of Staff	106,974	142,230	1.00	124,602	1.00	62,301	1.00	62,301
30002511	Commissioner's Senior Staff Rep	81,931	124,322	2.00	206,252	2.00	103,126	2.00	103,126
30000005	Commissioner's Staff Rep	62,962	115,128	3.00	211,472	3.00	121,420	3.00	121,420
<b>Total Full-Time Positions</b>					<b>8.00</b>	<b>707,653</b>	<b>8.00</b>	<b>379,084</b>	<b>8.00</b>
<b>Grand Total</b>					<b>8.00</b>	<b>707,653</b>	<b>8.00</b>	<b>379,084</b>	<b>8.00</b>
									<b>379,084</b>

# Commissioner of Public Utilities

Portland City Council Service Area

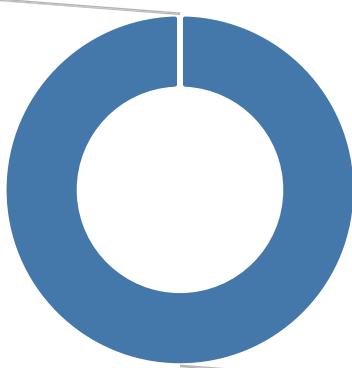
## Commissioner of Public Utilities

City Council Service Area  
Carmen Rubio, Commissioner

Percent of City Budget Graph

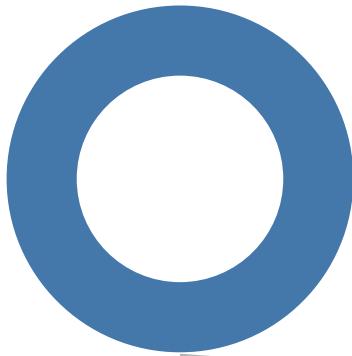
### Commissioner of Public Utilities

\$837,464  
0.0%



**City Budget**  
\$8,281,089,054  
100.0%

Bureau Programs



**Commissioners Office**  
\$837,464  
100.0%

### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,762,066	\$837,464	\$(924,602)	(52)%
Capital				
<b>Total</b>	<b>\$1,762,066</b>	<b>\$837,464</b>	<b>\$(924,602)</b>	<b>(52)%</b>
Authorized Positions	10.00	8.00	(2.00)	(20.00)%

## Bureau Summary

### Bureau Overview

The Office of the Commissioner of Public Utilities (Commissioner Rubio's Office) is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. Beginning in 2025, the City of Portland will move to a system of twelve Council members.

### Summary of Budget Decisions

The FY 2024-25 Adopted Budget for the Commissioner's Office is a six-month budget. Beginning in 2025, the Council will expand to twelve members, each with their own budget for the remainder of the fiscal year.

# Commissioner of Public Utilities

Portland City Council Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous	0	2,400	0	0	0
<b>External Revenues Total</b>	<b>0</b>	<b>2,400</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	575,690	468,706	819,771	360,914	360,914
General Fund Overhead	772,528	844,753	942,295	476,550	476,550
Interagency Revenue	(7)	0	0	0	0
<b>Internal Revenues Total</b>	<b>1,348,211</b>	<b>1,313,459</b>	<b>1,762,066</b>	<b>837,464</b>	<b>837,464</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>1,348,211</b>	<b>1,315,859</b>	<b>1,762,066</b>	<b>837,464</b>	<b>837,464</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,030,959	987,204	1,291,899	641,402	641,402
External Materials and Services	33,430	20,536	127,687	16,139	16,139
Internal Materials and Services	283,821	308,119	342,480	179,923	179,923
<b>Bureau Expenditures Total</b>	<b>1,348,211</b>	<b>1,315,859</b>	<b>1,762,066</b>	<b>837,464</b>	<b>837,464</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>1,348,211</b>	<b>1,315,859</b>	<b>1,762,066</b>	<b>837,464</b>	<b>837,464</b>
<b>Programs</b>					
Commissioner's Office	1,348,211	1,315,859	1,762,066	837,464	837,464
<b>Total Programs</b>	<b>1,348,211</b>	<b>1,315,859</b>	<b>1,762,066</b>	<b>837,464</b>	<b>837,464</b>

# Commissioner of Public Utilities

Portland City Council Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	0	125,694	1.00	125,694	1.00	62,847	1.00	62,847
30000006	Commissioner's Chief of Staff	106,974	142,230	1.00	142,230	1.00	71,115	1.00	71,115
30002511	Commissioner's Senior Staff Rep	81,931	124,322	3.00	298,209	3.00	149,105	3.00	149,105
30000005	Commissioner's Staff Rep	62,962	115,128	3.00	267,135	3.00	133,567	3.00	133,567
<b>Total Full-Time Positions</b>				<b>8.00</b>	<b>833,268</b>	<b>8.00</b>	<b>416,634</b>	<b>8.00</b>	<b>416,634</b>
<b>Grand Total</b>				<b>8.00</b>	<b>833,268</b>	<b>8.00</b>	<b>416,634</b>	<b>8.00</b>	<b>416,634</b>

# Commissioner of Public Works

Portland City Council Service Area

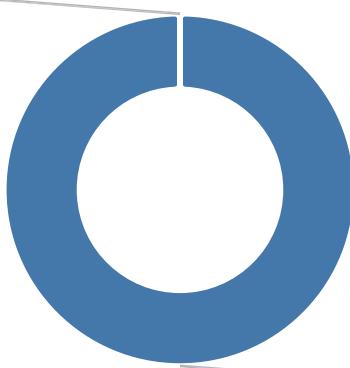
# Commissioner of Public Works

City Council Service Area  
Dan Ryan, Commissioner

Percent of City Budget Graph

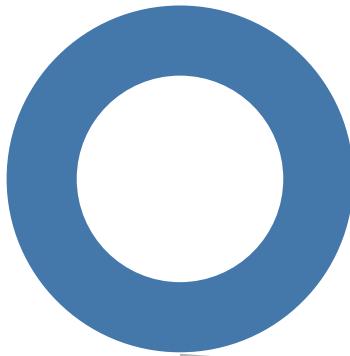
## Commissioner of Public Works

\$837,464  
0.0%



**City Budget**  
\$8,281,089,054  
100.0%

Bureau Programs



**Commissioners Office**  
\$837,464  
100.0%

## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,623,977	\$837,464	\$(786,513)	(48)%
Capital				
<b>Total</b>	<b>\$1,623,977</b>	<b>\$837,464</b>	<b>\$(786,513)</b>	<b>(48)%</b>
Authorized Positions	8.00	8.00	—	—%

## Bureau Summary

### Bureau Overview

The Office of the Commissioner of Public Works (Commissioner Ryan's Office) is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. Beginning in 2025, the City of Portland will move to a system of twelve Council members.

### Summary of Budget Decisions

The FY 2024-25 Adopted Budget for the Commissioner's Office is a six-month budget. Beginning in 2025, the Council will expand to twelve members, each with their own budget for the remainder of the fiscal year.

# Commissioner of Public Works

Portland City Council Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>Internal Revenues</b>					
General Fund Discretionary	575,433	519,058	681,682	360,914	360,914
General Fund Overhead	755,728	844,753	942,295	476,550	476,550
<b>Internal Revenues Total</b>	<b>1,331,161</b>	<b>1,363,811</b>	<b>1,623,977</b>	<b>837,464</b>	<b>837,464</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>1,331,161</b>	<b>1,363,811</b>	<b>1,623,977</b>	<b>837,464</b>	<b>837,464</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,044,924	980,308	1,164,402	631,349	631,349
External Materials and Services	24,984	54,753	109,150	32,743	32,743
Internal Materials and Services	261,252	328,751	350,425	173,372	173,372
<b>Bureau Expenditures Total</b>	<b>1,331,161</b>	<b>1,363,811</b>	<b>1,623,977</b>	<b>837,464</b>	<b>837,464</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>1,331,161</b>	<b>1,363,811</b>	<b>1,623,977</b>	<b>837,464</b>	<b>837,464</b>
<b>Programs</b>					
CAO's Office	5,562	2	—	—	—
Commissioner's Office	1,325,599	1,363,809	1,623,977	837,464	837,464
<b>Total Programs</b>	<b>1,331,161</b>	<b>1,363,811</b>	<b>1,623,977</b>	<b>837,464</b>	<b>837,464</b>

# Commissioner of Public Works

Portland City Council Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	0	125,694	1.00	125,694	1.00	62,847	1.00	62,847
30000004	Commissioner's Admin Support Specialist	49,608	76,419	1.00	63,014	1.00	31,507	1.00	31,507
30000006	Commissioner's Chief of Staff	106,974	142,230	1.00	142,230	1.00	71,115	1.00	71,115
30002511	Commissioner's Senior Staff Rep	81,931	124,322	3.00	284,306	3.00	152,610	3.00	152,610
30000005	Commissioner's Staff Rep	62,962	115,128	2.00	151,694	2.00	75,847	2.00	75,847
<b>Total Full-Time Positions</b>					<b>8.00</b>	<b>766,938</b>	<b>8.00</b>	<b>393,926</b>	<b>8.00</b>
<b>Grand Total</b>					<b>8.00</b>	<b>766,938</b>	<b>8.00</b>	<b>393,926</b>	<b>8.00</b>
									<b>393,926</b>

## Office of City Council

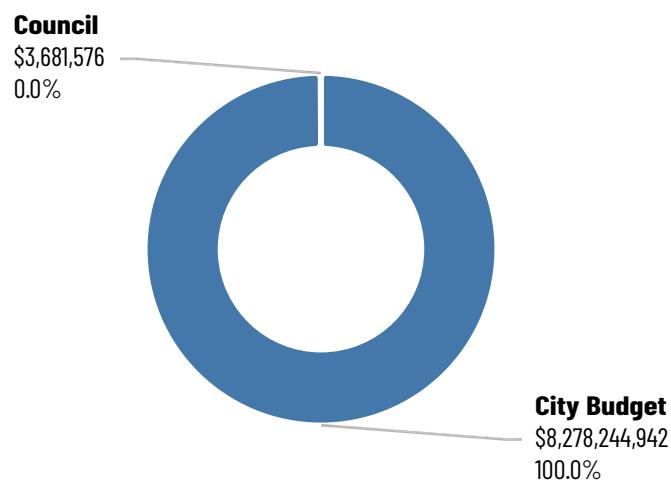
Portland City Council Service Area

## Office of City Council

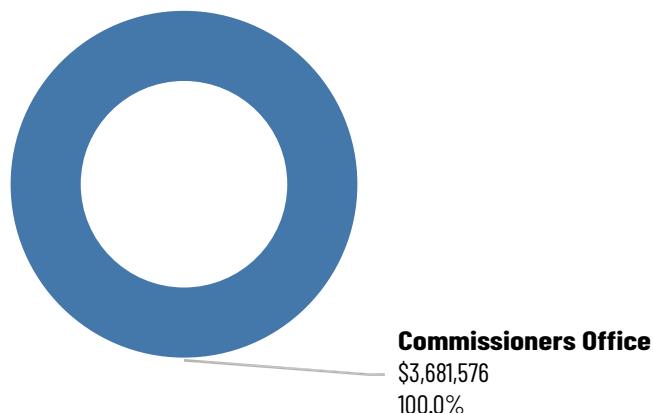
City Council Service Area

City Council, City Council

### Percent of City Budget Graph



### Bureau Programs



### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$0	\$3,681,576	\$3,681,576	0%
Capital				
<b>Total</b>	<b>\$0</b>	<b>\$3,681,576</b>	<b>\$3,681,576</b>	<b>0%</b>
Authorized Positions	—	24.00	24.00	—%

## Bureau Summary

### Bureau Overview

The City of Portland is changing its election system and form of government to implement voter-approved charter reforms. Approved in November 2022, Ballot Measure 26-228 includes ranked-choice voting, geographic districts, a bigger city council and new leadership roles. Portland is making three connected changes:

- ◆ Allow voters to rank candidates in order of preference, using ranked-choice voting.
- ◆ Establish four geographic districts—with three City Council members elected to represent each district—expanding City Council to a total of 12 members.
- ◆ Establish a City Council that focuses on setting policy and engaging with community, transitioning day-to-day oversight of bureaus to a Mayor elected citywide and a professional City Administrator.

The Office of the City Council includes the 12 newly established Council Offices to oversee the City of Portland with the new Mayor's Office residing within the Office of the Mayor. For FY 2024-25, each of the 12 offices has a six-month budget that spans from January 1, 2025 through June 30, 2025. Each of the 12 office budgets has the same total budget, comprising the following components:

- ◆ Personnel Services—2.0 FTE-Elected official and Senior Council Aide (*Please note the current budget system classifies these as Commissioner and Senior Staff Representative. When the positions are hired, they will reflect the Elected official and Senior Council Aide classifications.*)
- ◆ External Materials and Services—Funding to cover external costs to the City, such as office supplies, contracts, travel, and training.
- ◆ Internal Materials and Services—Funding to cover internal City charges such as technology services, space rent, insurance costs, security, and administrative and financial support.

### Summary of Budget Decisions

The Adopted Budget includes a decision package in the amount of \$24,000 per Office to provide sufficient ongoing funding to cover anticipated expenditures. The projected shortfall of \$12,000 in FY 2024-25 was doubled to ensure ongoing funding in a full fiscal year would be sufficient for the two staff plus external and internal materials model.

# Office of City Council

Portland City Council Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>Internal Revenues</b>					
General Fund Discretionary	0	0	0	1,420,993	1,420,993
General Fund Overhead	0	0	0	2,260,583	2,260,583
<b>Internal Revenues Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,681,576</b>	<b>3,681,576</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,681,576</b>	<b>3,681,576</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	0	2,551,754	2,551,754
External Materials and Services	0	0	0	195,000	195,000
Internal Materials and Services	0	0	0	934,822	934,822
<b>Bureau Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,681,576</b>	<b>3,681,576</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,681,576</b>	<b>3,681,576</b>
<b>Programs</b>					
Commissioner's Office	—	—	—	3,681,576	3,681,576
<b>Total Programs</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,681,576</b>	<b>3,681,576</b>

# **Office of the Mayor**

# Office of the Mayor

Office of the Mayor

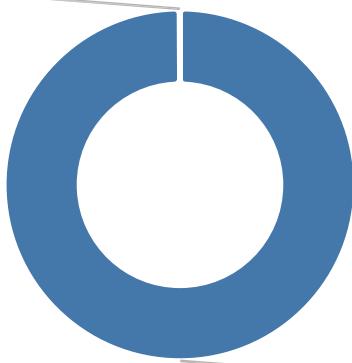
## Office of the Mayor

Office of the Mayor Service Area  
Ted Wheeler, Mayor

Percent of City Budget Graph

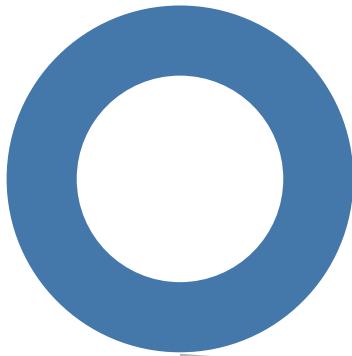
### Office of the Mayor

\$3,899,697  
0.0%



**City Budget**  
\$8,278,026,821  
100.0%

Bureau Programs



**Administration and Support**  
\$3,899,697  
100.0%

### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$4,648,518	\$3,899,697	\$(748,821)	(16)%
Capital				
<b>Total</b>	<b>\$4,648,518</b>	<b>\$3,899,697</b>	<b>\$(748,821)</b>	<b>(16)%</b>
Authorized Positions	21.00	27.00	6.00	28.57%

## Bureau Summary

### Bureau Overview

The Mayor's Office is the central hub for all City business and affairs. The FY 2024-25 Adopted Budget for the Mayor's Office reflects this by dedicating staff resources to fulfilling the responsibilities of the Mayor's Office for policy development, bureau direction, presiding over Council meetings, community outreach, communications, and constituent services. The Mayor is elected by Portlanders to ensure that City government is accountable to its constituents, and Portlanders expect the Mayor will be effective in the position and accomplish the goals the Mayor set out during the election.

#### Portfolio Assignments

Mayor Wheeler assigned his Office the task of overseeing all Service Areas as the City prepares to enact the voter-approved Charter Amendments.

### Summary of Budget Decisions

The Mayor's FY 2024-25 Adopted Budget reflects six months of staffing under the current form of government and six months of staffing under the new form of government. In January of 2025, the Mayor's Office will have six staff members: Mayor, Chief of Staff, Senior Mayor's Aide, 2 Mayors Aides, and an Administrative Support Specialist. Funding for the associated materials and services to operate the Office are included in the budget.

# Office of the Mayor

Office of the Mayor

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>Internal Revenues</b>					
General Fund Discretionary	1,418,472	1,969,381	1,923,256	1,680,616	1,680,616
General Fund Overhead	2,145,555	2,342,059	2,725,262	2,219,081	2,219,081
Interagency Revenue	2,620	0	0	0	0
<b>Internal Revenues Total</b>	<b>3,566,647</b>	<b>4,311,440</b>	<b>4,648,518</b>	<b>3,899,697</b>	<b>3,899,697</b>
Beginning Fund Balance	11,798	11,798	0	0	0
<b>Resources Total</b>	<b>3,578,445</b>	<b>4,323,238</b>	<b>4,648,518</b>	<b>3,899,697</b>	<b>3,899,697</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,408,985	2,865,651	3,102,705	2,247,154	2,247,154
External Materials and Services	398,051	300,419	213,982	200,000	200,000
Internal Materials and Services	759,611	1,145,370	1,331,831	1,452,543	1,452,543
<b>Bureau Expenditures Total</b>	<b>3,566,647</b>	<b>4,311,440</b>	<b>4,648,518</b>	<b>3,899,697</b>	<b>3,899,697</b>
Ending Fund Balance	11,798	11,798	0	0	0
<b>Requirements Total</b>	<b>3,578,445</b>	<b>4,323,238</b>	<b>4,648,518</b>	<b>3,899,697</b>	<b>3,899,697</b>
<b>Programs</b>					
Administration & Support	3,553,343	4,299,977	4,648,518	3,899,697	3,899,697
Youth Violence Prevention	13,304	11,463	—	—	—
<b>Total Programs</b>	<b>3,566,647</b>	<b>4,311,440</b>	<b>4,648,518</b>	<b>3,899,697</b>	<b>3,899,697</b>

# Office of the Mayor

Office of the Mayor

## FTE Summary

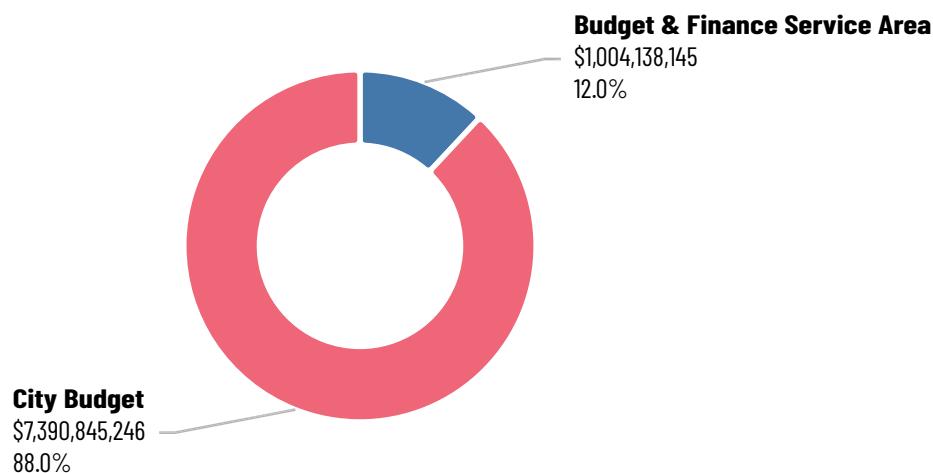
Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	49,608	76,419	2.00	126,028	3.00	101,223	3.00	101,223
30002511	Commissioner's Senior Staff Rep	81,931	124,322	2.00	280,114	2.00	140,056	2.00	140,056
30000005	Commissioner's Staff Rep	62,962	115,128	14.00	1,405,369	16.00	846,290	16.00	846,290
30000001	Mayor	0	149,261	1.00	149,261	2.00	154,253	2.00	154,253
30000008	Mayor's Chief of Staff	121,930	152,422	1.00	168,022	2.00	165,672	2.00	165,672
30000007	Mayor's Deputy Chief of Staff	101,254	126,610	1.00	125,434	1.00	62,717	1.00	62,717
<b>Total Full-Time Positions</b>				<b>21.00</b>	<b>2,254,228</b>	<b>27.00</b>	<b>1,537,711</b>	<b>27.00</b>	<b>1,537,711</b>
<b>Grand Total</b>				<b>21.00</b>	<b>2,254,228</b>	<b>27.00</b>	<b>1,537,711</b>	<b>27.00</b>	<b>1,537,711</b>



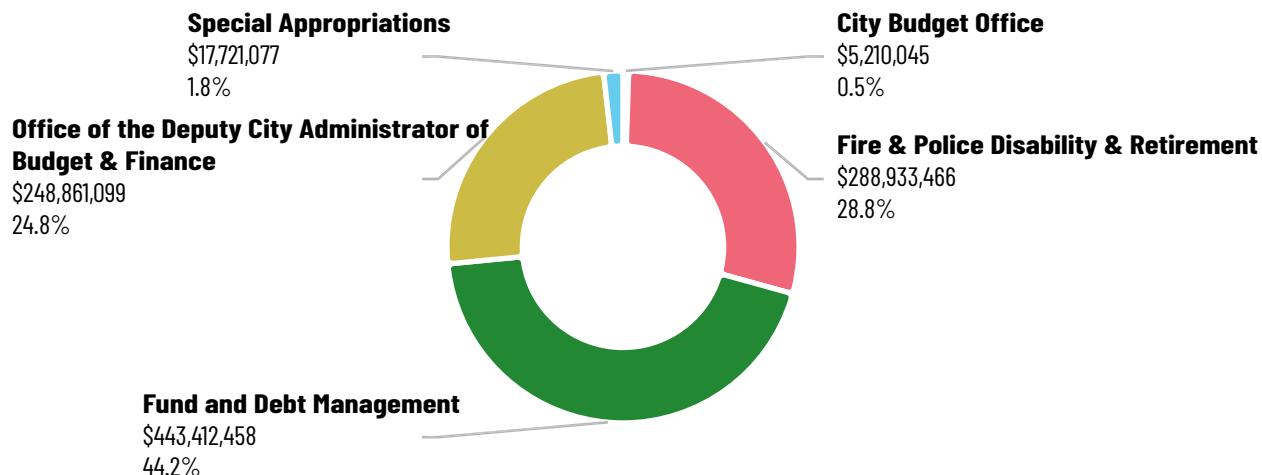
## **Budget & Finance Service Area**

- Bureau of Fire & Police Disability & Retirement
- Office of the Deputy City Administrator of Budget & Finance
- City Budget Office
- Special Appropriations

**Percent of City Budget Graph**



**Percent of Service Area Budget**



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$558,629,887	\$558,403,222	\$(226,665)	(0)%
Capital	\$455,093	\$2,322,465	\$1,867,372	410%
<b>Total</b>	<b>\$559,084,980</b>	<b>\$560,725,687</b>	<b>\$1,640,707</b>	<b>410%</b>
Authorized Positions	284.50	298.50	14.00	0%

# Office of the Deputy City Administrator of Budget & Finance

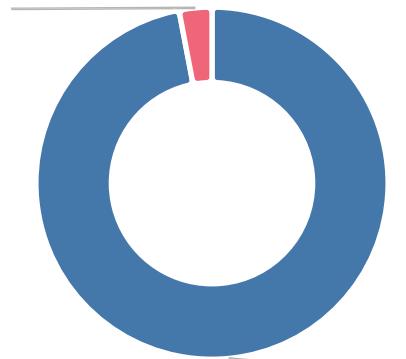
Budget & Finance Service Area

B. Jonas Biery, DCA - Budget & Finance

**Percent of City Budget Graph**

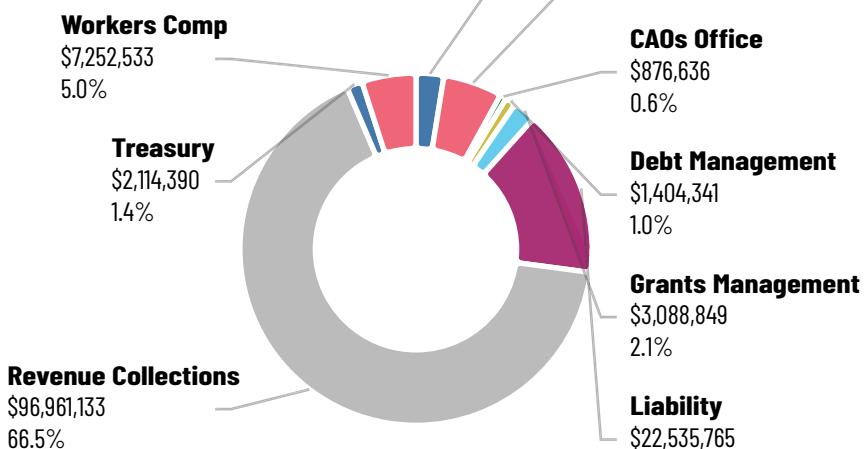
**Office of the Deputy City Administrator of Budget & Finance**

\$248,861,099  
3.0%



**City Budget**  
\$8,033,065,419  
97.0%

**Bureau Programs**



**Bureau Overview**

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$266,030,109	\$246,598,634	\$(19,431,475)	(7)%
Capital	\$380,000	\$2,262,465	\$1,882,465	495%
<b>Total</b>	<b>\$266,410,109</b>	<b>\$248,861,099</b>	<b>\$(17,549,010)</b>	<b>(7)%</b>
Authorized Positions	241.00	254.50	13.50	5.60%

# **Office of the Deputy City Administrator of Budget & Finance**

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Budget & Finance Service Area

## **Bureau Summary**

### **Bureau Mission**

The Office of the Deputy City Administrator of Budget & Finance (B&F) Mission is a product that will be prepared during FY 2024-25 budget development and the fiscal year as the reorganization is implemented.

### **Bureau Overview**

The Office of the Deputy City Administrator of Budget & Finance (B&F) is comprised of ten divisions: the Deputy City Administrator of Budget & Finance, Business Operations, Small Donor Elections, Accounting, Debt Management, Grants Management, Special Appropriations, Treasury, Risk Management, Revenue, and Small Donor Elections.

The Deputy City Administrator of Budget & Finance (DCA of B&F) provides Citywide financial management services to City bureaus in addition to collecting City General Fund and other revenues that support a wide range of programs and funding initiatives.

In addition to the financial management services described above, the Office of the Deputy City Administrator of Budget & Finance provides strategic financial advice to City Council on a wide range of financial issues, with specific focus on long-term financial health, fiscal indicator and stability.

### **Office of the Deputy City Administrator of Budget & Finance**

The Deputy City Administrator is a new position approved in Resolution 37365 in response to changes in Portland form of government voters approved in November 2022. The Deputy City Administrator of Budget & Finance is one of six Deputies that will allow the city to have an executive leadership team to provide consistent and coordinated leadership across the service areas and to effectively manage the bureaus within their service area. The Office of the DCA of B&F includes an Equity Officer and a Communications team that provide centralized service to B&F and City Operations.

**Accounting Division**

The Accounting Division provides accounting services and financial support to the City by ensuring transparency in the City's financial transactions and compliance with City policies, while also providing centralized support to all City bureaus. Program activities include the following:

- ◆ Preparing financial reports, including the ACFR that complies with current accounting principles and regulatory requirements, and a monthly report to provide financial information to City management
- ◆ Processing vendor payments, employee reimbursements, accounting journal entries, and general ledger adjustments
- ◆ Establishing and maintaining Citywide accounting standards, policies, and associated administrative rules
- ◆ Assessing processes and internal controls to help improve efficiency and security

Special Appropriations houses several key City functions, including police accountability oversight, the East Portland Action Plan, and Open and Accountable Elections. The request amounts for these special appropriations are listed below.

**Revenue Division**

The Revenue Division is a regional tax administration agency. The Revenue Division administers several large and small revenue and regulatory programs for the City and its partner agencies in the region. The services provided by the Revenue Division include tax and fee collection, taxpayer outreach, customer service, banking, and enforcement activities such as billing, audit and delinquent collections. The Revenue Division, with approximately 150 employees, collects \$1.5 billion annually for the City and its partners.

**Treasury Division**

The Treasury Division provides centralized banking, merchant card acceptance, and investment services to all City bureaus. The division's functions include managing the City's daily cash position, maintaining custody of all City funds, and ensuring excess funds are conservatively invested to earn a market return.

**Debt Management**

The Debt Management Division directs the City's debt financing activities to ensure access to both public and private capital markets in a timely manner that addresses bureau needs. The City's debt consists of publicly issued long-term bond issues, private placements of debt obligations, and credit facilities.

**Grants Management**

Grants Management is responsible for the management and oversight of all awarded federal, state, and private grants, and Special Appropriations. Over the past several years, the SEFA has received a clean audit opinion from the City's independent financial auditors. Zero audit deficiencies indicate the City's systems for grant management meets best practices and keeps the city identified as a low-risk grantee.

# **Office of the Deputy City Administrator of Budget & Finance**

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Budget & Finance Service Area

## **Small Donor Elections**

The Small Donor Elections program oversees the Election Fund that supports the public financing system to increase participation in City elections by both candidates and donors in order to prevent actual or perceived corruption in government.

## **Risk Management**

Risk Management is the City's centralized, operational risk management function, responsible for risk financing, claims administration, related statutory compliance, and advising on loss prevention and employee safety.

## **Business Operations**

Business Operations provides centralized budget development, monitoring, reporting, recruiting, personnel and purchasing support to the Mayor, Council and organizations within the City Administrator, Budget & Finance and City Operations service areas.

## **Base Budget Adjustments**

Base budget adjustments include:

- ◆ Creation of the Office of the Deputy City Administrator of Budget & Finance
- ◆ Procurement Division reorganized from the Bureau of Revenue and Financial Services to the City Operations Service Area
- ◆ Reorganization of the remaining bureaus of Bureau of Revenue and Finance, divisions report to the DCA within the Office of the Deputy City Administrator of Budget & Finance

## **Strategic Direction**

The new Deputy City Administrator of Budget & Finance will lead the service area in the establishment of the strategic direction of Budget & Finance in FY 2024-25.

## **Summary of Budget Decisions**

### **Addition**

### **Budget and Finance Deputy City Administrator**

The Adopted Budget includes \$623,679 in ongoing General Fund resources and 2.0 FTE to fund one Deputy City Administrator and an administrative assistant in the Office of Budget and Finance. Implementation of the voter-approved Charter reforms and changes to the City's government include establishment of service areas to organize governance and delivery of services to the public. Funding these positions and the DCAs in the other service areas will allow the City to have an executive leadership team to provide consistent and coordinated leadership across the service areas and to effectively manage the bureaus within their service area.

**Add-back****Revenue Division Add Back**

The Adopted Budget restores, on a one-time basis, two Revenue and Tax Specialist IV positions that were eliminated from the Revenue Division's base budget to meet the constraint directed by FY 2024-25 budget guidance. The program's budget is increased by \$233,937 in one-time General Fund resources for these positions. This restoration will support continued tax compliance activities in the Revenue Division, which yield additional revenue for the City.

**Carryover****Accounting - SAP Implementation Support**

The Adopted budget includes \$210,389 in one-time General Fund resources to continue upgrading the City's Enterprise Resource Planning system to SAP S4 Hana. Accounting is collaborating with the Bureau of Technology Services to understand system capabilities, solicit clear requirements from business owners, and ensure bureau customers are engaged with policy, procedure, and bureau specific software impacts. This analysis is one of the phases to improve the City's SAP utilization by evaluating processes and creating clear requirements for an SAP S4 Hana and SAP Ariba implementation. This initiative is funded on a one-time basis with program carryover from Accounting's FY 2023-24 budget.

**Realignments****Transfer Analyst IV from City Arts to the Grants Management Division**

The Adopted budget transfers an Analyst IV position and its corresponding funding (\$236,308) from the City Arts Program in the Office of Vibrant Communities to the Grants Management Division in the Office of Budget and Finance. This position is responsible for the management of the City Arts Grant Program. To better align with the work that is being done on the City's Outgoing Grant Policy and overall citywide coordination and oversight of outgoing grants, the position is transferring to the Grants Management Division.

**Transfer Financial Analyst II from Office of Community & Civic Life**

The Adopted budget transfers a Financial Analyst II position and its corresponding funding (\$181,659) from the Office of Community & Civic Life to the Business Operations group in Budget and Finance. The position will be responsible for completing Civic Life's budget and associated work products.

**Transfer Analyst I from Office of Community & Civic Life**

The Adopted budget transfers an Analyst I position and its corresponding funding (\$193,754) from the Office of Community & Civic Life to the Grants Management Division in the Office of Budget and Finance. The position will likely be leveraging the grants work that it has already been doing for Civic Life while getting fully incorporated into the Grants team.

# Office of the Deputy City Administrator of Budget & Finance

Budget & Finance Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Change in the cost of fleet liability claims over the prior four years	-48%	-43%	4%	4%	4%
Change in the cost of general liability claims over the prior four-year average	-66%	-56%	8%	8%	8%
Change in the cost of workers compensation claims over the prior four years	30%	52%	3%	4%	4%
<b>OUTCOME</b>					
City's unlimited tax General Obligation bond rating (1=Aaa)	1	1	1	0	0
Number of grant audit findings	0	NA	0	0	0
Number of ACFR review audit deficiency comments from external auditors	0	0	0	0	0
Investment portfolio yield - % of benchmark	144%	78%	100%	0%	0%
<b>WORKLOAD</b>					
Number of days ACFR is completed after fiscal year end	120	120	120	0	0

# Office of the Deputy City Administrator of Budget & Finance

Budget & Finance Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	28,504,884	33,974,543	40,670,000	38,590,000	38,590,000
Licenses & Permits	8,245,659	9,070,365	11,486,518	11,243,000	11,243,000
Charges for Services	1,375,737	1,539,833	1,650,880	1,365,050	1,365,050
Intergovernmental	26,369,071	18,761,459	23,378,372	22,991,163	22,991,163
Bond & Note	49,816,872	9,248,272	30,658,546	19,203,520	20,329,368
Miscellaneous	13,173,435	11,428,479	13,319,021	11,349,829	11,349,829
<b>External Revenues Total</b>	<b>127,485,659</b>	<b>84,022,952</b>	<b>121,163,337</b>	<b>104,742,562</b>	<b>105,868,410</b>
<b>Internal Revenues</b>					
General Fund Discretionary	7,626,530	8,976,674	11,498,319	12,097,477	12,097,477
General Fund Overhead	3,209,036	3,828,150	4,515,011	5,397,251	5,397,251
Fund Transfers - Revenue	1,940,066	2,830,579	2,639,996	1,592,339	1,592,339
Interagency Revenue	27,766,050	30,656,094	46,957,896	48,264,713	48,264,713
<b>Internal Revenues Total</b>	<b>40,541,682</b>	<b>46,291,497</b>	<b>65,611,222</b>	<b>67,351,780</b>	<b>67,351,780</b>
Beginning Fund Balance	80,910,894	136,713,936	79,635,550	75,640,909	75,640,909
<b>Resources Total</b>	<b>248,938,234</b>	<b>267,028,384</b>	<b>266,410,109</b>	<b>247,735,251</b>	<b>248,861,099</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	28,316,658	33,151,148	42,242,451	44,152,408	44,152,408
External Materials and Services	65,107,137	62,712,086	86,764,552	75,687,676	75,695,595
Internal Materials and Services	13,419,810	14,574,481	28,323,934	26,027,780	26,027,780
<b>Bureau Expenditures Total</b>	<b>106,843,606</b>	<b>110,437,715</b>	<b>157,330,937</b>	<b>145,867,864</b>	<b>145,875,783</b>
<b>Fund Expenditures</b>					
Debt Service	46,200,763	55,331,581	26,194,753	4,879,351	5,871,266
Contingency	0	0	43,504,992	45,723,517	45,831,604
Fund Transfers - Expense	6,141,011	5,784,054	15,964,055	22,074,147	22,092,074
Debt Service Reserves	0	0	23,415,372	29,190,372	29,190,372
<b>Fund Expenditures Total</b>	<b>52,341,773</b>	<b>61,115,635</b>	<b>109,079,172</b>	<b>101,867,387</b>	<b>102,985,316</b>
Ending Fund Balance	136,711,437	87,143,424	0	0	0
<b>Requirements Total</b>	<b>295,896,816</b>	<b>258,696,775</b>	<b>266,410,109</b>	<b>247,735,251</b>	<b>248,861,099</b>
<b>Programs</b>					
Accounting	2,568,096	2,882,190	3,968,175	3,722,868	3,722,868
Administration & Support	5,654,048	6,347,831	7,147,705	7,919,268	7,919,268
Asset Management	13,302	—	—	—	—
Business Solutions	278	—	—	—	—
CAO's Office	—	—	—	876,636	876,636
Commercial Insurance	(10,176)	(70,222)	—	—	—
Debt Management	888,095	949,532	1,373,808	1,399,341	1,404,341
Employee Flu Vaccination	(29)	—	—	—	—

# Office of the Deputy City Administrator of Budget & Finance

Budget & Finance Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Grants Management	1,916,168	2,253,549	2,535,067	3,088,849	3,088,849
Infectious Disease	(2)	—	—	—	—
Liability	14,021,612	13,610,543	23,044,250	22,533,532	22,535,765
License and Tax	30,434	680	—	—	—
Loss Prevention	32	308	—	—	—
Occupational Health	148	1,141	—	—	—
Occupational Health & Infectious Disease	31	—	—	—	—
Operational Accounting	(6)	—	—	—	—
Operations	260	—	—	—	—
Processing and Payroll	(39)	—	—	—	—
Regulatory	(0)	—	—	—	—
Regulatory - Special Events	(5)	—	—	—	—
Regulatory - Taxi	(4)	—	—	—	—
Revenue Collections	73,090,895	73,891,491	105,174,011	96,961,133	96,961,133
Risk Claims Costs	296,216	3,006,061	—	—	—
Risk Management	263,058	276,535	—	—	—
Special Appropriations-City Arts Program	—	—	1,696,566	—	—
SPOT Team	598,898	507,627	809,379	—	—
Technical Accounting	1	—	—	—	—
Treasury	1,489,930	1,549,568	1,939,720	2,114,390	2,114,390
Workers' Comp	6,022,365	5,230,879	9,642,256	7,251,847	7,252,533
<b>Total Programs</b>	<b>106,843,606</b>	<b>110,437,715</b>	<b>157,330,937</b>	<b>145,867,864</b>	<b>145,875,783</b>

# Office of the Deputy City Administrator of Budget & Finance

Budget & Finance Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
<b>Risk Management</b>								
RMIS replacement for Risk Management	0	380,000	210,000	0	0	0	0	210,000
<b>Total Risk Management</b>	<b>0</b>	<b>380,000</b>	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210,000</b>
<b>Revenue</b>								
ITS Upgrade 2023	0	0	2,052,465	0	0	0	0	2,052,465
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>2,052,465</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,052,465</b>
<b>Total Requirements</b>	<b>0</b>	<b>380,000</b>	<b>2,262,465</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,262,465</b>

# Office of the Deputy City Administrator of Budget & Finance

Budget & Finance Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	70,803	89,107	7.00	583,041	7.00	596,411	7.00	596,411
30000064	Accountant III	77,938	98,010	10.00	923,602	11.00	1,043,622	11.00	1,043,622
30002283	Accountant IV	83,803	105,373	4.00	373,875	4.00	388,407	4.00	388,407
30003001	Accounting Supervisor	103,834	147,035	3.00	335,982	3.00	335,982	3.00	335,982
30000061	Accounting Technician	44,866	64,397	1.00	64,397	1.00	64,397	1.00	64,397
30003975	Administrative Specialist I - CPPW	58,635	82,098	1.00	58,738	1.00	65,707	1.00	65,707
30003976	Administrative Specialist II - CPPW	73,029	104,208	5.00	426,223	6.00	533,561	6.00	533,561
30003977	Administrative Specialist III - CPPW	80,558	114,982	1.00	92,331	2.00	141,216	2.00	141,216
30003978	Analyst I - CPPW	80,558	114,982	5.00	512,285	5.00	512,285	5.00	512,285
30003979	Analyst II - CPPW	94,390	122,637	12.00	1,289,325	13.00	1,394,739	13.00	1,394,739
30003980	Analyst III - CPPW	103,834	147,035	1.00	135,283	1.00	135,283	1.00	135,283
30003009	Analyst IV	114,192	163,322	1.00	147,638	2.00	302,510	2.00	302,510
30003010	Business Systems Analyst I	81,661	0	2.00	195,292	2.00	203,443	2.00	203,443
30003011	Business Systems Analyst II	91,686	0	8.00	949,260	8.00	979,203	8.00	979,203
30003012	Business Systems Analyst III	105,435	0	1.00	141,252	1.00	147,922	1.00	147,922
30003023	City Treasurer	138,174	189,114	1.00	189,114	1.00	189,114	1.00	189,114
30000066	Claims Technician	59,134	78,374	4.00	280,374	4.00	290,617	4.00	290,617
30003026	Controller	138,174	189,114	1.00	172,120	1.00	172,120	1.00	172,120
30003984	Coordinator III - CPPW	94,390	122,637	3.00	331,240	3.00	331,240	3.00	331,240
30003031	Debt Manager	114,192	163,322	1.00	163,322	1.00	163,322	1.00	163,322
30003985	Financial Analyst I - CPPW	80,558	114,982	2.00	198,110	3.00	295,880	3.00	295,880
30003986	Financial Analyst II - CPPW	94,390	122,637	14.00	1,577,474	15.00	1,700,360	15.00	1,700,360
30003056	Financial Analyst III	103,834	147,035	4.00	510,243	4.00	510,243	4.00	510,243
30003987	Financial Analyst III - CPPW	103,834	147,035	5.50	527,023	6.50	648,108	6.50	648,108
30003073	Investment Officer	114,192	163,322	1.00	163,322	1.00	163,322	1.00	163,322
30003081	Manager I	114,192	163,322	8.00	1,090,771	10.00	1,414,537	10.00	1,414,537
30003082	Manager II	138,174	189,114	5.00	842,731	5.00	842,731	5.00	842,731
30003083	Manager III	152,006	220,958	1.00	221,808	1.00	221,808	1.00	221,808
30000012	Office Support Specialist II	44,866	64,397	1.00	52,806	1.00	56,058	1.00	56,058
30000013	Office Support Specialist III	57,346	76,024	1.00	76,024	1.00	76,024	1.00	76,024
30003097	Public Information Officer	94,390	122,637	1.00	119,870	1.00	119,870	1.00	119,870
30000190	Regulatory Program Administrator	86,570	107,099	1.00	98,478	1.00	103,563	1.00	103,563
30000191	Revenue & Tax Specialist I	48,110	64,397	5.00	287,740	5.00	313,864	5.00	313,864
30000192	Revenue & Tax Specialist II	57,616	71,136	10.00	582,802	10.00	676,036	10.00	676,036
30000193	Revenue & Tax Specialist III	60,195	79,747	24.00	1,603,630	24.00	1,733,958	24.00	1,733,958

# Office of the Deputy City Administrator of Budget & Finance

Budget & Finance Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000194	Revenue & Tax Specialist IV	65,395	85,030	22.00	1,583,301	22.00	1,650,409	22.00	1,650,409
30000196	Revenue & Tax Specialist V	70,491	91,374	14.00	1,186,963	13.00	1,140,779	13.00	1,140,779
30000404	Revenue Auditor	81,203	108,306	9.00	809,621	9.00	837,369	9.00	837,369
30000405	Revenue Auditor, Sr	89,606	119,621	9.00	897,090	9.00	966,597	9.00	966,597
30003098	Risk Manager	125,632	177,237	1.00	186,202	1.00	186,202	1.00	186,202
30003100	Risk Specialist II	94,390	122,637	4.00	454,812	4.00	454,812	4.00	454,812
30003101	Risk Specialist III	103,834	147,035	3.00	428,854	3.00	428,854	3.00	428,854
30003103	Supervisor I - E	94,390	122,637	1.00	101,879	1.00	101,879	1.00	101,879
30003104	Supervisor II	103,834	147,035	11.00	1,225,536	11.00	1,162,231	11.00	1,162,231
30003951	Systems Analyst, Senior	103,834	147,035	3.00	388,442	3.00	388,442	3.00	388,442
<b>Total Full-Time Positions</b>				<b>234.50</b>	<b>22,890,167</b>	<b>244.50</b>	<b>24,706,316</b>	<b>244.50</b>	<b>24,706,316</b>
30003978	Analyst I - CPPW	80,558	114,982	1.00	75,180	1.00	97,770	1.00	97,770
30003980	Analyst III - CPPW	103,834	147,035	1.00	105,647	1.00	63,388	1.00	63,388
30003986	Financial Analyst II - CPPW	94,390	122,637	4.00	389,514	4.00	233,708	4.00	233,708
30000196	Revenue & Tax Specialist V	70,491	91,374	2.00	147,723	2.00	169,930	2.00	169,930
<b>Total Limited Term Positions</b>				<b>8.00</b>	<b>718,064</b>	<b>10.00</b>	<b>710,062</b>	<b>10.00</b>	<b>710,062</b>
<b>Grand Total</b>				<b>242.50</b>	<b>23,608,231</b>	<b>254.50</b>	<b>25,416,378</b>	<b>254.50</b>	<b>25,416,378</b>

# **City Budget Office**

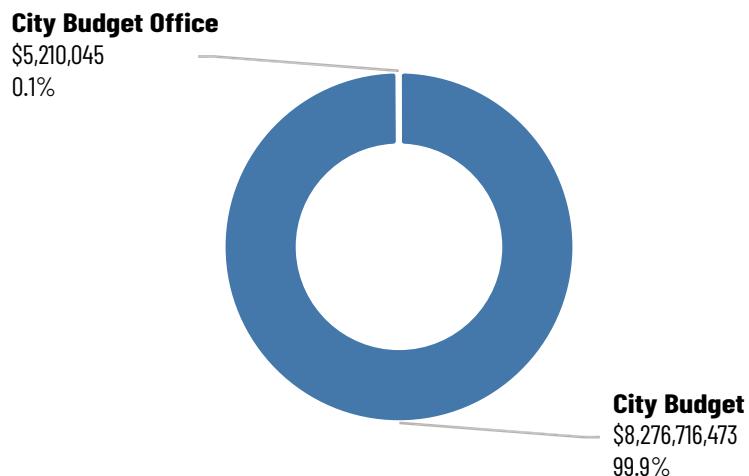
Budget & Finance Service Area

# **City Budget Office**

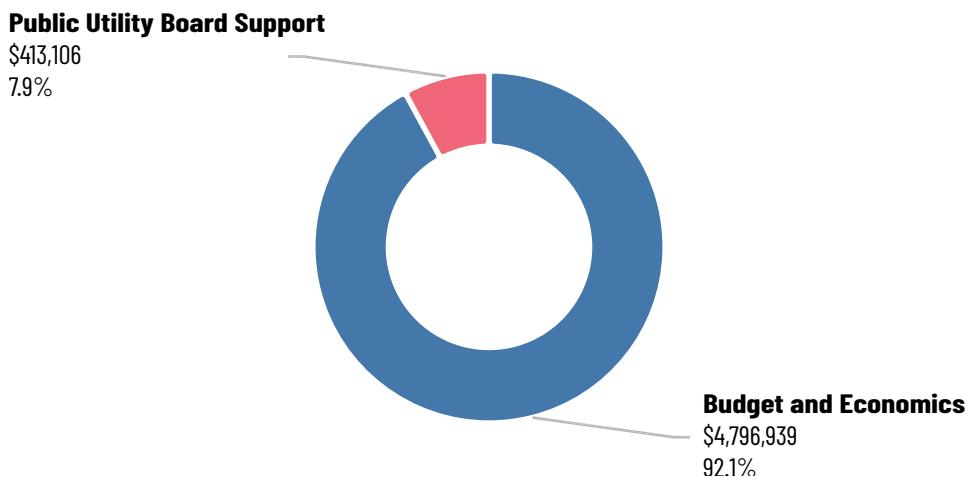
Budget & Finance Service Area

B. Jonas Biery, DCA - Budget & Finance  
Ruth Levine, Interim Budget Director

**Percent of City Budget Graph**



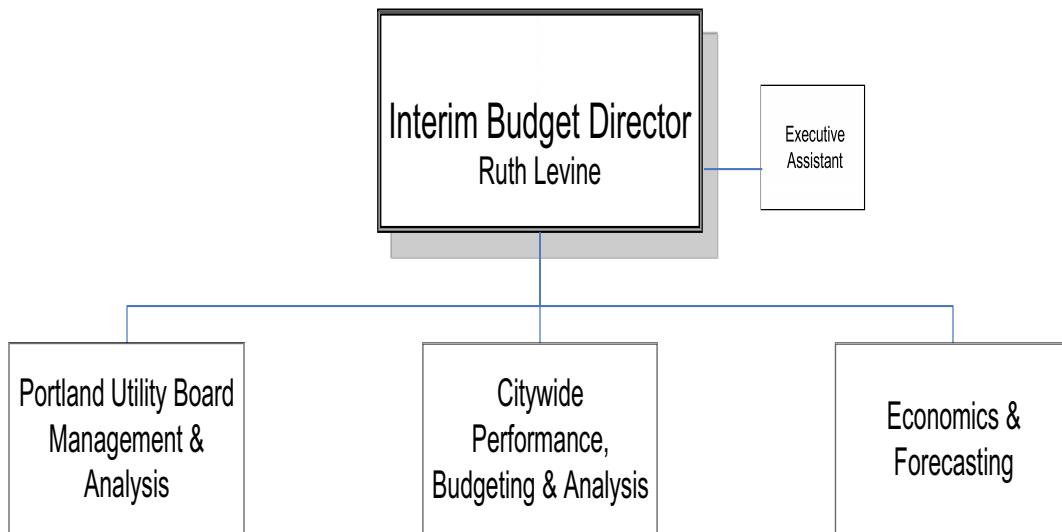
**Bureau Programs**



## **Bureau Overview**

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$4,465,201	\$5,210,045	\$744,844	17%
Capital				
<b>Total</b>	<b>\$4,465,201</b>	<b>\$5,210,045</b>	<b>\$744,844</b>	<b>17%</b>
Authorized Positions	21.00	21.00	—	—%

# City Budget Office



## Bureau Summary

### Bureau Mission

The City Budget Office (CBO) provides timely, accurate, and unfiltered information and analysis regarding budgeting, forecasting, and fiscal policy issues to the Mayor, Commissioners, City Auditor, City bureaus, and the public.

### Bureau Overview

The City Budget Office's primary function involves coordinating the development of the City's budget, including analysis and recommendations of each bureau's operating and capital budget, financial plan, and performance measures. Duties include monitoring the high-level expenditure and revenue trends of all City funds throughout the fiscal year, coordinating budget amendments, analyzing City programs and policies, reviewing ordinances for fiscal and policy impacts, reviewing and making recommendations of fund financial plans and bureau budget requests, as well as evaluating and reporting on financial issues as directed by the Mayor and Council. The CBO also is responsible for providing fiduciary oversight of the General Fund and Cannabis Fund as well as forecasting of the Portland Clean Energy Fund. Analysts are available to City bureaus for consultation, training, and technical assistance in matters related to budget, finance, and performance measurement and management. The CBO Director serves as the City Budget Officer and is responsible for formulating the budget consistent with Council priorities and guidance, as well as compliance with State of Oregon Budget Laws.

The CBO Performance unit sets direction and provides policy and implementation support for bureaus on using data to manage performance of the City's investments, as well as conducts Citywide process improvement training and support. The performance unit also leads the Portland Insights survey, with a bi-annual representative survey of Portlanders along with focus groups.

The CBO also coordinates Council-wide public involvement in the budget process, providing staff support for the City's Community Budget Advisors and planning and staffing of the community budget forums and hearings. The office is responsible for ensuring that the City meets all requirements of State Budget Law regarding notices of public hearings and certification of the Approved Budget by the Tax Supervising and Conservation Commission.

The CBO Economics and Forecasting section of the office monitors and forecasts General Fund revenues and expenses, publishing five-year financial forecasts in December and April and economic and revenue updates at the close of each quarter. This section develops Current Appropriation Level targets for bureaus and programs that receive General Fund discretionary and General Fund overhead funding. This section also provides financial forecasts for the Recreational Cannabis Tax Fund and forecasting the Portland Clean Energy Fund, as well as consults on bond rating calls, and provides ad hoc economic analyses and presentations.

The City Budget Office also houses management and analysis functions for the Portland Utility Board (PUB). The PUB is a community oversight body for the Portland Water Bureau, the Bureau of Environmental Services, and City Council's management of these public utility bureaus. This is a separate program offer within the City Budget Office funded from interagency resources from the Bureau of Environmental Services and the Water Bureau.

## Summary of Budget Decisions

**5% General Fund Discretionary Constraint** To balance its FY 2024-25 Budget, the City Budget Office identified materials and services spending while recognizing \$150,000 in new Portland Clean Energy Fund resource for its role in assisting in the administration and forecasting of the fund. Without a 5% constraint, CBO would have been able to add another financial analyst to provide capacity for in-depth service area financial analysis and support the transition of the budget process to the new form of government.

**FY 2023-24 Carryover: BFM Support Contract** This package augments the existing maintenance contract CBO retains with the budget software vendor Sherpa Government Solutions. This will accomplish two things:

1. It will give the City the flexibility to request system requirements under charter change more expeditiously, as CBO will have the budget authority to execute potential contract amendments.
2. It will allow CBO to enhance the contract, moving a portion of systems administration work onto the vendor, generating analytical capacity for existing CBO analysts who also administer the system.

Any related underspending associated with this carryover can be transferred to Technology Reserve subfund for budget software asset replacement/reimplementation.

# City Budget Office

Budget & Finance Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of bureaus or programs receiving performance-related intensive technical assistance from CBO	0	NA	NA	5	10
Average dollar amount of City budget per CBO fiscal analyst	\$0 5	\$1,133,903,87 5	\$0	NA	NA
Percent of bureau and elected leadership that were satisfied with the usefulness of CBO's budget analysis for decision-making	0%	67%	90%	90%	100%
Percent of bureau staff and leadership who were satisfied with CBO support around performance management	0%	63%	90%	90%	95%
Percent of bureau staff that were satisfied with CBO's support during the budget process to ensure timely and accurate budget materials	0%	81%	90%	90%	95%
Percent of City program offers with outcome measures	0%	NA	90%	90%	100%
Percent of PUB priority workplan items considered	0%	100%	100%	100%	100%
Percent of respondents who agree that their bureau/office regularly uses performance data or continuous improvement concepts in their operations and strategy	0%	35%	90%	90%	95%
Forecasted General Fund discretionary revenue as a percent for current year	0.0%	2.8%	5.0%	5.0%	5.0%
<b>OUTPUT</b>					
CBO budget process work products website views	13,516	52,661	45,000	45,000	45,000
Percent of PUB members who have received equity training	100%	100%	100%	100%	100%
<b>WORKLOAD</b>					
Annual number of Portland Utility Board meetings held	31	24	12	12	12
Number of bureau decision packages analyzed in budget & monitoring processes	1,583	1,158	750	NA	NA
Number of Council Agenda items on Council Calendar reviewed for financial impact	976	680	1,150	1,150	1,150

**Summary of Bureau Budget**

	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous Fund Allocations	25,000	25,938	25,380	150,000	150,000
<b>External Revenues Total</b>	<b>25,000</b>	<b>25,938</b>	<b>25,380</b>	<b>150,000</b>	<b>150,000</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,032,336	1,364,798	1,448,395	2,002,775	2,002,775
General Fund Overhead	1,704,778	2,349,989	2,613,842	2,644,432	2,644,432
Interagency Revenue	293,312	349,537	377,584	412,838	412,838
<b>Internal Revenues Total</b>	<b>3,030,426</b>	<b>4,064,324</b>	<b>4,439,821</b>	<b>5,060,045</b>	<b>5,060,045</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>3,055,426</b>	<b>4,090,262</b>	<b>4,465,201</b>	<b>5,210,045</b>	<b>5,210,045</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,182,337	2,857,517	3,371,175	3,652,139	3,652,139
External Materials and Services	258,525	543,414	517,373	1,036,255	1,036,255
Internal Materials and Services	614,564	663,394	576,653	521,651	521,651
<b>Bureau Expenditures Total</b>	<b>3,055,426</b>	<b>4,064,324</b>	<b>4,465,201</b>	<b>5,210,045</b>	<b>5,210,045</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>3,055,426</b>	<b>4,064,324</b>	<b>4,465,201</b>	<b>5,210,045</b>	<b>5,210,045</b>
<b>Programs</b>					
Budget & Economics	2,855,652	3,856,312	4,087,878	4,796,939	4,796,939
Public Utility Board Support	199,774	208,011	377,323	413,106	413,106
<b>Total Programs</b>	<b>3,055,426</b>	<b>4,064,324</b>	<b>4,465,201</b>	<b>5,210,045</b>	<b>5,210,045</b>

# City Budget Office

Budget & Finance Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003004	Administrative Specialist III	80,558	114,982	1.00	82,971	1.00	82,971	1.00	82,971
30003979	Analyst II - CPPW	94,390	122,637	3.00	315,786	3.00	315,786	3.00	315,786
30003008	Analyst III	103,834	147,035	1.00	87,498	1.00	87,498	1.00	87,498
30003980	Analyst III - CPPW	103,834	147,035	3.00	367,286	3.00	367,286	3.00	367,286
30003009	Analyst IV	114,192	163,322	1.00	135,200	1.00	135,200	1.00	135,200
30003982	Coordinator I (NE) - CPPW	73,029	104,208	1.00	88,618	1.00	88,618	1.00	88,618
30003034	Deputy Director I	125,632	177,237	1.00	150,530	1.00	150,530	1.00	150,530
30003037	Director I	152,006	220,958	1.00	220,958	1.00	220,958	1.00	220,958
30003040	Economist	114,192	163,322	1.00	146,224	1.00	146,224	1.00	146,224
30003985	Financial Analyst I - CPPW	80,558	114,982	4.00	321,568	4.00	351,353	4.00	351,353
30003986	Financial Analyst II - CPPW	94,390	122,637	1.00	110,386	1.00	110,386	1.00	110,386
30003987	Financial Analyst III - CPPW	103,834	147,035	2.00	255,778	2.00	255,778	2.00	255,778
30003081	Manager I	114,192	163,322	1.00	138,757	1.00	138,757	1.00	138,757
<b>Total Full-Time Positions</b>				<b>21.00</b>	<b>2,421,560</b>	<b>21.00</b>	<b>2,451,345</b>	<b>21.00</b>	<b>2,451,345</b>
<b>Grand Total</b>				<b>21.00</b>	<b>2,421,560</b>	<b>21.00</b>	<b>2,451,345</b>	<b>21.00</b>	<b>2,451,345</b>

**Bureau of Fire & Police Disability & Retirement**

Budget &amp; Finance Service Area

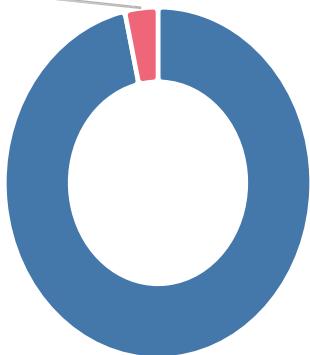
B. Jonas Biery, DCA - Budget &amp; Finance

Samuel Hutchison, Director

**Percent of City Budget Graph****Fire & Police Disability & Retirement**

\$288,933,466

3.5%

**City Budget**

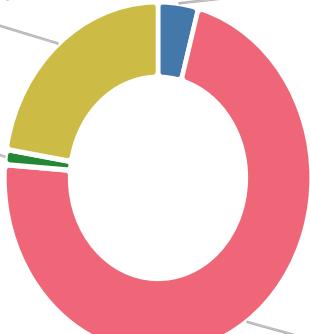
\$7,992,993,052

96.5%

**Bureau Programs****Sworn PERS Contributions**

\$50,560,000

22.4%

**Disability and Death Benefits**

\$9,579,669

4.2%

**FPDR Pension Benefits**

\$162,305,187

72.0%

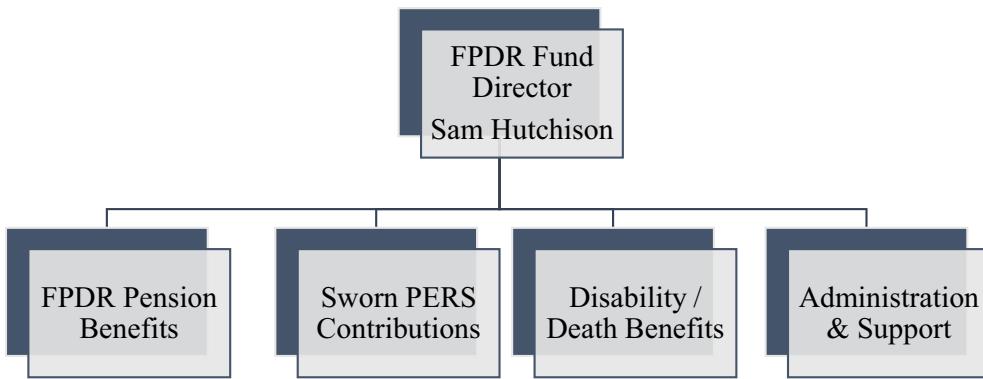
**Bureau Overview**

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$260,511,850	\$288,873,466	\$28,361,616	11%
Capital	\$75,093	\$60,000	\$(15,093)	(20)%
<b>Total</b>	<b>\$260,586,943</b>	<b>\$288,933,466</b>	<b>\$28,346,523</b>	<b>11%</b>
Authorized Positions	18.00	18.00	—	—%

## Bureau of Fire & Police Disability & Retirement

Budget & Finance Service Area

# Bureau of Fire & Police Disability & Retirement



## Bureau Summary

### Bureau Mission

The mission of the Bureau of Fire & Police Disability & Retirement is to deliver peace of mind to our fire and police members and their survivors by providing disability and retirement benefits in a timely, compassionate, and fiscally responsible manner.

### Bureau Overview

The Bureau of Fire & Police Disability & Retirement (FPDR) consists of four programs: two retirement programs—FPDR Pension Benefits and Sworn PERS Contributions—plus the Disability and Death Benefits program and the Administration and Support program. FPDR serves plan members in three distinct tiers: FPDR One members are those who were retired or on long-term disability before January 1, 1990; FPDR Two members are those who were working or hired between December 31, 1989 and December 31, 2006; and FPDR Three members are those who were hired after December 31, 2006. The FPDR Plan provides pension and disability benefits for FPDR One and Two members, but only disability benefits for FPDR Three members. In addition, the FPDR Fund finances contributions to the Oregon Public Employees Retirement System (PERS) for FPDR Three members, who are enrolled in the pre-funded PERS Plan for pension benefits. FPDR benefits and administrative expenses are funded by a dedicated FPDR property tax levy, separate from the City's general government levy. The FPDR levy is capped at \$2.80 per \$1,000 of real market value by City Charter.

#### FPDR Pension Benefits

The FPDR Pension Benefits program pays direct monthly pension benefits to FPDR One and Two members, and their survivors and alternate payees (former spouses). The program also provides pension estimates, retirement counseling, and retirement workshops for FPDR Two members who are still working. The Pension Benefits program represents 72% of total bureau requirements for FY 2024-25. As of June 1, 2024 there were 2,139 people receiving pension benefits: 250 FPDR One beneficiaries and 1,889 FPDR Two beneficiaries. The FY 2024-25 Recommended Budget for FPDR Pension Benefits is \$162.3 million. This is an increase of \$8.4 million or 5.5% over the FY 2023-24 Revised Budget, a slightly higher annual growth rate than usual. With two advantageous 27 pay date retirement months in FY 2023-24, FPDR projects that retirements will far exceed beneficiary deaths in FY 2023-24. In addition, inflation has resulted in unusually rapid wage growth for the sworn workforce (4.8% to 7.5% annually over the last two years). This in turn raises the cost of future pensions for new retirees.

#### FPDR Disability and Death Benefits

The Disability and Death Benefits program oversees an approved substitute workers' compensation program for the City's sworn employees, as well as a disability program for non-work injuries and illnesses. Thus, the program administers both service-connected and nonservice disability claims and disability benefits, including wage replacement for lost time from work, medical care expenses, vocational rehabilitation, and funeral benefits. The Disability and Death Benefits program represents 4.2% of total bureau requirements for FY 2024-25. The Recommended Budget for this program is \$9.6 million, which is \$0.5 million or

# Bureau of Fire & Police Disability & Retirement

Budget & Finance Service Area

6.1% more than in FY 2023-24. Disability expenses have dropped from the all-time highs reached during the pandemic, as COVID infections and mandatory quarantine periods have eased. However, time loss benefits (wage replacement for missed work) remain significantly higher than before the pandemic because of wage inflation and other factors.

## Sworn PERS Contributions

The Sworn PERS Contributions program manages reimbursements to Portland Fire & Rescue and the Portland Police Bureau for PERS contributions made on behalf of FPDR Three members. The program represents a growing proportion of total bureau requirements, 22.4% for FY 2024-25, up from 16.8% in FY 2023-24 and 14.1% in FY 2022-23. Program expenditures are budgeted at \$50.6 million for FY 2024-25, an increase of \$9.8 million or 24.1% over the FY 2023-24 Revised Budget. This is a similar growth rate to past years. Increases are due to the aforementioned wage growth and a recent spike in public safety overtime spending, as well as structural factors: the rising proportion of the sworn workforce hired after 2006 and the movement of this younger group of employees through the police officer and fire fighter pay steps, as well as their increasing promotion rates and specialty pay assignments as they spread through the ranks. This program will experience exponential expenditure growth until all or nearly all active sworn employees are FPDR Three members, which is projected to occur in the mid-2030s. At that point, cost increases will be limited to growth in wages and PERS contribution rates. FPDR Three members were 56% of the workforce on July 1, 2023.

## Administration and Support

The Administration and Support program includes the costs of operating the bureau and administering the benefits described above. The program is comprised of office management and frontline member service; executive leadership; and financial, legal, and technology business systems support. The Administration and Support budget represents 1.4% of total bureau requirements for FY 2024-25. Bureau expenditures in the Administration and Support program for FY 2024-25 are budgeted at \$3.1 million. Program expenses include a \$15,000 allocation for costs associated with the transition to a new form of City government on January 1, 2025, as directed by Portland voters in 2022. Like all City bureaus, FPDR will share in the costs of an expanded City Council, as well as a new City Administrator and Deputy City Administrators. FPDR also anticipates fresh opportunities to pool resources for shared specialist services, such as communications and equity management.

## Strategic Direction

### Strategic Objectives

FPDR's strategic objectives are to fairly and compassionately administer pension and disability benefits for the City's sworn employees and to be a good steward of the property taxes that underwrite those benefits. The bureau is dedicated to a smooth transition from the pay-as-you-go pension plans of the FPDR One and FPDR Two tiers, now closed, to the prefunded PERS pension plan of the FPDR Three tier added in 2007.

**Performance Goals**

FPDR has numerous performance objectives, but the most critical gauge the bureau's success in achieving its ultimate purpose: to deliver benefits accurately, efficiently, and on time. FPDR disability analysts strive to reach the vast majority of disability claim decisions within 60 days. Despite record-setting claim volume over the past several years (related to the coronavirus pandemic), the bureau has been able to achieve this goal for approximately 90% of claims in recent years, with the exception of FY 2022-23 during the height of the pandemic. Another important service for active members is the provision of pension estimates. The percent of members whose pensions were very close to the estimates they received (those with a negative variation of less than 1%) remains very close to 100%, although staff transitions and an increasing number of estimates have caused a small dip in this metric. FPDR also strives to operate the plan as cost-effectively as possible. Administrative costs are expected to remain at or below 1.5% of the bureau budget, FPDR's goal for this measure. However, this is partly because the bureau's overall budget is growing as FPDR funds contributions to the prefunded PERS Plan while simultaneously retiring the pay-as-you-go FPDR Plan. Administrative cost per plan participant is increasing, primarily because of the addition of a third senior disability analyst position in spring 2023 and increasing personnel costs for existing staff in the current high inflation environment. Accelerating benefit costs resulting from the pension plan transition, growth in sworn wages, and other factors will increase FPDR's need for tax resources. In line with prior year forecasts, the FPDR tax levy rate is expected to increase from \$1.18 in FY 2023-24 to \$1.36 in FY 2024-25. The rate remains well under the \$2.80 cap and is projected to remain so for the life of the FPDR Plan.

**Strategic Plan**

The bureau is currently finalizing a new FPDR 2024-2028 Strategic Plan. FPDR must ensure service delivery evolves to take advantage of the modern digital environment and to meet the growing desire of members and beneficiaries for convenience, speed, and excellent customer service. The strategic plan will identify several specific, measurable goals for the next five years and outline a roadmap for achieving those goals. Major goals will likely encompass member service improvements, particularly with respect to communication and technology; personnel investments like staff succession planning and enhanced trustee training and onboarding; and cost-effective technology investments to modernize office operations for greater efficiency and security. Target milestones may include providing member service across a broader range of platforms, digitally tracking and retaining all claim and payment records, implementing next-generation claims processing, and automating routine work flows. Simultaneously, FPDR is committed to maintaining those services and processes that have long been highly valued by members, such as the ability to always reach a live person by phone and the availability of in-person retirement workshops and appointments.

**Summary of Budget Decisions**

No significant changes were made to FPDR's budget for FY 2024-25 as compared with prior years.

**Base Budget Adjustments**

FPDR has not made significant realignments or adjustments to its baseline budget for FY 2024-25.

## **Bureau of Fire & Police Disability & Retirement**

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Budget & Finance Service Area

### **Decision Packages**

FPDR had no budget decision packages for FY 2024-25.

# Bureau of Fire & Police Disability & Retirement

Budget & Finance Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Median days to prepare a pension estimate	6	6	6	10	5
Administrative spending per participant	\$758	\$855	\$938	\$826	\$845
Percentage of disability claims decisions in 60 days	90%	78%	89%	89%	90%
Percent of pension recipients who are paperless	39.0%	42.0%	50.0%	50.0%	75.0%
<b>OUTCOME</b>					
Percentage of members whose final pay was 99% or more of last estimate	100%	100%	97%	100%	100%
Administrative cost as a percentage of bureau budget	1.43%	1.54%	1.34%	1.34%	1.50%
<b>OUTPUT</b>					
FPDR tax levy rate (per \$1,000 of Real Market Value)	\$1.26	\$1.11	\$1.18	\$1.36	\$1.67
Percentage of FPDR 2 members now or soon-to-be retirement eligible who received a pension estimate in the last two years	80%	89%	80%	80%	80%
<b>WORKLOAD</b>					
Number of active employees in FPDR 3	724	798	972	945	1,279
Number of disability claims filed	583	320	400	320	400
Number of FPDR 1 and 2 pension recipients	2,124	2,148	2,227	2,180	2,334
Number of FPDR 2 retirements from active service	23	53	73	65	53
Number of long-term disability recipients	25	25	23	25	32
Number of medical bills	2,833	2,429	2,500	2,986	2,800
Number of members on short-term disability	407	284	300	300	300
Number of pension estimates	336	248	365	180	200
Number of pre-retirement workshop participants	52	82	175	175	175
Percent of workforce who are FPDR 3	51%	56%	63%	65%	83%
Percentage of workforce on disability at June 30	3.8%	3.3%	3.2%	3.2%	3.0%

# Bureau of Fire & Police Disability & Retirement

Budget & Finance Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	194,147,020	184,369,301	193,701,162	221,850,559	221,850,559
Charges for Services	30	15	0	0	0
Bond & Note	38,542,500	28,000,000	38,000,000	45,000,000	45,000,000
Miscellaneous	469,055	1,688,101	1,980,800	2,922,000	2,922,000
<b>External Revenues Total</b>	<b>233,158,605</b>	<b>214,057,416</b>	<b>233,681,962</b>	<b>269,772,559</b>	<b>269,772,559</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	0	0	1,500,000	1,500,000	1,500,000
Interagency Revenue	324,343	405,347	445,500	690,330	690,330
<b>Internal Revenues Total</b>	<b>324,343</b>	<b>405,347</b>	<b>1,945,500</b>	<b>2,190,330</b>	<b>2,190,330</b>
Beginning Fund Balance	15,217,675	30,723,348	24,959,481	16,970,577	16,970,577
<b>Resources Total</b>	<b>248,700,624</b>	<b>245,186,111</b>	<b>260,586,943</b>	<b>288,933,466</b>	<b>288,933,466</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,607,578	2,771,576	3,155,000	3,257,501	3,257,501
External Materials and Services	148,555,724	154,621,450	161,560,955	170,280,703	170,280,703
Internal Materials and Services	28,006,617	32,082,703	42,631,339	51,966,823	51,966,823
Capital Outlay	39,780	59,020	75,093	60,000	60,000
<b>Bureau Expenditures Total</b>	<b>179,209,700</b>	<b>189,534,750</b>	<b>207,422,387</b>	<b>225,565,027</b>	<b>225,565,027</b>
<b>Fund Expenditures</b>					
Debt Service	38,689,771	28,418,299	38,978,478	46,766,562	46,766,562
Contingency	0	0	11,784,405	14,194,030	14,172,482
Fund Transfers - Expense	136,693	171,249	1,651,673	1,657,847	1,679,395
<b>Fund Expenditures Total</b>	<b>38,826,464</b>	<b>28,589,548</b>	<b>52,414,556</b>	<b>62,618,439</b>	<b>62,618,439</b>
Ending Fund Balance	30,664,460	27,061,813	750,000	750,000	750,000
<b>Requirements Total</b>	<b>248,700,624</b>	<b>245,186,111</b>	<b>260,586,943</b>	<b>288,933,466</b>	<b>288,933,466</b>
<b>Programs</b>					
Administration & Support	2,615,735	2,909,021	3,253,344	3,120,171	3,120,171
Disability and Death Benefits	7,877,040	8,092,500	9,033,553	9,579,669	9,579,669
FPDR Pension Benefits	141,935,782	147,980,751	153,905,490	162,305,187	162,305,187
Pension Benefits	(124,853)	(343,093)	—	—	—
Return to Work	93,506	—	—	—	—
Sworn PERS Contributions	26,812,489	30,895,571	41,230,000	50,560,000	50,560,000
<b>Total Programs</b>	<b>179,209,700</b>	<b>189,534,750</b>	<b>207,422,387</b>	<b>225,565,027</b>	<b>225,565,027</b>

# Bureau of Fire & Police Disability & Retirement

Budget & Finance Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	70,803	89,107	1.00	89,107	1.00	89,107	1.00	89,107
30003976	Administrative Specialist II - CPPW	73,029	104,208	1.00	104,208	1.00	104,208	1.00	104,208
30003978	Analyst I - CPPW	80,558	114,982	3.00	338,852	3.00	338,852	3.00	338,852
30003979	Analyst II - CPPW	94,390	122,637	3.00	341,037	3.00	341,037	3.00	341,037
30003012	Business Systems Analyst III	105,435	0	1.00	128,128	1.00	132,545	1.00	132,545
30000066	Claims Technician	59,134	78,374	1.00	78,374	1.00	78,374	1.00	78,374
30000065	Claims Technician, Assistant	45,906	66,144	1.00	66,144	1.00	66,144	1.00	66,144
30003034	Deputy Director I	125,632	177,237	1.00	142,801	1.00	142,801	1.00	142,801
30003037	Director I	152,006	220,958	1.00	197,662	1.00	197,662	1.00	197,662
30003986	Financial Analyst II - CPPW	94,390	122,637	1.00	110,594	1.00	110,594	1.00	110,594
30003987	Financial Analyst III - CPPW	103,834	147,035	1.00	113,006	1.00	113,006	1.00	113,006
30003077	Legal Assistant	80,558	114,982	1.00	82,971	1.00	82,971	1.00	82,971
30003081	Manager I	114,192	163,322	1.00	151,798	1.00	151,798	1.00	151,798
30000013	Office Support Specialist III	57,346	76,024	1.00	65,874	1.00	69,123	1.00	69,123
<b>Total Full-Time Positions</b>				<b>18.00</b>	<b>2,010,556</b>	<b>18.00</b>	<b>2,018,222</b>	<b>18.00</b>	<b>2,018,222</b>
<b>Grand Total</b>				<b>18.00</b>	<b>2,010,556</b>	<b>18.00</b>	<b>2,018,222</b>	<b>18.00</b>	<b>2,018,222</b>

## Special Appropriations

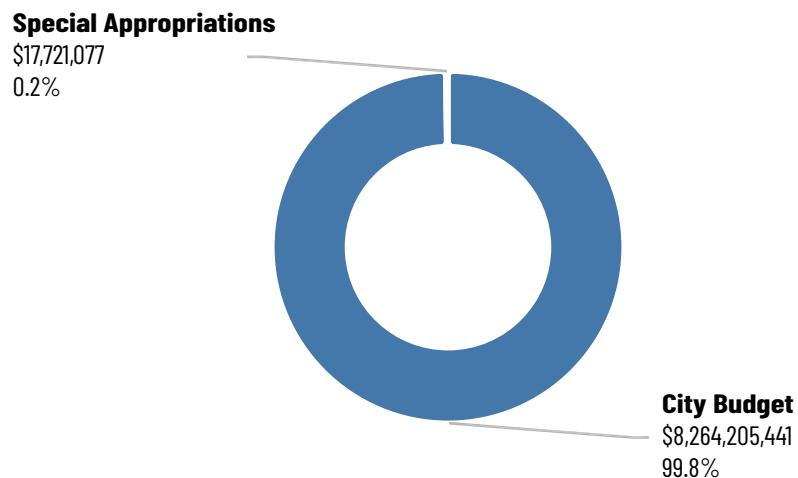
Budget & Finance Service Area

# Special Appropriations

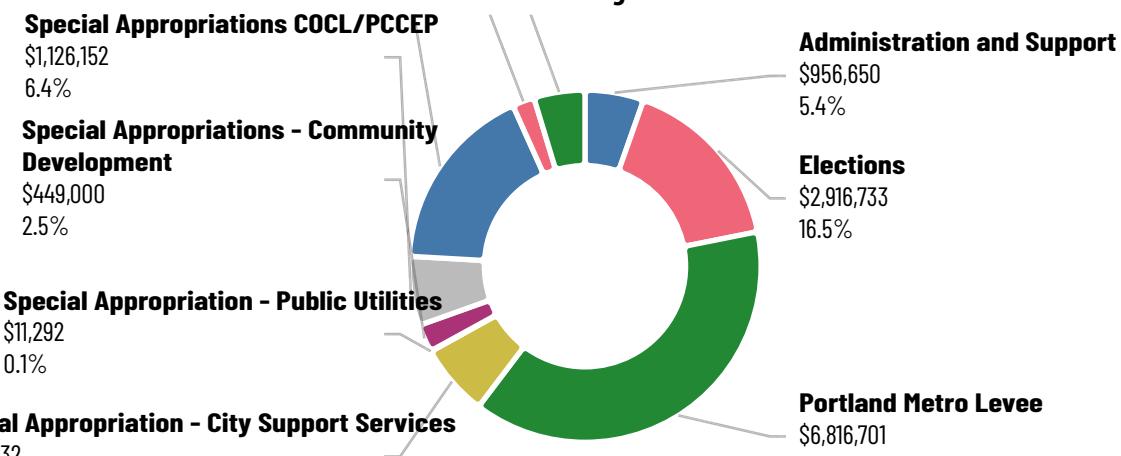
Budget & Finance Service Area

B. Jonas Biery, DCA - Budget & Finance

Percent of City Budget Graph



Bureau Programs



### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$27,622,727	\$17,721,077	\$(9,901,650)	(36)%
Capital				
<b>Total</b>	<b>\$27,622,727</b>	<b>\$17,721,077</b>	<b>\$(9,901,650)</b>	<b>(36)%</b>
Authorized Positions	1.00	5.00	4.00	400.00%

## Summary

### Overview

Special Appropriations is a category of expenditures that are not specific to a bureau, are multi-bureau efforts, or provide Citywide benefits. These are Council-directed, primarily General Fund discretionary expenditures that include grant payments to external organizations, funding for internal City programs and set asides for certain City obligations (a few of which are specified by charter, intergovernmental agreements, and labor agreements). Special Appropriations houses several key City functions, including police accountability oversight, the East Portland Action Plan, and Open and Accountable Elections. The amounts for these special appropriations are listed below.

### Ongoing Special Appropriations

Ongoing Special Appropriations in the Adopted Budget include the following:

#### **All Hands Raised**

\$214,556 in ongoing General Fund resources to support improved efficiency, alignment, and outcomes among local students. The four main areas of services are data collection/preparation/sharing, school-based grassroots facilitation and implementation, community-wide communication, and leadership alignment. This appropriation includes a 2.5% administration allocation (\$5,364) for City internal services.

#### **External Grants Program**

\$950,000 in ongoing General Fund resources intended to invest in the community in FY 2023-24 through a series of competitive grants based upon Council priorities. This appropriation includes a 2.5% administration allocation (\$23,750) for City internal services.

#### **Citizen Utility Board (CUB) Bill Insert**

\$11,292 in ongoing General Fund resources to cover printing and shipping costs for the CUB mailers. These mailers are part of the agreement with the CUB to monitor the Bureau of Environmental Services and the Water Bureau.

#### **City Membership and Dues**

\$147,110 in ongoing General Fund discretionary and \$219,878 overhead resources to cover the cost of membership in various organizations to which the City subscribes as a municipality.

#### **Clean and Safe**

\$26,328 in ongoing General Fund resources to support the City's share of the downtown Business Improvement District. This special appropriation supplements charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning in the downtown area.

## **Special Appropriations**

Budget & Finance Service Area

### **Department of Justice Settlement Compliance**

\$1,106,152 in ongoing General Fund resources and \$20,000 in one-time General Fund program carryover to fund the compliance function for the Settlement Agreement between the Department of Justice and the City of Portland. The COCL is responsible for assessing the Police Bureau's compliance with the Settlement Agreement.

### **DCTU Training**

\$225,000 in ongoing General Fund and bureau resources set aside for Professional Development in accordance with the labor agreement with the City of Portland District Council of Trade Unions (DCTU). Of this amount, \$66,701 is a contribution from the General Fund and the remaining total will be funded by bureaus that have DCTU employees.

### **Discretionary Fund**

\$1,900 in ongoing General Fund resources for the Mayor's Office as specified in the City Charter.

### **East Portland Action Plan**

\$358,414 in ongoing General Fund resources to support advocacy efforts of the East Portland Action Plan. EPAP is a community-led effort working to advocate for all areas of livability. This appropriation includes a \$20,000 administration allocation for City internal services.

### **Emergency Fund**

\$4,750 in ongoing General Fund resources and is the annual appropriation for the Mayor and Commissioners as specified in the City Charter.

### **Future Connect Scholarship**

\$616,185 in ongoing General Fund resources to the Future Connect Scholarship. The Future Connect Program is designed to create a pathway to an associate's degree by helping youth with the financial burden of attending college. It also serves as an incentive for youth who are most at-risk of not graduating college on time. This appropriation includes a 2.5% administrative allocation (\$15,405) for City internal services.

### **Gateway Center**

\$1,007,931 in ongoing General Fund resources for an Intergovernmental Agreement with Multnomah County to support the Gateway Center for Domestic Violence Services. The Center provides accessible and coordinated services to victims of domestic violence and their children. This program was transferred from the City to Multnomah County in FY 2018-19.

### **Last Thursday**

\$35,661 in ongoing General Fund resources to pay for Portland Bureau of Transportation services for Last Thursday events.

**MFS-CASH Oregon Free Tax Assistance**

\$87,978 in ongoing General Fund resources to support free tax preparation services to low income and disadvantaged individuals throughout Portland and Multnomah County. Additionally, the program assists people-in-need with their personal finances by connecting them to educational resources and related community services. Currently, CASH Oregon is a program under Metropolitan Family Service's Economic Empowerment department. This appropriation includes a 2.5% administration allocation (\$2,199) for City internal services.

**Mt. Hood Cable Regulatory Commission**

\$345,600 in ongoing General Fund resources for the Mt. Hood Cable Regulatory Commission. The program provides cable regulatory and consumer protection services countywide.

**Portland'5 Centers for the Arts (P'5)**

\$1,174,332 in General Fund discretionary resources to meet the City's obligation to Portland'5 Centers for the Arts (P'5), formerly known as Portland Center for the Performing Arts (PCPA). P'5 facilities are owned by the City, but operated by Metro under the direction of the Metro Exposition and Recreation Commission (MERC). This is a contractual payment to provide operating and capital support to Metro for management of these facilities. P'5 consists of three separate buildings: the Keller Auditorium, the Arlene Schnitzer Concert Hall, and the Antoinette Hatfield Hall which houses Newmark Theatre, Dolores Winningstad Theatre, and the Brunish Theatre.

**Portland Metropolitan Levee System**

\$290,388 in ongoing General Fund resources and \$241,313 in one-time General Fund program carryover to provide operating support to the Peninsula Drainage District No. 1 (PEN1) as it merges into the new Urban Flood Safety and Water Quality District (UFSWQD). \$1,185,000 in one-time General Fund program carryover to provide funding for City staff working on levee-related projects. \$5,100,000 in one-time General Fund resources to provide bridge funding for the City share of the new UFSWQD while the City determines which of several options to cover this fee will be used on an ongoing basis.

**PROTEC17 Training**

\$225,000 in ongoing General Fund and bureau resources set aside for Professional Development in accordance with the labor agreement with the PROTEC17. Of this amount, \$26,020 is a contribution from the General Fund and the remaining total will be funded by bureaus that have PROTEC17 employees.

**Restorative Justice**

\$33,284 in ongoing General Fund resources to support the Restorative Justice program that moves schools toward safe and inclusive communities at Resolutions Northwest. This appropriation includes a 2.5% administration allocation (\$832) for City internal services.

## **Special Appropriations**

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Budget & Finance Service Area

### **Rose Festival**

\$47,500 in ongoing General Fund resources to support Rose Festival Foundation annual events.

### **Small Donor Elections**

\$1,383,733 in ongoing Election Fund resources to support the public financing system to increase participation in City elections by both candidates and donors in order to prevent actual or perceived corruption in government. This appropriation includes a 2.5% administration allocation (\$34,593) for City internal services. In addition, this program is appropriating \$1,533,000 from beginning fund balance for the upcoming election cycle.

### **Title 13 (Specified Animals)**

\$64,731 in ongoing General Fund resources to support specific animal control and nuisance complaints in the city.

### **Village Market/Our Village Gardens**

\$78,453 in ongoing General Fund resources to support the Village Market to address food and economic inequities that disproportionately impact low-income communities of color. The market is a grocery store serving low-income residents in North Portland. This appropriation includes a 2.5% administration allocation (\$1,961) for City internal services.

### **VOZ Workers' Rights Education Project**

\$36,514 in ongoing General Fund resources to support the VOZ Workers' Rights Education Project (VOZ). VOZ opened the Portland Day Labor Hire Site on June 16, 2008, offering a safe and healthy place for day laborers while they wait for work. This appropriation includes a 2.5% administration allocation (\$913) for City internal services.

## **One-Time Special Appropriations**

### **Downtown Marketing Initiative**

\$200,000 in one-time General Fund resources to support the Downtown Marketing Initiative (DMI) program's work to promote downtown Portland small businesses, events, and programming to the greater metro region through social media messaging and marketing and other public relations campaigns.

### **Mitigation Bank Program**

\$65,000 in one-time General Fund program carryover to continue a limited term position to lead the project for another year. The position will provide professional technical services via the development of the Eastbank Crescent Prospectus, conducting a carbon capture assessment, and assistance with loan applications.

# Special Appropriations

Budget & Finance Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	(5,254)	0	0	0	0
Intergovernmental	0	0	8,268,788	684,000	684,000
Miscellaneous	0	196,750	0	0	0
<b>External Revenues Total</b>	<b>(5,254)</b>	<b>196,750</b>	<b>8,268,788</b>	<b>684,000</b>	<b>684,000</b>
<b>Internal Revenues</b>					
General Fund Discretionary	13,673,157	11,031,284	14,754,302	13,543,187	13,543,187
General Fund Overhead	507,814	797,027	218,157	219,878	219,878
Fund Transfers - Revenue	1,329,073	2,268,370	2,026,334	1,383,733	1,383,733
Interagency Revenue	238,568	239,206	354,641	357,279	357,279
<b>Internal Revenues Total</b>	<b>15,748,612</b>	<b>14,335,887</b>	<b>17,353,434</b>	<b>15,504,077</b>	<b>15,504,077</b>
Beginning Fund Balance	1,035,804	827,145	2,000,505	0	1,533,000
<b>Resources Total</b>	<b>16,779,162</b>	<b>15,359,782</b>	<b>27,622,727</b>	<b>16,188,077</b>	<b>17,721,077</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	853,671	1,734,904	1,765,882	812,439	812,439
External Materials and Services	11,930,189	10,963,717	25,712,801	15,153,668	16,686,668
Internal Materials and Services	127,247	660,654	144,044	221,970	221,970
<b>Bureau Expenditures Total</b>	<b>12,911,106</b>	<b>13,359,275</b>	<b>27,622,727</b>	<b>16,188,077</b>	<b>17,721,077</b>
Ending Fund Balance	827,145	2,000,505	0	0	0
<b>Requirements Total</b>	<b>13,738,251</b>	<b>15,359,780</b>	<b>27,622,727</b>	<b>16,188,077</b>	<b>17,721,077</b>
<b>Programs</b>					
Administration & Support	783,178	736,841	1,313,941	956,650	956,650
City Emergency Incident	—	714,433	—	—	—
Commissioner's Office	—	12,206	—	—	—
Elections	603,622	601,144	3,420,786	1,383,733	2,916,733
Portland Metro Levee	—	451,434	1,536,763	6,816,701	6,816,701
Special Appropriation - City Support Services	1,466,464	2,710,102	1,257,141	1,174,332	1,174,332
Special Appropriation - Parks, Rec & Culture	998,941	—	—	—	—
Special Appropriation - Public Safety	140,000	(15,597)	47,600	—	—
Special Appropriation - Public Utilities	—	—	11,590	11,292	11,292
Special Appropriations - Community Development	8,775,170	6,708,713	14,065,170	449,000	449,000
Special Appropriations COCL/PCCEP	—	449,129	521,545	1,126,152	1,126,152
Special Appropriations External Ongoing	—	—	4,162,838	3,081,062	3,081,062
Special Appropriations-E Portland Action Plan	143,731	163,022	432,670	358,414	358,414
Youth Program	—	827,848	852,683	830,741	830,741
<b>Total Programs</b>	<b>12,911,106</b>	<b>13,359,275</b>	<b>27,622,727</b>	<b>16,188,077</b>	<b>17,721,077</b>

# Special Appropriations

Budget & Finance Service Area

## FTE Summary

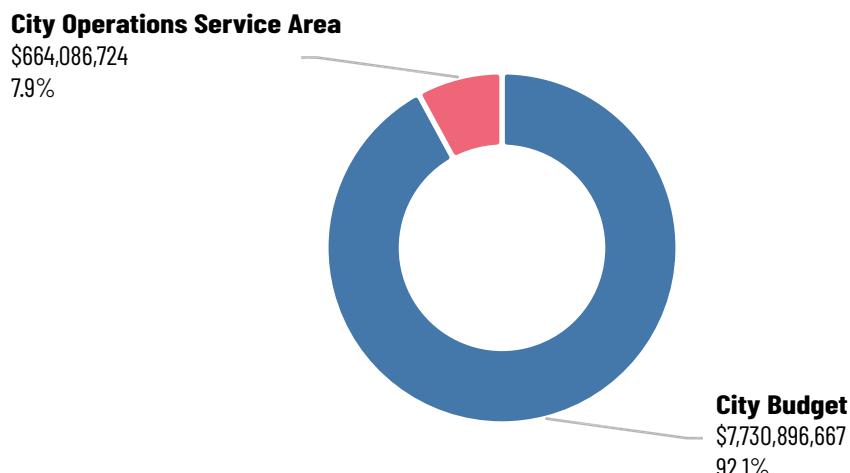
Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003008	Analyst III	103,834	147,035	1.00	118,498	1.00	118,498	1.00	118,498
30000005	Commissioner's Staff Rep	62,962	115,128	1.00	114,650	1.00	114,650	1.00	114,650
30003983	Coordinator II - CPPW	80,558	114,982	1.00	95,763	1.00	95,763	1.00	95,763
<b>Total Full-Time Positions</b>				<b>3.00</b>	<b>328,911</b>	<b>3.00</b>	<b>328,911</b>	<b>3.00</b>	<b>328,911</b>
<b>Grand Total</b>				<b>3.00</b>	<b>328,911</b>	<b>5.00</b>	<b>506,147</b>	<b>5.00</b>	<b>506,147</b>

# City Operations Service Area

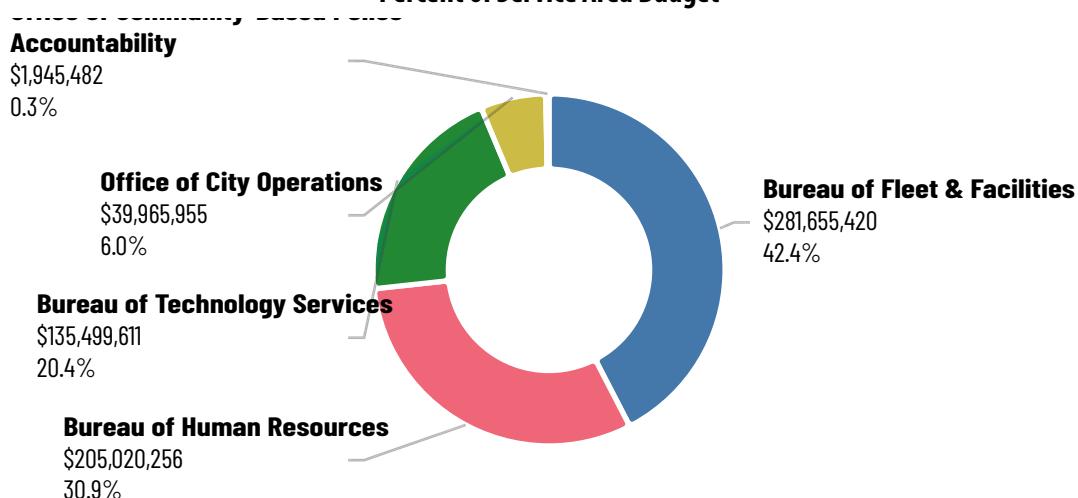
## City Operations Service Area

- Bureau of Human Resources
- Bureau of Technology Services
- Office of the DCA for City Operations
- Office of Community-based Police Accountability
- Bureau of Fleet & Facilities

**Percent of City Budget Graph**



**Percent of Service Area Budget**



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$566,155,929	\$530,462,525	\$(35,693,404)	(6)%
Capital	\$56,294,392	\$133,624,199	\$77,329,807	137%
<b>Total</b>	<b>\$622,450,321</b>	<b>\$664,086,724</b>	<b>\$41,636,403</b>	<b>131%</b>
Authorized Positions	647.50	657.00	9.50	0%

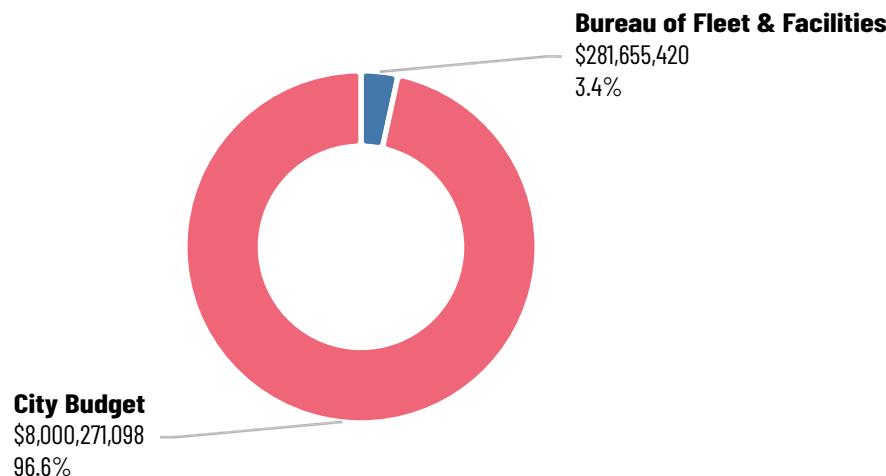
# Bureau of Fleet & Facilities

City Operations Service Area

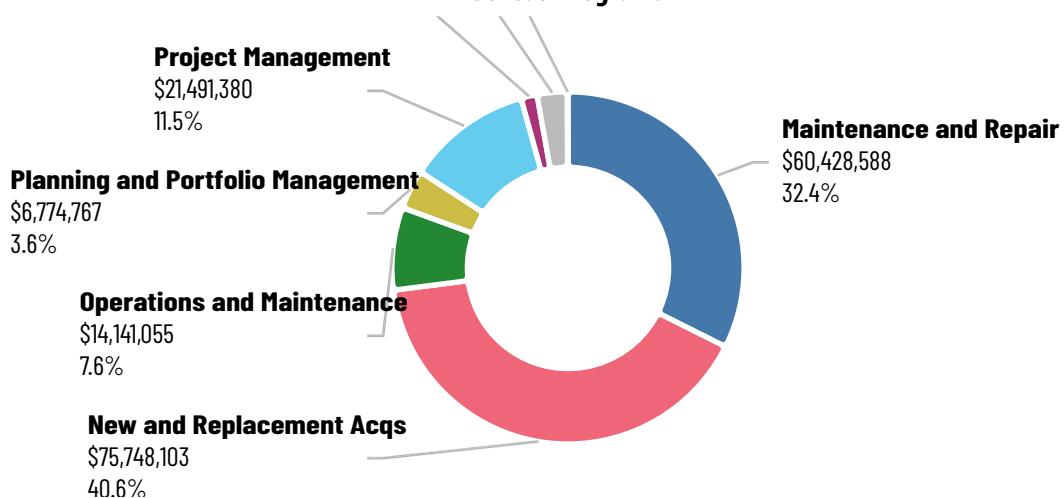
Sara Morrissey, DCA - City Operations

FS Bureau Director, Interim Director

**Percent of City Budget Graph**



**Bureau Programs**



## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$180,313,386	\$153,951,549	\$(26,361,837)	(15)%
Capital	\$34,913,111	\$127,703,871	\$92,790,760	266%
<b>Total</b>	<b>\$215,226,497</b>	<b>\$281,655,420</b>	<b>\$66,428,923</b>	<b>31%</b>
Authorized Positions	142.00	145.50	3.50	2.46%

## Bureau Summary

### Bureau Overview

The Bureau of Fleet and Facilities is a new City bureau in FY 2024-25. It replaces the Division of Asset Management that was established five years ago after the dissolution of the Bureau of Internal Business Services, and was located in the Office of the CAO in Office of Management & Finance.

Altogether, the Fleet and Facilities internal service funds have budgets in excess of \$200 million annually and nearly 150 staff and face many complicated and expensive strategic challenges, nearly all of which require executive-level attention and support.

Because of the size of the collective organization, the complexity of issues that the organization will face for many years to come, and the organizations' routine citywide impact, the Council has determined that Fleet and Facilities should be returned to bureau-level status. This status will ensure a direct reporting relationship between the managerial lead of the Bureau of Fleet and Facilities with the new Deputy City Administrator of City Operations. This status will also ensure that the Bureau Director over Fleet and Facilities has more direct access to leadership-level peers when discussing issues that affect their operations.

# Bureau of Fleet & Facilities

City Operations Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Average maintenance and operations cost per square foot	\$8.80	\$10.76	\$9.68	\$12.00	\$12.00
Average cost per mile (\$)	\$1.26	\$1.32	\$1.25	\$1.55	\$1.55
Percentage of sedans that are electric or plug-in hybrid	45%	47%	50%	0%	0%
Change in average energy use intensity over the prior year average	-1.2%	12.6%	-1.0%	0.0%	-1.0%
<b>OUTCOME</b>					
Cumulative percentage change in total carbon emissions from FY 2006-07 levels	-45%	-42%	-47%	0%	0%
Average occupancy rate	75%	96%	75%	95%	95%
<b>OUTPUT</b>					
Average customer demand workorder turnaround time	20.20	24.00	20.00	25.00	10.00
Percent of on-time preventive maintenance compliance	38%	42%	50%	45%	80%
Average Fleet Availability (%)	94%	94%	95%	0%	0%
Percentage of construction projects completed on-time	83%	80%	85%	85%	90%
Percentage of construction projects completed under budget	100%	90%	85%	85%	90%

# Bureau of Fleet & Facilities

City Operations Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous Fund Allocations	0	0	0	12,355,934	12,355,934
Charges for Services	1,165,253	314,204	371,835	390,674	390,674
Intergovernmental	725,391	669,482	1,106,782	811,756	4,754,827
Bond & Note	142,418	5,592,715	2,117,137	54,715,715	54,715,715
Miscellaneous	4,229,006	5,401,810	2,502,286	3,936,773	3,936,773
<b>External Revenues Total</b>	<b>6,262,068</b>	<b>11,978,211</b>	<b>6,098,040</b>	<b>72,210,852</b>	<b>76,153,923</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	1,699,276	6,612,352	7,570,377	636,229	636,229
Interagency Revenue	88,171,771	96,646,264	110,936,170	109,820,356	108,820,356
<b>Internal Revenues Total</b>	<b>89,871,047</b>	<b>103,258,616</b>	<b>118,506,547</b>	<b>110,456,585</b>	<b>109,456,585</b>
Beginning Fund Balance	120,631,942	94,103,744	102,025,664	96,044,912	96,044,912
<b>Resources Total</b>	<b>216,765,057</b>	<b>209,340,571</b>	<b>226,630,251</b>	<b>278,712,349</b>	<b>281,655,420</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	14,049,464	14,670,726	20,629,332	22,362,282	22,362,282
External Materials and Services	40,112,299	39,734,849	57,534,693	40,774,767	40,774,767
Internal Materials and Services	9,389,717	9,375,808	11,959,523	10,808,325	11,141,274
Capital Outlay	4,358,555	17,874,562	48,886,475	101,152,851	112,321,112
<b>Bureau Expenditures Total</b>	<b>67,910,035</b>	<b>81,655,946</b>	<b>139,010,023</b>	<b>175,098,225</b>	<b>186,599,435</b>
<b>Fund Expenditures</b>					
Debt Service	13,612,443	17,364,825	12,666,578	16,745,438	16,745,438
Contingency	0	0	71,304,817	82,499,203	73,551,310
Fund Transfers - Expense	3,910,441	5,434,326	3,648,833	4,559,953	4,759,237
<b>Fund Expenditures Total</b>	<b>17,522,884</b>	<b>22,799,151</b>	<b>87,620,228</b>	<b>103,804,594</b>	<b>95,055,985</b>
Ending Fund Balance	93,849,206	101,745,284	0	0	0
<b>Requirements Total</b>	<b>179,282,125</b>	<b>206,200,381</b>	<b>226,630,251</b>	<b>278,902,819</b>	<b>281,655,420</b>
<b>Programs</b>					
Administration & Support	(11)	11,695	—	—	—
Asset Management	(261,279)	—	—	—	—
Debt Management	4,626	760	—	—	—
Fuel Management	18,927	34,990	—	—	—
Maintenance & Repair	16,190	23,823	—	—	—
Maintenance and Repair	19,491,097	24,249,173	19,668,629	60,428,588	60,428,588
New & Replacement Acquisitions	1,920,314	15,037,062	—	—	—
New and Replacement Acqs	8,465,912	6,705,040	57,772,236	71,805,032	75,748,103
Operations and Maintenance	17,149,710	16,868,069	17,991,519	13,990,704	14,141,055
Planning and Portfolio Management	4,775,140	4,446,437	5,336,652	6,736,299	6,774,767
Project Management	8,565,004	5,545,356	28,621,080	14,122,060	21,491,380

**Bureau of Fleet & Facilities**

City Operations Service Area

**Summary of Bureau Budget**

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Property Management	(0)	—	—	—	—
Security	3,368,711	4,243,834	2,418,501	2,754,674	2,754,674
Support Services	4,311,612	4,417,194	7,045,040	5,150,254	5,150,254
Vehicle Pool	84,083	72,514	156,366	110,614	110,614
<b>Total Programs</b>	<b>67,910,035</b>	<b>81,655,946</b>	<b>139,010,023</b>	<b>175,098,225</b>	<b>186,599,435</b>

# Bureau of Fleet & Facilities

City Operations Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
<b>CityFleet</b>								
CityFleet EV Make-Ready Infrastructure	0	2,700,137	3,943,071	0	0	0	0	3,943,071
CityFleet Kerby Garage relocation project	0	120,000	57,136,764	0	0	0	0	57,136,764
FY 2022-23 Vehicle Replacement for OMF Bureaus	0	74,267	0	0	0	0	0	0
FY 2023-24 Vehicle Replacement for Fire Bureau	0	408,142	0	0	0	0	0	0
FY 2023-24 Vehicle Replacement for Golf Fund	0	338,782	0	0	0	0	0	0
FY 2023-24 Vehicle Replacement for OMF Bureaus	0	46,961	0	0	0	0	0	0
FY 2023-24 Vehicle Replacement for Parks Bureau	0	1,787,137	0	0	0	0	0	0
FY 2023-24 Vehicle Replacement for PBOT	0	5,259,677	0	0	0	0	0	0
FY 2023-24 Vehicle Replacement for Police Bureau	0	4,625,815	0	0	0	0	0	0
FY 2024-25 Vehicle Replacement for Auditor's Office	0	0	21,241	0	0	0	0	21,241
FY 2024-25 Vehicle Replacement for CityFleet	0	0	138,181	0	0	0	0	138,181
FY 2024-25 Vehicle Replacement for Fire	0	0	1,772,069	0	0	0	0	1,772,069
FY 2024-25 Vehicle Replacement for Golf Fund	0	0	1,572,851	0	0	0	0	1,572,851
FY 2024-25 Vehicle Replacement for Parks Bureau	0	0	4,748,186	0	0	0	0	4,748,186
FY 2024-25 Vehicle Replacement for PBEM	0	0	49,349	0	0	0	0	49,349
FY 2024-25 Vehicle Replacement for PBOT	0	0	17,254,039	0	0	0	0	17,254,039
FY 2024-25 Vehicle Replacement for Planning Bureau	0	0	34,211	0	0	0	0	34,211
FY 2024-25 Vehicle Replacement for Police Bureau	0	0	11,223,854	0	0	0	0	11,223,854
PCEF FY 2024-25 DAM- CityFleet Award	0	0	11,184,774	4,855,916	3,589,592	3,485,621	4,884,097	28,000,000
<b>Total CityFleet</b>	<b>0</b>	<b>15,360,918</b>	<b>109,078,590</b>	<b>4,855,916</b>	<b>3,589,592</b>	<b>3,485,621</b>	<b>4,884,097</b>	<b>125,893,816</b>

## Bureau of Fleet & Facilities

City Operations Service Area

### CIP Summary

Bureau Capital Program Project	Prior Years	Revised	Adopted	FY 2023-24	FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
		FY 2023-24	FY 2024-25							
<b>Facilities</b>										
1900 Building Major Maintenance	4,436,368	3,797,467	3,271,681	1,654,075	200,000	200,000	0	0	5,325,756	
Airport Way Police Training Major Maintenance Projects	859,297	827,996	14,744	143,615	10,942	0	0	0	169,301	
City Hall Major Maintenance Projects	1,430,130	394,017	1,286,256	652,078	187,907	465,698	0	0	2,591,939	
East Precinct Major Maintenance Projects	17,312	635,472	1,132,446	896,882	0	0	0	0	2,029,328	
Emergency Communication Center Major Maintenance Projects	192,887	366,800	710,679	0	0	0	0	0	710,679	
Facilities Charter Reform Projects	0	7,302,610	7,369,320	0	0	0	0	0	7,369,320	
Facilities Services Core Operating/Asset Management Needs	0	302,201	0	0	0	0	0	0	0	
Genetec security systems installation at City Facilities	0	78,525	0	0	0	0	0	0	0	
Justice Center Major Maintenance Projects	3,980,827	1,431,605	3,089,793	4,600,485	4,077,672	1,129,890	0	0	12,897,840	
Kelly Building Major Maintenance Projects	118,008	0	210,962	0	53,000	53,061	0	0	317,023	
Kerby Building Major Maintenance Projects	252,732	1,390,576	239,258	0	0	0	0	0	239,258	
North Precinct Major Maintenance Projects	277,142	280,873	711,528	0	0	168,073	0	0	879,601	
Portland Building Reconstruction Project	7,946	1,560,000	0	0	0	0	0	0	0	
Portland Communications Center Major Maintenance Projects	418,418	390,000	428,135	100,000	104,016	310,503	0	0	942,654	
Rivergate Vehicle Storage Major Maintenance Projects	196,522	34,366	0	0	0	0	0	0	0	
St Johns Major Maintenance	594,685	494,685	160,479	0	0	0	0	0	160,479	
Walnut Park Commercial Space Major Maintenance	375,797	265,000	0	0	0	0	0	0	0	
<b>Total Facilities</b>	<b>13,158,071</b>	<b>19,552,193</b>	<b>18,625,281</b>	<b>8,047,135</b>	<b>4,633,537</b>	<b>2,327,225</b>	<b>0</b>	<b>0</b>	<b>33,633,178</b>	
<b>Total Requirements</b>	<b>13,158,071</b>	<b>34,913,111</b>	<b>127,703,871</b>	<b>12,903,051</b>	<b>8,223,129</b>	<b>5,812,846</b>	<b>4,884,097</b>	<b>0</b>	<b>159,526,994</b>	

# Bureau of Fleet & Facilities

City Operations Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003979	Analyst II - CPPW	94,390	122,637	2.00	231,622	2.00	231,622	2.00	231,622
30003980	Analyst III - CPPW	103,834	147,035	2.00	265,033	2.00	265,033	2.00	265,033
30003010	Business Systems Analyst I	81,661	0	1.00	81,660	1.00	83,708	1.00	83,708
30003011	Business Systems Analyst II	91,686	0	2.00	214,350	2.00	219,188	2.00	219,188
30003013	Capital Project Manager II	98,134	125,237	2.00	196,268	3.00	323,430	3.00	323,430
30003014	Capital Project Manager III	103,834	147,035	3.00	376,105	3.00	376,105	3.00	376,105
30003015	Capital Project Manager IV	114,192	163,322	2.00	284,004	2.00	284,004	2.00	284,004
30003981	Coordinator I (E) - CPPW	73,029	104,208	3.00	274,684	3.00	274,684	3.00	274,684
30003982	Coordinator I (NE) - CPPW	73,029	104,208	1.00	64,763	1.00	77,715	1.00	77,715
30003983	Coordinator II - CPPW	80,558	114,982	8.00	807,960	9.00	906,457	9.00	906,457
30003029	Coordinator III	94,390	122,637	1.00	114,108	1.00	114,108	1.00	114,108
30003984	Coordinator III - CPPW	94,390	122,637	4.00	324,019	4.00	342,289	4.00	342,289
30000119	Electrician, Supervising	102,315	110,469	1.00	102,709	1.00	102,709	1.00	102,709
30003046	Engineer II			1.00	146,578	1.00	146,578	1.00	146,578
30000711	Facilities Maint Dispatch/ Scheduler	58,760	90,418	2.00	160,494	2.00	165,770	2.00	165,770
30003500	Facilities Maintenance Specialist	58,635	82,098	3.00	207,231	3.00	218,898	3.00	218,898
30000071	Facilities Maintenance Technician	79,955	88,962	11.00	962,713	11.00	969,079	11.00	969,079
30003377	Facilities Worker	62,358	67,059	5.00	336,585	5.00	336,585	5.00	336,585
30000239	Instrument Technician	92,789	100,214	1.00	92,789	1.00	96,502	1.00	96,502
30003079	Maintenance Supervisor I - E	94,390	122,637	2.00	168,622	2.00	212,496	2.00	212,496
30003081	Manager I	114,192	163,322	2.00	290,510	2.00	290,510	2.00	290,510
30003082	Manager II	138,174	189,114	2.00	275,256	2.00	333,383	2.00	333,383
30003083	Manager III	152,006	220,958	1.00	180,128	1.00	180,128	1.00	180,128
30000012	Office Support Specialist II	44,866	64,397	4.00	214,038	4.00	224,169	4.00	224,169
30003701	Real Estate Portfolio Manager	125,632	177,237	1.00	165,818	1.00	165,818	1.00	165,818
30003100	Risk Specialist II	94,390	122,637	1.00	115,947	1.00	115,947	1.00	115,947
30000053	Storekeeper/Acquisition Specialist I	58,386	71,490	1.00	58,386	1.00	62,410	1.00	62,410
30000056	Storekeeper/Acquisition Specialist III	69,368	86,154	2.00	153,130	2.00	160,556	2.00	160,556
30000055	Storekeeper/Acquisition II:Auto Part Spec	63,211	77,334	4.00	295,213	4.00	299,498	4.00	299,498
30003103	Supervisor I - E	94,390	122,637	4.00	456,871	4.00	456,871	4.00	456,871
30003104	Supervisor II	103,834	147,035	3.00	356,085	3.00	360,176	3.00	360,176
30003951	Systems Analyst, Senior	103,834	147,035	2.00	226,400	2.00	226,400	2.00	226,400
30000131	Vehicle & Equipment Mechanic	73,902	82,805	50.00	4,064,496	50.00	4,127,866	50.00	4,127,866
30000132	Vehicle & Equipment Mechanic, Lead	77,542	86,819	2.00	155,699	2.00	166,712	2.00	166,712
30000123	Welder	74,173	82,971	2.00	174,804	2.00	174,804	2.00	174,804

**Bureau of Fleet & Facilities**

City Operations Service Area

**FTE Summary**

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
<b>Total Full-Time Positions</b>				<b>138.00</b>	<b>12,595,078</b>	<b>141.00</b>	<b>13,217,642</b>	<b>141.00</b>	<b>13,217,642</b>
30003013	Capital Project Manager II	98,134	125,237	2.00	168,465	2.00	234,663	2.00	234,663
30003983	Coordinator II - CPPW	80,558	114,982	1.00	73,112	1.00	87,734	1.00	87,734
<b>Total Limited Term Positions</b>				<b>4.00</b>	<b>323,508</b>	<b>4.00</b>	<b>447,831</b>	<b>4.00</b>	<b>447,831</b>
<b>Grand Total</b>				<b>142.00</b>	<b>12,918,586</b>	<b>145.50</b>	<b>13,724,971</b>	<b>145.50</b>	<b>13,724,971</b>

# Office of Community-based Police Accountability

City Operations Service Area

## Office of Community-based Police Accountability

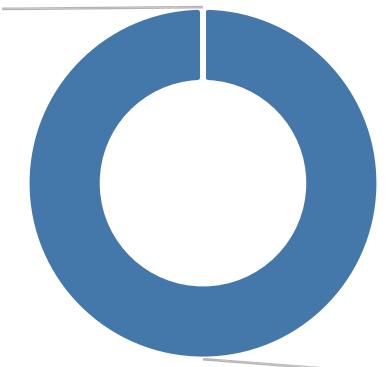
City Operations Service Area

Sara Morrissey, DCA - City Operations

Percent of City Budget Graph

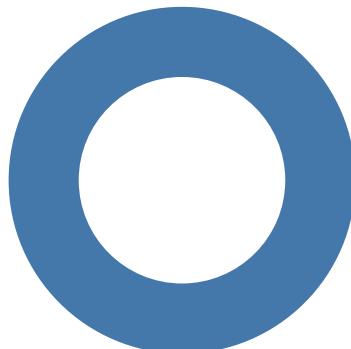
### Office of Community-Based Police Accountability

\$1,945,482  
0.0%



**City Budget**  
\$8,279,981,036  
100.0%

Bureau Programs



**Office of Comm-based Police Accountblty**  
\$1,945,482  
100.0%

### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$0	\$1,945,482	\$1,945,482	0%
Capital				
<b>Total</b>	<b>\$0</b>	<b>\$1,945,482</b>	<b>\$1,945,482</b>	<b>0%</b>
Authorized Positions	—	7.00	7.00	—%

## Bureau Summary

### Mission Statement

The mission of the City of Portland Community Board for Police Accountability and the Office of Community-Based Police Accountability (the Oversight System) is to independently investigate Portland Police Bureau sworn employees and supervisors thereof promptly, fairly, and impartially, to impose discipline as determined appropriate by the Oversight System, and to make recommendations regarding police practices, policies, and directives to the Portland Police Bureau and with a primary focus on community concerns.

Funding for the Oversight System is proportional to no less than five percent of the Police Bureau's Annual Operating Budget, which is \$14.75 million in this Adopted Budget. The funding in this budget, combined with the budget of Independent Police Review and the Police Oversight System Subfund of the Citywide Obligations Reserve Fund, make up the \$14.75 million allocation for FY 2024-25.

### Bureau Overview

The Police Oversight System is made up of the City of Portland Community Board for Police Accountability (CBPA) and the Office of Community-Based Police Accountability (OCPA) (collectively known as the Oversight System). Their purpose is to achieve the mission of the Police Bureau.

### Bureau Goals

The core function of the Oversight System is to implement the Police Bureau's mission.

### Base Budget Adjustments

The base budget includes funding for a Director, six Coordinator IIs, and associated materials and service costs. Additional funding from the Police Oversight System Subfund of the Citywide Obligations Reserve Fund (see below) may be added during the fiscal year as the bureau takes shape.

### Summary of Budget Decisions

#### Additions

#### Office of Community-Based Police Accountability

The Adopted Budget includes \$1,945,482 in ongoing General Fund discretionary resources to establish the initial budget for the Office of Community-Based Police Accountability.

# Office of Community-based Police Accountability

City Operations Service Area

## Summary of Bureau Budget

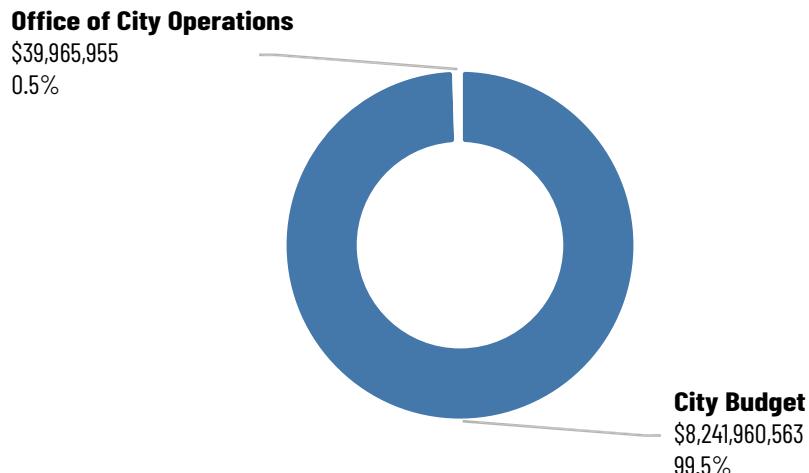
	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>Internal Revenues</b>					
General Fund Discretionary	0	0	0	1,945,482	1,945,482
<b>Internal Revenues Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,945,482</b>	<b>1,945,482</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,945,482</b>	<b>1,945,482</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	0	1,325,482	1,325,482
External Materials and Services	0	0	0	620,000	620,000
<b>Bureau Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,945,482</b>	<b>1,945,482</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,945,482</b>	<b>1,945,482</b>
<b>Programs</b>					
Office of Comm-based Police Accountblty	—	—	—	1,945,482	1,945,482
<b>Total Programs</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,945,482</b>	<b>1,945,482</b>

## Office of the DCA for City Operations

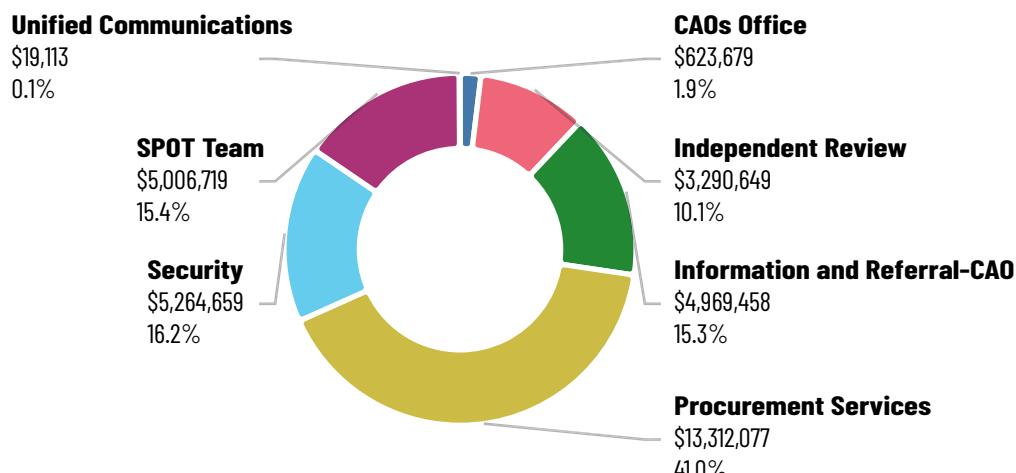
City Operations Service Area

Sara Morrissey, DCA - City Operations

**Percent of City Budget Graph**



**Bureau Programs**



### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$55,878,911	\$39,869,568	\$(16,009,343)	(29)%
Capital	\$1,128,613	\$96,387	\$(1,032,226)	(91)%
<b>Total</b>	<b>\$57,007,524</b>	<b>\$39,965,955</b>	<b>\$(17,041,569)</b>	<b>(30)%</b>
Authorized Positions	123.00	119.00	(4.00)	(3.25)%

# **Office of the Deputy City Administrator for City Operations**

## **Bureau Overview**

Portland's City Council approved Resolution 37365 in response to changes in Portland's form of government Portland voters approved in November 2022. This ordinance established the service area focus for how the City should be organized for governance and delivery of services to the public.

The City Operations service area was established in the new organizational structure for the delivery of support services to City bureaus.

The following are the bureaus/organizations in the City Operations service area:

### Office of the Deputy City Administrator for City Operations

- ◆ Deputy City Administrator
- ◆ Division of Asset Management, including the Facilities Services Fund and the Fleet Services Fund
- ◆ Integrated Security
- ◆ Strategic Projects and Opportunities Team
- ◆ Procurement Services
- ◆ 311 Program
- ◆ Independent Police Review

### Bureau of Technology Services

- ◆ Technology Services Fund
- ◆ Printing & Distribution Services Fund

### Bureau of Human Resources

- ◆ Health Insurance Fund
- ◆ Portland Police Association Health Insurance Fund

# Office of the DCA for City Operations

City Operations Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Percentage of calls answered in less than 25 seconds	85.05%	86.00%	90.00%	90.00%	90.00%
<b>OUTCOME</b>					
Cycle-time for construction invitation to bid process	119	113	90	0	0
Cycle-time for Design Services requests	459	311	234	0	0
Cycle-time for Construction request for proposals process	492	172	170	0	0
Cycle-time for Goods and Services invitation to bid process	96	234	112	0	0
Cycle-time for Goods and Services request for proposals process	305	297	287	0	0
One contact resolution rate	24.00%	66.00%	50.00%	60.00%	60.00%
<b>WORKLOAD</b>					
Number of phone calls and emails handled by 311; not all contacts require a response	130,393	150,949	190,000	200,000	250,000

# Office of the DCA for City Operations

City Operations Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	0	8,072	0	0	0
Intergovernmental	654,226	1,029,213	1,241,234	1,598,857	1,598,857
Miscellaneous	469,335	616,545	505,001	350,000	350,000
<b>External Revenues Total</b>	<b>1,123,561</b>	<b>1,653,830</b>	<b>1,746,235</b>	<b>1,948,857</b>	<b>1,948,857</b>
<b>Internal Revenues</b>					
General Fund Discretionary	2,308,475	5,476,874	10,933,122	10,942,667	10,942,667
General Fund Overhead	2,759,454	4,613,518	4,787,000	6,690,042	6,690,042
Fund Transfers - Revenue	607,432	2,917,434	15,183,553	3,399,029	3,399,029
Interagency Revenue	7,420,374	8,033,946	21,506,002	11,771,856	11,771,856
<b>Internal Revenues Total</b>	<b>13,095,735</b>	<b>21,041,771</b>	<b>52,409,677</b>	<b>32,803,594</b>	<b>32,803,594</b>
Beginning Fund Balance	0	0	2,851,612	5,213,504	5,213,504
<b>Resources Total</b>	<b>14,219,296</b>	<b>22,695,601</b>	<b>57,007,524</b>	<b>39,965,955</b>	<b>39,965,955</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	8,492,618	12,553,233	17,311,715	20,058,070	20,058,070
External Materials and Services	2,962,828	5,016,762	21,366,896	9,393,275	9,393,275
Internal Materials and Services	818,901	2,225,325	4,171,467	3,035,009	3,035,009
<b>Bureau Expenditures Total</b>	<b>12,274,346</b>	<b>19,795,319</b>	<b>42,850,078</b>	<b>32,486,354</b>	<b>32,486,354</b>
<b>Fund Expenditures</b>					
Contingency	0	0	2,145	4,629,119	4,819,589
Fund Transfers - Expense	607,432	1,214,390	14,155,301	2,660,012	2,660,012
<b>Fund Expenditures Total</b>	<b>607,432</b>	<b>1,214,390</b>	<b>14,157,446</b>	<b>7,289,131</b>	<b>7,479,601</b>
Ending Fund Balance	0	0	0	0	0
<b>Requirements Total</b>	<b>12,881,779</b>	<b>21,009,709</b>	<b>57,007,524</b>	<b>39,775,485</b>	<b>39,965,955</b>
<b>Programs</b>					
Administration & Support	(2)	—	—	—	—
Asset Management	981,353	628,134	809,316	—	—
CAO's Office	703	—	—	623,679	623,679
Independent Review	—	2,456,492	3,166,532	3,290,649	3,290,649
Information & Referral	665,344	659,131	—	—	—
Information and Referral-CAO	1,184,477	2,570,843	4,760,340	4,969,458	4,969,458
New and Replacement Acqs	—	(276)	—	—	—
Outside Services	172,626	—	—	—	—
Procurement	101	—	—	—	—
Procurement Services	8,336,733	9,751,925	25,397,810	13,312,077	13,312,077

# **Office of the DCA for City Operations**

City Operations Service Area

## **Summary of Bureau Budget**

	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
Security	933,011	2,832,313	4,871,413	5,264,659	5,264,659
SPOT Team	—	896,758	3,844,667	5,006,719	5,006,719
Tram Operations	(0)	—	—	—	—
Unified Communications	—	—	—	19,113	19,113
<b>Total Programs</b>	<b>12,274,346</b>	<b>19,795,319</b>	<b>42,850,078</b>	<b>32,486,354</b>	<b>32,486,354</b>

# Office of the DCA for City Operations

City Operations Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003400	311 Customer Service Rep I	48,110	69,410	24.00	1,370,423	22.00	1,357,871	22.00	1,357,871
30003401	311 Customer Service Rep II	57,346	76,024	5.00	319,832	5.00	333,385	5.00	333,385
30003978	Analyst I - CPPW	80,558	114,982	5.00	495,356	5.00	496,641	5.00	496,641
30003979	Analyst II - CPPW	94,390	122,637	5.00	524,325	5.00	524,325	5.00	524,325
30003008	Analyst III	103,834	147,035	2.00	263,099	2.00	263,099	2.00	263,099
30003980	Analyst III - CPPW	103,834	147,035	5.00	640,526	5.00	640,526	5.00	640,526
30003009	Analyst IV	114,192	163,322	1.00	134,930	1.00	134,930	1.00	134,930
30003215	Auditor - Investigator I	94,390	122,637	6.00	613,956	6.00	635,024	6.00	635,024
30003222	Auditor - Investigator II	103,834	147,035	1.00	127,275	1.00	127,275	1.00	127,275
30003231	Auditor - IPR Director	138,174	189,114	1.00	164,674	1.00	164,674	1.00	164,674
30003012	Business Systems Analyst III	105,435	0	1.00	141,494	1.00	148,325	1.00	148,325
30003982	Coordinator I (NE) - CPPW	73,029	104,208	1.00	104,208	1.00	104,208	1.00	104,208
30003983	Coordinator II - CPPW	80,558	114,982	6.00	560,339	5.00	507,186	5.00	507,186
30003030	Coordinator IV	103,834	147,035	2.00	270,691	2.00	270,691	2.00	270,691
30004076	IPR Administrative Specialist	86,133	0	1.00	79,789	1.00	79,789	1.00	79,789
30004077	IPR Coordinator	83,013	0	1.00	103,428	1.00	108,607	1.00	108,607
30004075	IPR Data Analyst	62,962	0	1.00	102,294	1.00	104,883	1.00	104,883
30003081	Manager I	114,192	163,322	1.00	137,509	1.00	137,509	1.00	137,509
30003082	Manager II	138,174	189,114	4.00	666,245	4.00	666,245	4.00	666,245
30003083	Manager III	152,006	220,958	1.00	184,912	1.00	184,912	1.00	184,912
30000059	Procurement Specialist	69,618	87,651	10.00	756,021	10.00	814,369	10.00	814,369
30000058	Procurement Specialist, Assistant	63,086	73,029	2.00	131,211	2.00	134,989	2.00	134,989
30000060	Procurement Specialist, Sr	81,973	106,413	11.00	1,104,479	11.00	1,127,833	11.00	1,127,833
30003100	Risk Specialist II	94,390	122,637	1.00	120,494	1.00	120,494	1.00	120,494
30003103	Supervisor I - E	94,390	122,637	3.00	334,860	3.00	334,860	3.00	334,860
30003104	Supervisor II	103,834	147,035	4.00	493,076	4.00	430,946	4.00	430,946
<b>Total Full-Time Positions</b>		<b>106.00</b>		<b>10,049,654</b>	<b>104.00</b>	<b>10,358,665</b>	<b>104.00</b>	<b>10,358,665</b>	
30003978	Analyst I - CPPW	80,558	114,982	1.00	72,817	1.00	43,690	1.00	43,690
30003979	Analyst II - CPPW	94,390	122,637	2.00	136,464	1.00	54,257	1.00	54,257
30003980	Analyst III - CPPW	103,834	147,035	2.00	218,920	3.00	376,302	3.00	376,302
30003983	Coordinator II - CPPW	80,558	114,982	4.00	337,670	3.00	293,310	3.00	293,310
30003984	Coordinator III - CPPW	94,390	122,637	1.00	94,155	1.00	108,514	1.00	108,514
30003065	Human Resources Analyst III	103,834	147,035	2.00	225,805	2.00	250,868	2.00	250,868
<b>Total Limited Term Positions</b>		<b>18.00</b>		<b>1,672,469</b>	<b>15.00</b>	<b>1,474,376</b>	<b>15.00</b>	<b>1,474,376</b>	
<b>Grand Total</b>		<b>124.00</b>		<b>11,722,123</b>	<b>119.00</b>	<b>11,833,041</b>	<b>119.00</b>	<b>11,833,041</b>	

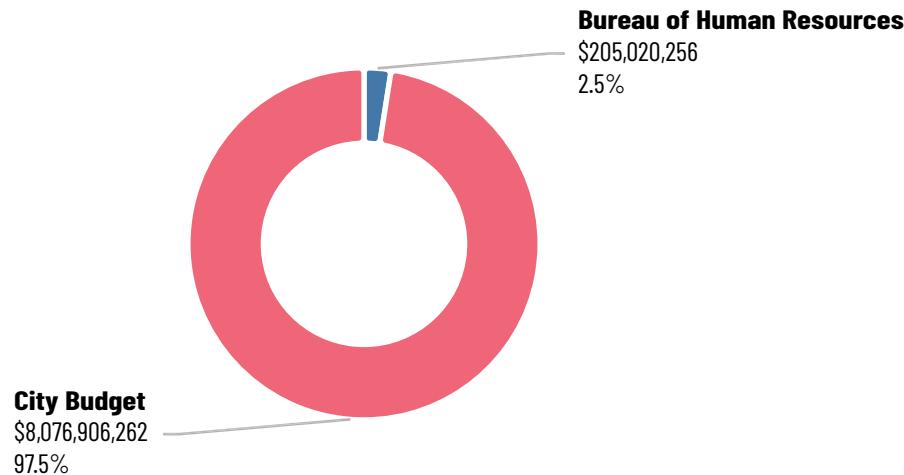
# Bureau of Human Resources

City Operations Service Area

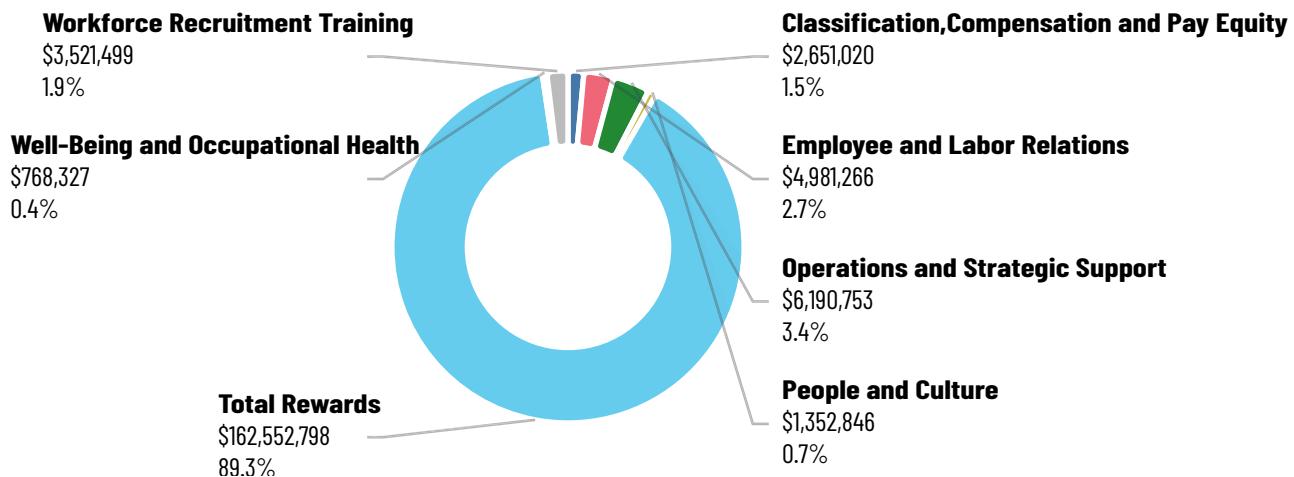
Sara Morrissey, DCA - City Operations

Tracy Warren, Interim Director

**Percent of City Budget Graph**



**Bureau Programs**



## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$202,118,016	\$205,020,256	\$2,902,240	1%
Capital				
<b>Total</b>	<b>\$202,118,016</b>	<b>\$205,020,256</b>	<b>\$2,902,240</b>	<b>1%</b>
Authorized Positions	109.00	107.50	(1.50)	(1.38)%

## Bureau Summary

### Mission

The Bureau of Human Resources works to sustain a healthy workforce and workplace by developing and delivering programs and offerings that support City employees and efficient City services.

### Overview

The Bureau of Human Resources (Human Resources) is focused on providing core services to attract, retain, develop and support employees through a safe, equitable, and inclusive work environment. Staff provide strategic leadership and management for all Citywide human resources systems, programs, and policies. Human Resources supports City Council's and bureaus' overall business strategies by enhancing the employee experience through its programs and services such as operations and strategic support, classification, compensation, pay equity, health and financial benefits, employee and labor relations, payroll and timekeeping, people and culture, and workforce recruitment and training.

The programs and services offered within Human Resources include the following:

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

In addition to being responsible for the above programs, the bureau is a key contributor in the City's efforts to meet the voter approved transition of government by advising on and implementing structural changes and staffing impacts, setting the strategic direction for recruiting, and updating employee administrative rules (HRARs).

### Base Budget Adjustments

The Human Resources budget model does not adapt to the changing and dynamic business and legal needs of the City. Staff resources are insufficient to support the City's human resources policies and systems. Legally required programs and critical Citywide priorities have been partially addressed with one time funded, difficult to fill, limited term positions. Human Resources remains at a crucial tipping point for current staff and the challenges ahead. Adequate and ongoing funding is required to support the City's HR infrastructure.

## Summary of Budget Decisions

### Additions

#### **One-Time Class Comp Support**

The Adopted Budget includes \$162,530 in one-time General Fund discretionary resources to add back one Human Resource Analyst II position with Classification and Compensation in the Bureau of Human Resources that was set to expire in FY2024-25.

#### **One-Time Surcharge Subsidy for Health Funds**

The Adopted Budget includes \$1,278,359 in one-time General Fund discretionary resources in the Health Fund to help cover the increase in health benefits cost above previously expected rates in the self-insured and Kaiser plans.

#### **One-Time Resources for SummerWorks**

The Adopted Budget includes \$316,000 in one-time General Fund discretionary resources to support locally funded public/private partnerships that provide short-term employment and training programs to support youth through their first work experiences.

#### **1.00 People & Culture LTE and 1.00 Recruiter LTE**

The Adopted Budget includes \$162,000 of General Fund one-time discretionary resources to restore a position in the Bureau of Human Resources People and Culture Program for FY 2024-25. The Adopted Budget also includes \$138,506 of General Fund one-time discretionary resources for an additional recruiter position to assist with expected workload.

#### **2.00 Human Resources Analyst II LTES and 2.00 Human Resources Analyst I LTES**

The Adopted Budget includes \$340,000 of Portland Clean Energy Community Benefits Fund (PCEF) one-time resources for two limited term positions to support expedited processes for PCEF-related actions and \$178,000 of Portland Clean Energy Community Benefits Fund (PCEF) one-time resources for one limited position for the Workforce Recruitment Training program for similar PCEF-related training.

### Realignments

#### **Transfer Coordinator II from Office of Community & Civic Life**

The Adopted Budget transfers a Coordinator II position and its corresponding funding (\$157,436) from the Office of Community & Civic Life to the Bureau of Human Resources. The position is part of a larger shift moving Civic Life's Mental Health Program to the Bureau of Human Resource's similar program with the expectation that the move will remove certain barriers and increase efficiency.

**Transfer Analyst III from Office of Community & Civic Life**

The Adopted Budget transfers an Analyst II position and its corresponding funding (\$237,433) from the Office of Community & Civic Life to the Bureau of Human Resources. The position will continue to support Civic Life functions, but also represents City-wide efficiencies by realigning resources.

**Paid Family Medical Leave Act (PFMLA)**

The Adopted Budget allocates \$330,032 in ongoing General Fund Resources currently in policy set aside to the Bureau of Human Resources. This funding supports two positions for PFMLA payroll support to support the enactment of Paid Leave Oregon for City of Portland employees.

**FY 2023-24 Carryover      Employee Central**

The Adopted Budget includes \$321,000 in one-time General Fund resources carried over from the FY 2023-24 budget to fund two HR Systems Analysts for Phase Two of the Employee Central Project. This phase will include work on City Time Management and Payroll.

**ProTech17 Classification and Compensation Study**

The Adopted Budget includes \$702,679 in one-time General Fund resources carried over from the FY 2023-24 budget to fund one Classification and Compensation Analyst through the next fiscal year as well as external contracting services to support the ProTech17 classification and compensation study.

# Bureau of Human Resources

City Operations Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Number of days to complete classification reviews	22	23	15	15	15
Average time to complete recruitment	90	88	85	85	85
Number of days to complete pay equity reviews	1	2	2	2	2
Number of days per human resource investigation	53	79	55	57	57
<b>OUTCOME</b>					
Total number of human resource investigations	174	160	100	103	103
Number of partnerships and sponsorship support for culturally specific organizations	36	36	35	50	30
HR Business Partner customer satisfaction	4.50	4.35	4.00	4.00	4.00
Percentage of diverse (protected class) applicants per fiscal year - female	46%	46%	43%	45%	41%
Percentage of merit eligible employees with a completed performance review each fiscal year.	99%	99%	80%	85%	80%
Percentage of diverse (protected class) applicants per fiscal year - minority	36%	38%	34%	35%	34%
Percentage of payroll checks direct deposited	97%	97%	99%	98%	98%
Percentage of employees who report feeling that work supports their health and well-being	NA	88%	80%	80%	80%
Percentage of the SummerWorks internship placements within City bureaus	11%	22%	45%	45%	50%
Percentage of focused outreach program participants on an eligible list who are hired	38%	46%	42%	50%	50%
Percentage of employees who self-identify as having a disability.	4.70%	7.80%	5.00%	6.00%	5.00%
Percentage of employees who self-identify as veterans	5.30%	5.70%	5.00%	6.00%	5.00%
<b>OUTPUT</b>					
Completion rate of leadership training.	49%	53%	75%	75%	75%
<b>WORKLOAD</b>					
Number of employee engagement connections through workplace well-being opportunities	1,769	1,977	1,500	1,500	1,500
Number of employees enrolled in health coaching programs	360	339	375	400	316

# Bureau of Human Resources

City Operations Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	127,416,214	138,647,855	152,241,344	155,186,820	156,994,320
Intergovernmental	82,400	6,229	95,000	201,000	201,000
Miscellaneous	2,118,003	5,827,275	3,104,729	4,102,891	4,102,891
<b>External Revenues Total</b>	<b>129,616,617</b>	<b>144,481,359</b>	<b>155,441,073</b>	<b>159,490,711</b>	<b>161,298,211</b>
<b>Internal Revenues</b>					
General Fund Discretionary	5,502,824	7,048,378	8,587,921	7,598,699	7,899,205
General Fund Overhead	5,970,394	6,668,138	8,677,350	10,072,061	10,072,061
Fund Transfers - Revenue	0	0	0	1,278,359	1,278,359
Interagency Revenue	556,912	635,731	998,136	996,743	1,514,743
<b>Internal Revenues Total</b>	<b>12,030,130</b>	<b>14,352,247</b>	<b>18,263,407</b>	<b>19,945,862</b>	<b>20,764,368</b>
Beginning Fund Balance	41,956,159	34,890,114	28,413,536	22,957,677	22,957,677
<b>Resources Total</b>	<b>183,602,906</b>	<b>193,723,720</b>	<b>202,118,016</b>	<b>202,394,250</b>	<b>205,020,256</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	12,855,537	14,799,702	17,883,936	18,872,443	19,690,949
External Materials and Services	134,138,912	148,007,642	162,216,881	158,105,865	159,915,585
Internal Materials and Services	1,954,230	2,181,478	2,374,243	2,411,975	2,411,975
<b>Bureau Expenditures Total</b>	<b>148,948,679</b>	<b>164,988,822</b>	<b>182,475,060</b>	<b>179,390,283</b>	<b>182,018,509</b>
<b>Fund Expenditures</b>					
Debt Service	49,391	51,366	53,419	55,558	55,558
Contingency	0	0	18,894,215	22,500,943	22,500,943
Fund Transfers - Expense	279,389	317,542	695,322	447,466	445,246
<b>Fund Expenditures Total</b>	<b>328,780</b>	<b>368,908</b>	<b>19,642,956</b>	<b>23,003,967</b>	<b>23,001,747</b>
Ending Fund Balance	34,890,114	28,413,541	0	0	0
<b>Requirements Total</b>	<b>184,167,573</b>	<b>193,771,271</b>	<b>202,118,016</b>	<b>202,394,250</b>	<b>205,020,256</b>
<b>Programs</b>					
Administration & Support	1,932	—	—	—	—
Benefits	2,378,527	—	—	—	—
Classification, Compensation & Pay Equity	771,049	1,228,096	1,968,372	2,473,020	2,651,020
Employee & Labor Relations	3,632,156	4,033,461	4,412,006	4,981,266	4,981,266
Operations & Strategic Support	4,069,539	4,919,525	6,596,751	6,190,753	6,190,753
People & Culture	968,604	1,184,576	1,259,506	1,033,410	1,352,846
Site Teams and Police HR	(0)	—	—	—	—
Total Rewards	134,422,974	150,451,050	163,930,288	160,743,078	162,552,798
Well-Being & Occupational Health	83,063	475,253	626,501	925,763	768,327
Workforce Recruitment Training	2,620,836	2,696,861	3,681,636	3,042,993	3,521,499
<b>Total Programs</b>	<b>148,948,679</b>	<b>164,988,822</b>	<b>182,475,060</b>	<b>179,390,283</b>	<b>182,018,509</b>

# Bureau of Human Resources

City Operations Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003001	Accounting Supervisor	103,834	147,035	1.00	118,976	1.00	118,976	1.00	118,976
30003003	Administrative Specialist II	73,029	104,208	3.00	224,089	2.00	165,464	2.00	165,464
30003004	Administrative Specialist III	80,558	114,982	6.00	522,931	6.00	522,931	6.00	522,931
30003006	Analyst I	80,558	114,982	1.00	82,971	1.00	82,971	1.00	82,971
30003009	Analyst IV	114,192	163,322	1.00	139,027	1.00	139,027	1.00	139,027
30003028	Coordinator II	80,558	114,982	1.00	98,613	1.00	98,613	1.00	98,613
30003035	Deputy Director II	138,174	189,114	1.00	163,644	1.00	163,644	1.00	163,644
30003038	Director II	167,211	242,965	1.00	202,613	1.00	202,613	1.00	202,613
30003987	Financial Analyst III - CPPW	103,834	147,035	0.50	63,502	0.50	63,502	0.50	63,502
30003063	Human Resources Analyst I	80,558	114,982	14.00	1,267,850	14.00	1,298,021	14.00	1,298,021
30003064	Human Resources Analyst II	94,390	122,637	23.00	2,335,282	24.00	2,505,651	24.00	2,505,651
30003065	Human Resources Analyst III	103,834	147,035	9.00	1,090,649	9.00	1,092,395	9.00	1,092,395
30003066	Human Resources Generalist	103,834	147,035	13.00	1,548,887	13.00	1,589,392	13.00	1,589,392
30003067	Human Resources Systems Specialist	94,390	122,637	6.00	605,862	6.00	605,862	6.00	605,862
30003081	Manager I	114,192	163,322	2.00	288,455	2.00	288,455	2.00	288,455
30003082	Manager II	138,174	189,114	6.00	1,008,072	6.00	1,008,072	6.00	1,008,072
30003086	Occupational Health Specialist	114,192	163,322	1.00	163,321	1.00	163,321	1.00	163,321
30000011	Office Support Specialist I	40,810	58,344	1.00	58,344	1.00	58,344	1.00	58,344
30003104	Supervisor II	103,834	147,035	5.00	654,180	5.00	654,180	5.00	654,180
30003951	Systems Analyst, Senior	103,834	147,035	1.00	134,597	1.00	134,597	1.00	134,597
<b>Total Full-Time Positions</b>				<b>96.50</b>	<b>10,771,865</b>	<b>98.50</b>	<b>11,201,913</b>	<b>98.50</b>	<b>11,201,913</b>
30003063	Human Resources Analyst I	80,558	114,982	2.00	193,460	1.00	104,998	2.00	202,768
30003064	Human Resources Analyst II	94,390	122,637	5.00	422,769	2.00	210,394	5.00	535,936
30003628	Medical Assistant	58,635	82,098	1.00	79,248	1.00	79,248	1.00	79,248
<b>Total Limited Term Positions</b>				<b>10.00</b>	<b>884,257</b>	<b>4.00</b>	<b>394,640</b>	<b>9.00</b>	<b>906,570</b>
<b>Grand Total</b>				<b>106.50</b>	<b>11,656,122</b>	<b>102.50</b>	<b>11,596,553</b>	<b>107.50</b>	<b>12,108,483</b>

# Bureau of Technology Services

City Operations Service Area

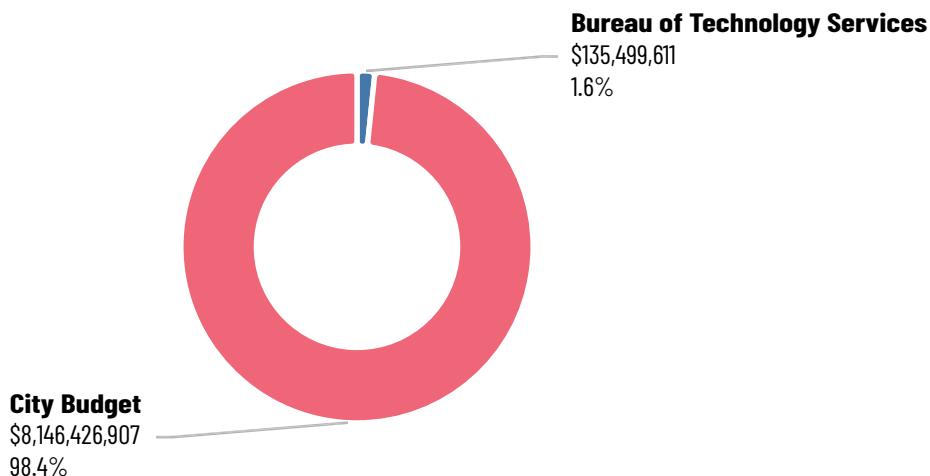
# Bureau of Technology Services

City Operations Service Area

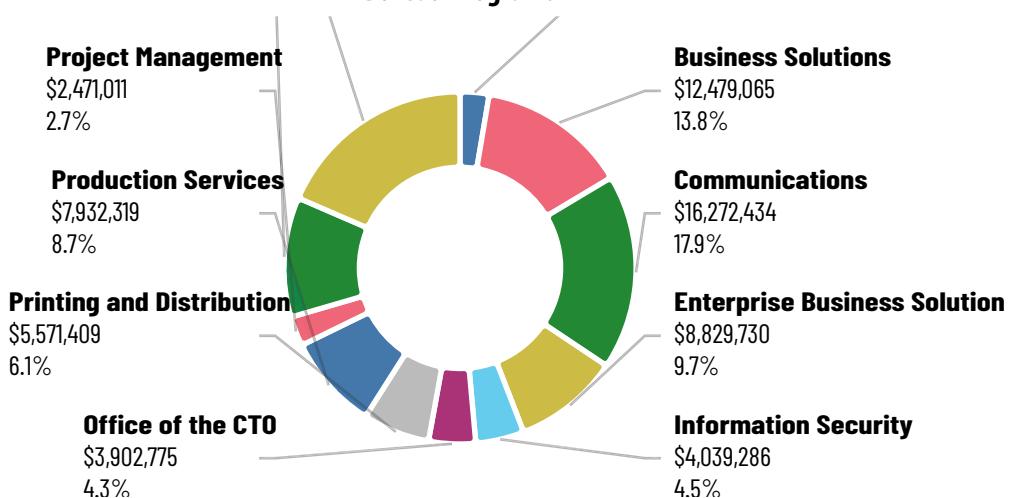
Sara Morrissey, DCA - City Operations

Jeff Baer, Director

Percent of City Budget Graph



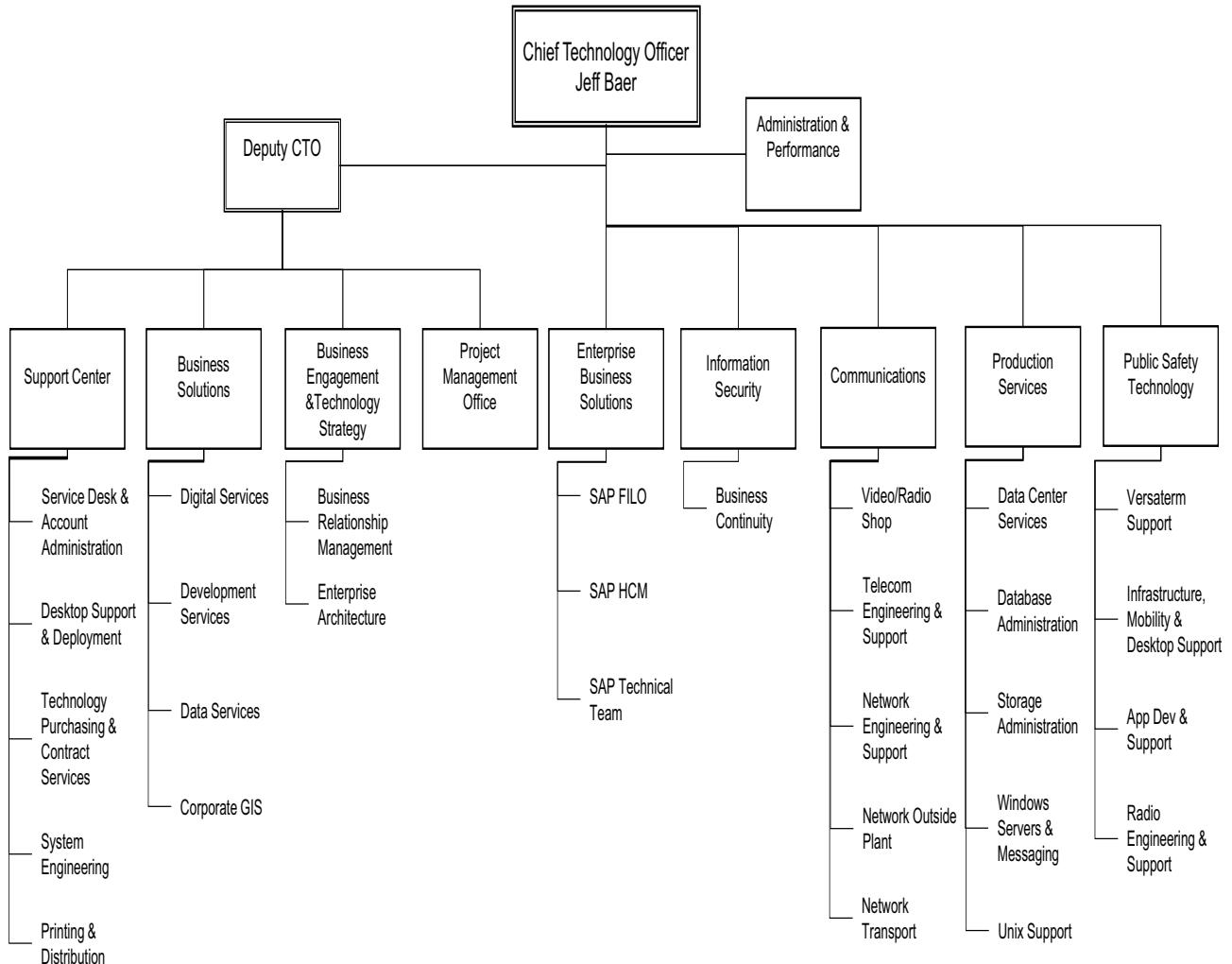
Bureau Programs



## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$127,845,616	\$129,675,670	\$1,830,054	1%
Capital	\$8,848,914	\$5,823,941	(\$3,024,973)	(34)%
<b>Total</b>	<b>\$136,694,530</b>	<b>\$135,499,611</b>	<b>(\$1,194,919)</b>	<b>(1)%</b>
Authorized Positions	275.00	278.00	3.00	1.09%

## Bureau of Technology Services



## Bureau Summary

### Bureau Mission

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

### Bureau Overview

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

BTS focuses on modernizing technology services by strengthening security, mobility, and accessibility. By working closely and in partnership with the Technology Executive Steering Committee (TESC) BTS is able to refine its focus to core enterprise projects supported by the TESC and other stakeholders. BTS's service catalog also includes responding to service issues through the BTS Service Desk, enabling the City's hybrid work capabilities for all, developing and maintaining the City's website, Portland.gov, overseeing telecom and software support, and long-range technology planning.

### Strategic Direction

While BTS's highest priority is running, maintaining, and securing the technology environment, the bureau also focuses on five strategic areas:

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

In FY 2024-25, the Bureau of Technology Services is primarily focused on executing the technical changes stemming from the City's new form of government. The bureau will be working closely with City partners to ensure that systems and technology are aligned and reflect the organizational structure of the City's new form of government.

BTS is working with a consultant to perform a Technology Assessment. The goal is to engage with stakeholders to assess technology, policy, and service maturity in BTS and meet new City leadership with a set of recommendations that will guide a three-year roadmap with annual milestones.

## Summary of Budget Decisions

**Base Budget Adjustments**

BTS rates were adjusted to reflect increased personnel costs, and the integration of new technologies. Voice and data rates were adjusted to align with industry best practice. BTS reduced the base budget by \$2.4 million in response to the Mayor's Budget Guidance for FY 2024-25.

**Decision Packages**

BTS had no decision packages adopted in FY 2024-25.

# Bureau of Technology Services

City Operations Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
CTO's Office-Ratio of customer FTE directly served by BTS Admin Team FTE	105	105	100	105	90
P&D-Pieces of US mail processed per distribution employee	1,104,591	1,200,000	1,100,000	1,100,000	986,000
P&D-Service Requests per FTE	1,950	1,700	2,000	2,000	2,700
EBS-Average number of days a SAP Service Desk customer ticket is open	8.00	5.20	7.00	4.79	8.00
P&D-Basic Copy Center rate per sheet	\$0.0450	\$0.0650	\$0.0480	\$0.0450	\$0.0375
Support Center-Percentage of calls answered within 20 seconds	60.00%	67.70%	75.00%	75.00%	80.00%
<b>OUTCOME</b>					
Support Center-Average number of unique users accessing the BTS technology help portal (monthly)	1,100	NA	1,750	2,000	2,500
BETS-Citywide Technology Leadership Rating (per customer survey, 1-5 scale)	3.20	NA	4.00	NA	4.00
Support Center-Help Desk satisfaction rating (scale 1 to 5)	4.91	4.70	4.75	4.75	4.75
EBS-Percentage of EBS customers who rate SAP support services as favorable	NA	NA	50%	NA	50%
P&D-Percentage of black and white impressions of total program volume	70%	72%	70%	70%	70%
PMO-Percentage of customers rating project management service provided as excellent	100%	100%	75%	75%	90%
Support Center-First Call Resolution: percentage of problems resolved by Help Desk without escalation to field staff	68.00%	63.50%	75.00%	75.00%	80.00%
Support Center-Percentage of computers distributed to City staff by direct drop ship from manufacturer	NA	NA	50.00%	75.00%	75.00%
<b>OUTPUT</b>					
Business Solutions-Number of BTS Portal tickets triaged to e-Government team	NA	313	1,706	500	1,706
Information Security-Percentage of computers (workstations and servers) able to accept security patching	99%	99%	99%	99%	99%
PST-Mobile Report Entry (MRE) availability (excluding scheduled maintenance)	100.0%	100.0%	100.0%	100.0%	100.0%
Business Solutions-Portland.gov uptime percentage	99.93%	99.96%	99.90%	99.90%	99.99%
Business Solutions-PortlandMaps.com uptime percentage	99.75%	99.95%	99.00%	99.00%	99.99%
Communications-Percentage availability of network excluding scheduled maintenance	99.97%	99.99%	99.99%	99.99%	99.96%
Production Services-Percentage of mission critical production system availability for SAP	100.00%	99.99%	99.96%	99.96%	99.96%
Production Services-Percentage of mission critical production system availability for Cayenta	99.91%	100.00%	99.97%	99.97%	99.97%
Communications-Percentage Internet availability	99.96%	99.96%	99.99%	99.99%	99.99%

**Bureau of Technology Services**

City Operations Service Area

**Performance Measures**

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Production Services-Percentage of email availability excluding scheduled maintenance	99.88%	99.97%	99.90%	99.90%	99.90%
Production Services-Percentage of public safety system availability - Bureau of Emergency Communications	99.97%	100.00%	99.99%	99.99%	99.99%
Production Services-Public Safety systems availability - Police (excluding scheduled maintenance)	99.97%	100.00%	99.99%	99.99%	99.99%
P&D-Percentage of Service Requests shipped on time	99.99%	99.00%	99.00%	99.00%	100.00%
PST-Percentage of time radio system operated without failure	100.00%	99.99%	99.99%	99.99%	99.99%

# Bureau of Technology Services

City Operations Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	99,658	148,190	257,367	281,770	281,770
Intergovernmental	5,271,768	4,623,308	5,037,487	4,129,600	4,129,600
Miscellaneous	702,524	1,208,402	682,703	771,140	771,140
<b>External Revenues Total</b>	<b>6,073,950</b>	<b>5,979,900</b>	<b>5,977,557</b>	<b>5,182,510</b>	<b>5,182,510</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	0	441,336	0	0	0
Interagency Revenue	74,524,375	85,692,092	96,029,205	98,884,934	98,370,331
<b>Internal Revenues Total</b>	<b>74,524,375</b>	<b>86,133,428</b>	<b>96,029,205</b>	<b>98,884,934</b>	<b>98,370,331</b>
Beginning Fund Balance	39,959,224	36,626,793	34,687,768	31,946,770	31,946,770
<b>Resources Total</b>	<b>120,557,549</b>	<b>128,740,121</b>	<b>136,694,530</b>	<b>136,014,214</b>	<b>135,499,611</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	39,354,315	42,929,586	52,166,402	50,819,605	50,819,605
External Materials and Services	34,661,369	40,186,757	37,111,430	32,537,856	32,539,247
Internal Materials and Services	6,256,548	6,539,273	7,440,199	7,125,529	7,125,529
Capital Outlay	151,724	228,659	751,500	184,000	184,000
<b>Bureau Expenditures Total</b>	<b>80,423,957</b>	<b>89,884,275</b>	<b>97,469,531</b>	<b>90,666,990</b>	<b>90,668,381</b>
<b>Fund Expenditures</b>					
Debt Service	954,722	992,911	1,032,612	1,073,941	1,073,941
Contingency	0	0	33,219,668	39,758,265	39,264,228
Fund Transfers - Expense	2,562,462	3,173,175	4,972,719	4,515,018	4,493,061
<b>Fund Expenditures Total</b>	<b>3,517,184</b>	<b>4,166,086</b>	<b>39,224,999</b>	<b>45,347,224</b>	<b>44,831,230</b>
Ending Fund Balance	36,617,424	34,689,764	0	0	0
<b>Requirements Total</b>	<b>120,558,565</b>	<b>128,740,125</b>	<b>136,694,530</b>	<b>136,014,214</b>	<b>135,499,611</b>
<b>Programs</b>					
Business Engagement & Technology Strategy	2,450,644	2,304,127	2,669,599	2,416,063	2,416,063
Business Solutions	9,192,123	10,101,337	13,801,343	12,479,065	12,479,065
Communications	15,041,673	18,072,551	18,628,167	16,272,434	16,272,434
Copy Services	110,545	259,617	429,942	(390)	(390)
Corporate Applications	—	272,997	—	—	—
CTO Office	(77)	—	—	—	—
Distribution	1,892,955	2,195,160	2,377,979	(1,560)	(1,560)
Duplicating	2,919,832	3,142,793	2,708,436	(2,340)	(2,340)
Enterprise Business Solution	7,406,404	7,503,394	9,161,841	8,829,730	8,829,730
Information Security	2,864,146	2,920,746	3,843,523	4,039,286	4,039,286
Infrastructure & Engineering	(27)	—	—	—	—
Office of the CTO	9,434,138	8,958,645	5,005,385	3,902,775	3,902,775
PC Deployment	200	—	—	—	—

## Bureau of Technology Services

City Operations Service Area

### Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Police Infrastructure Support	(225,730)	(31,166)	—	—	—
Printing & Distribution	(8)	—	325,000	5,570,018	5,571,409
Production Services	8,424,698	9,561,582	9,082,779	7,932,319	7,932,319
Project Management	1,805,583	1,541,560	2,089,089	2,471,011	2,471,011
Public Safety Systems Revitalization Program	1,413	—	—	—	—
Public Safety Technology	7,406,459	6,990,782	10,043,266	9,980,764	9,980,764
Radio & Video Operations	—	(9)	—	—	—
Stores & Order Fulfillment	526,414	(88,584)	—	—	—
Support Center	11,172,571	16,014,702	17,303,182	16,777,815	16,777,815
Support Services	—	164,040	—	—	—
<b>Total Programs</b>	<b>80,423,957</b>	<b>89,884,275</b>	<b>97,469,531</b>	<b>90,666,990</b>	<b>90,668,381</b>

# Bureau of Technology Services

City Operations Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised	Adopted	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
		FY 2023-24	FY 2024-25					
<b>BTS</b>								
Agile Transformation	0	0	0	104,500	123,550	115,000	0	343,050
AI Transformation Initiative	0	0	0	50,000	15,000	5,000	0	70,000
Avaya Mobility Enhancements	0	0	0	199,416	0	0	0	199,416
Business Intelligence Service Pilot	0	1,044,642	400,000	0	0	0	0	400,000
Cloud Architecture Proof of Concept	0	0	0	264,610	0	0	0	264,610
Data Center Lifecycle Refresh	0	0	0	45,372	11,690	0	0	57,062
DevOps Transformation	0	0	0	140,500	123,550	115,000	0	379,050
DWDM System Lifecycle Replacement	0	0	0	204,802	7,200	7,200	7,200	226,402
Email Encryption	0	0	0	53,885	0	0	0	53,885
Endpoint Management	1,294,431	280,000	0	0	0	0	0	0
Enterprise Network Technology Refresh	4,866,315	1,496,776	2,639,110	509,280	995,390	1,071,100	1,071,100	6,285,980
Enterprise Service Management Implementation	1,249,873	486,200	0	0	0	0	0	0
Firewall Logging	0	0	0	260,000	0	0	0	260,000
Firewall Technology Refresh	2,189,463	0	99,200	1,492,700	159,000	153,500	153,500	2,057,900
GIS Infrastructure Tech Refresh	73,135	54,450	0	203,790	0	58,250	156,870	418,910
I-Net Replacement	1,629,026	1,354,815	0	0	0	0	0	0
IAM Foundation	0	195,800	0	0	0	0	0	0
IRNE Fiber Expansion Program	1,918,370	65,000	0	940,600	468,000	618,000	468,000	2,494,600
IRNE Network Technology Refresh	3,784,718	408,520	0	0	0	0	0	0
IS Secure Remote Access	0	226,390	0	0	0	0	0	0
ITSM Refresh (Cherwell Expansion)	2,930,571	114,000	0	0	0	0	0	0
Microwave Upgrade from SONET to TCP/IP	0	0	0	210,000	0	0	0	210,000
Multifactor Authentication	0	0	278,600	28,200	28,200	28,200	28,200	391,400
Network as a Service	0	0	0	53,520	0	0	0	53,520
Office 365 Implementation	2,037,067	33,745	0	0	0	0	0	0
PMO Organizational Agility	0	0	0	50,480	58,610	73,080	119,180	301,350
PPM Tool Replacement Research Phase	0	0	0	343,980	0	0	0	343,980
Public Safety Radio System Network Refresh	0	0	375,500	1,824,500	0	0	0	2,200,000
PWB Call Center as a Service	0	0	0	109,396	0	0	0	109,396
Radio Site Maintenance & Enhancements	0	217,800	0	470,000	250,000	260,000	270,000	1,250,000

# Bureau of Technology Services

City Operations Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24		Adopted FY 2024-25		FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
				FY 2024-25	FY 2023-24					
SAN Storage Expansion	5,091,437	942,931	912,347	1,120,948	760,364	289,220	600,494	3,683,373		
SAP Intelligent Spend Management - Ariba	10,677	416,707	0	0	0	0	0	0	0	0
SAP S4 HANA	0	0	0	809,700	695,600	0	0	0	0	1,505,300
SAP SuccessFactors - Crossboarding/Offboarding	0	0	0	792,300	0	0	0	0	0	792,300
SAP SuccessFactors Compensation	0	0	0	0	0	0	0	209,975	209,975	
SAP SuccessFactors Emp. Central Payroll	0	0	0	0	931,800	422,300	0	0	1,354,100	
SAP SuccessFactors Emp. Time & Att.	1,156	814,817	989,800	0	0	0	0	0	0	989,800
Server Tech. Refresh	148,748	255,578	129,384	47,570	399,250	29,800	173,400	779,404		
ServiceNow Innovation	0	0	0	100,000	75,000	40,000	40,000	0	0	255,000
Transport Network Refresh	0	0	0	868,058	78,480	1,879,524	266,100	3,092,162		
Video Centralized Management Upgrade	659,061	5,160	0	0	0	0	0	0	0	0
Voicemail Conversion	0	55,000	0	0	0	0	0	0	0	0
Web Site Replacement	3,420,736	140,000	0	0	0	0	0	0	0	0
Wireless Network Expansion	1,238,006	31,000	0	290,570	1,172,790	205,500	1,338,900	3,007,760		
Workflow Application	3,470,128	111,000	0	0	0	0	0	0	0	0
<b>Total BTS</b>	<b>36,012,918</b>	<b>8,750,331</b>	<b>5,823,941</b>	<b>11,588,677</b>	<b>6,353,474</b>	<b>5,370,674</b>	<b>4,902,919</b>	<b>34,039,685</b>		
<b>Total Requirements</b>	<b>36,012,918</b>	<b>8,750,331</b>	<b>5,823,941</b>	<b>11,588,677</b>	<b>6,353,474</b>	<b>5,370,674</b>	<b>4,902,919</b>	<b>34,039,685</b>		

# Bureau of Technology Services

City Operations Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003977	Administrative Specialist III - CPPW	80,558	114,982	1.00	85,946	1.00	85,946	1.00	85,946
30003007	Analyst II	94,390	122,637	1.00	116,875	1.00	116,875	1.00	116,875
30003979	Analyst II - CPPW	94,390	122,637	1.00	116,480	1.00	116,480	1.00	116,480
30003980	Analyst III - CPPW	103,834	147,035	1.00	128,419	1.00	128,419	1.00	128,419
30000203	Applications Analyst II-Generalist	76,565	89,346	3.00	275,143	3.00	275,143	3.00	275,143
30000204	Applications Analyst III-Generalist	96,346	129,126	10.00	1,202,989	10.00	1,221,781	10.00	1,221,781
30000207	Applications Analyst IV-Generalist	100,547	134,763	13.00	1,732,602	13.00	1,747,647	13.00	1,747,647
30000206	Applications Analyst IV-GIS,Enterprise	88,795	103,792	1.00	141,502	1.00	141,502	1.00	141,502
30001234	Applications Analyst IV-Web Developer	88,795	103,792	1.00	88,795	1.00	96,294	1.00	96,294
30003011	Business Systems Analyst II	91,686	0	2.00	235,326	2.00	244,833	2.00	244,833
30003012	Business Systems Analyst III	105,435	0	16.00	2,096,429	16.00	2,163,668	16.00	2,163,668
30000700	Communications Engineer	100,547	134,763	1.00	100,547	1.00	103,064	1.00	103,064
30003024	Communications Engineer II	103,834	147,035	2.00	289,078	2.00	289,078	2.00	289,078
30003025	Communications System Administrator	114,192	163,322	1.00	154,274	1.00	154,274	1.00	154,274
30003981	Coordinator I (E) - CPPW	73,029	104,208	1.00	80,413	1.00	80,413	1.00	80,413
30003038	Director II	167,211	242,965	1.00	242,965	1.00	242,965	1.00	242,965
30000041	Distribution Technician	54,704	67,059	3.00	169,969	3.00	199,454	3.00	199,454
30000042	Distribution Technician, Lead	57,408	70,325	1.00	70,325	1.00	70,325	1.00	70,325
30000234	Electronics Technician I: Communications	68,058	82,618	1.00	74,880	1.00	76,773	1.00	76,773
30000236	Electronics Technician II: Commun	79,664	96,595	9.00	769,361	9.00	851,277	9.00	851,277
30002610	Electronics Technician III: Commun	93,746	103,376	5.00	501,549	5.00	510,193	5.00	510,193
30000342	GIS Technician II	72,405	92,352	1.00	83,039	1.00	87,563	1.00	87,563
30000218	Inf Syst Analyst, Principal-Gen	108,035	0	36.00	5,128,223	36.00	5,294,898	36.00	5,294,898
30000217	Inf Syst Analyst, Principal-GIS Enterprs	100,131	116,740	6.00	890,696	6.00	890,696	6.00	890,696
30000880	Inf Syst Analyst, Principal-GIS,Vertical	100,131	116,740	4.00	471,608	4.00	529,879	4.00	529,879
30000219	Inf Syst Analyst, Principal-Proj Mgmt	100,131	116,740	6.00	800,440	8.00	1,075,036	8.00	1,075,036
30000198	Inf Syst Tech Analyst I-Generalist	55,952	71,042	3.00	171,428	3.00	197,574	3.00	197,574
30000199	Inf Syst Tech Analyst II-Generalist	60,112	76,346	13.00	1,001,331	13.00	1,009,448	13.00	1,009,448

# Bureau of Technology Services

City Operations Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000200	Inf Syst Tech Analyst III-Generalist	72,966	85,093	7.00	586,745	8.00	635,355	8.00	635,355
30000210	Inf Syst Tech Analyst IV-Generalist	76,565	89,346	17.00	1,696,618	17.00	1,703,009	17.00	1,703,009
30000211	Inf Syst Tech Analyst IV-Telecomm	76,565	89,346	3.00	333,050	3.00	333,050	3.00	333,050
30000213	Inf Syst Tech Analyst V-Generalist	84,490	98,634	22.00	2,619,821	22.00	2,642,265	22.00	2,642,265
30002608	Inf Syst Tech Analyst V-Telecomm	84,490	98,634	2.00	189,121	2.00	228,592	2.00	228,592
30000214	Inf Syst Tech Analyst V-Vertical GIS	84,490	98,634	1.00	122,970	1.00	122,970	1.00	122,970
30000215	Inf Syst Tech Analyst VI-Generalist	88,795	103,792	17.00	1,994,137	17.00	2,090,896	17.00	2,090,896
30002108	Information Security Architect	104,125	121,430	3.00	423,488	3.00	423,488	3.00	423,488
30003068	Information Security Manager	138,174	189,114	1.00	194,792	1.00	194,792	1.00	194,792
30003069	Information Systems Manager I	114,192	163,322	13.00	1,990,995	13.00	1,990,995	13.00	1,990,995
30003070	Information Systems Manager II	125,632	177,237	4.00	695,511	4.00	695,511	4.00	695,511
30003071	Information Systems Manager III	138,174	189,114	5.00	938,568	5.00	938,568	5.00	938,568
30003072	Information Systems Supervisor	103,834	147,035	8.00	1,095,493	8.00	1,095,493	8.00	1,095,493
30003081	Manager I	114,192	163,322	1.00	133,682	1.00	133,682	1.00	133,682
30003083	Manager III	152,006	220,958	1.00	196,914	1.00	196,914	1.00	196,914
30000044	Printing & Distrib Custmr Svc Rep, Lead	67,267	84,282	1.00	84,282	1.00	84,282	1.00	84,282
30000043	Printing & Distrib Customer Svc Rep	58,552	73,216	3.00	201,754	3.00	207,491	3.00	207,491
30000047	Reproductive Operator I	48,298	61,942	3.00	169,041	3.00	173,387	3.00	173,387
30000049	Reproductive Operator III	67,267	84,282	2.00	168,564	2.00	168,564	2.00	168,564
30000053	Storekeeper/Acquisition Specialist I	58,386	71,490	2.00	142,980	2.00	142,980	2.00	142,980
30000054	Storekeeper/Acquisition Specialist II	61,381	75,088	1.00	61,381	1.00	65,541	1.00	65,541
30000056	Storekeeper/Acquisition Specialist III	69,368	86,154	2.00	167,262	2.00	171,030	2.00	171,030
30003104	Supervisor II	103,834	147,035	1.00	137,384	1.00	137,384	1.00	137,384
30004003	Technology Business Representative-CPPW	114,192	163,322	6.00	914,264	6.00	914,264	6.00	914,264
30003108	Technology Capital Project Manager	125,632	177,237	3.00	511,015	3.00	511,015	3.00	511,015
<b>Total Full-Time Positions</b>				<b>273.00</b>	<b>32,990,464</b>	<b>276.00</b>	<b>34,003,016</b>	<b>276.00</b>	<b>34,003,016</b>
30000203	Applications Analyst II-Generalist	76,565	89,346	2.00	174,554	2.00	174,554	2.00	174,554
<b>Total Limited Term Positions</b>				<b>2.00</b>	<b>174,554</b>	<b>2.00</b>	<b>174,554</b>	<b>2.00</b>	<b>174,554</b>
<b>Grand Total</b>				<b>275.00</b>	<b>33,165,018</b>	<b>278.00</b>	<b>34,177,570</b>	<b>278.00</b>	<b>34,177,570</b>



# Community & Economic Development Service Area

## Community & Economic Development Service Area

Community & Economic Development Service Area

### Community & Economic Development Service Area

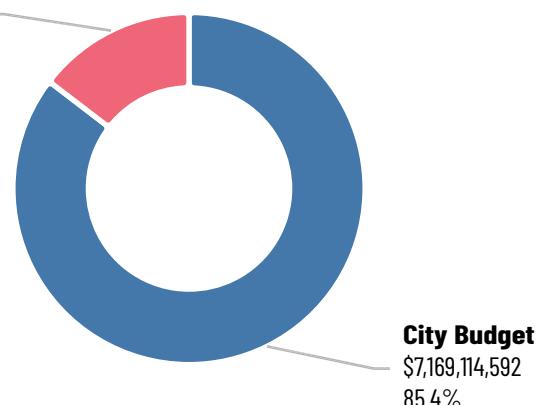
- Portland Permitting and Development
- Portland Housing Bureau
- Bureau of Planning and Sustainability
- Prosper Portland
- Office for Community Technology
- Office of the Community and Economic Development DCA

Percent of City Budget Graph

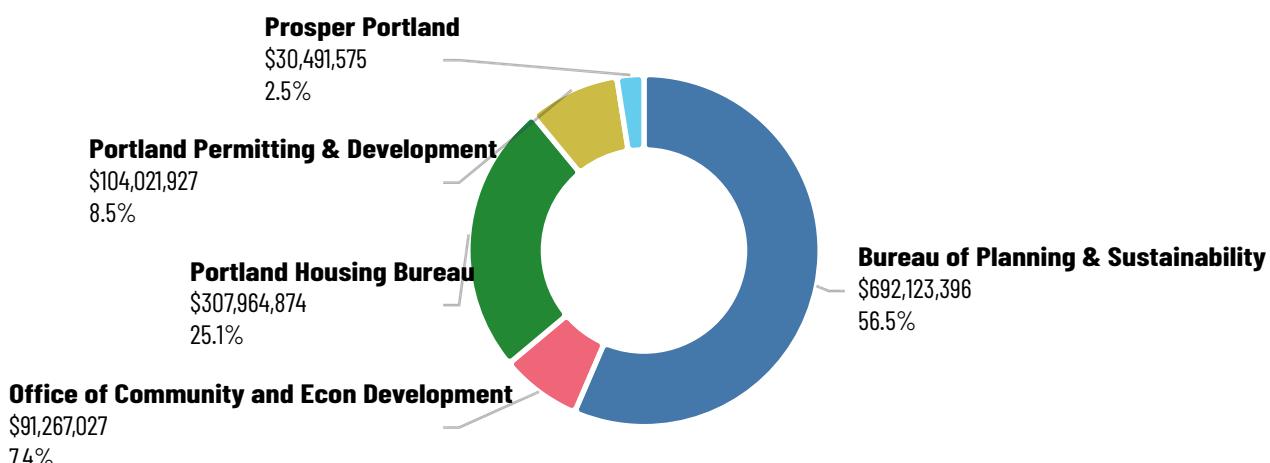
#### Community & Economic Development Service Area

\$1,225,868,799

14.6%



Percent of Service Area Budget



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,145,117,048	\$1,225,868,799	\$80,751,751	7%
Capital	\$0	\$0	\$0	0%
<b>Total</b>	<b>\$1,145,117,048</b>	<b>\$1,225,868,799</b>	<b>\$80,751,751</b>	<b>7%</b>
Authorized Positions	540.70	595.70	55.00	0%

**Office of the Community and Economic Development DCA**

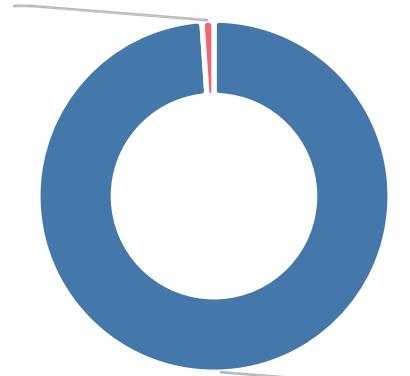
Community &amp; Economic Development Service Area

Donnie Oliveira, DCA - Community &amp; Economic Development

**Percent of City Budget Graph****Office of Community and Econ Development**

\$91,267,027

1.1%

**City Budget**

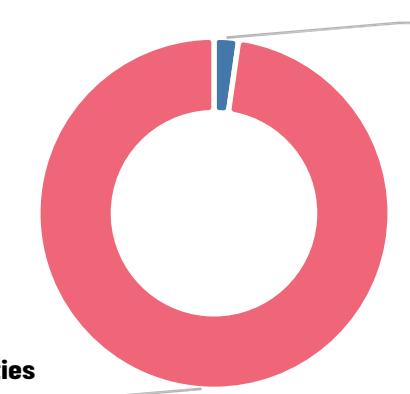
\$8,190,659,491

98.9%

**Bureau Programs****CAOs Office**

\$856,386

2.3%

**Spectator Facilities**

\$37,029,699

97.7%

**Bureau Overview**

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$84,104,064	\$91,267,027	\$7,162,963	9%
Capital				
<b>Total</b>	<b>\$84,104,064</b>	<b>\$91,267,027</b>	<b>\$7,162,963</b>	<b>9%</b>
Authorized Positions	4.00	6.00	2.00	50.00%

# **Office of the Community and Economic Development DCA**

Community & Economic Development Service Area

## **Bureau Mission**

The Community and Economic Development service area aligns City programs focused on building prosperity for all Portlanders. This is achieved by creating and delivering efficient, transparent, and equitable solutions for a resilient built environment and most importantly services and resources for our communities.

## **Bureau Overview**

Portland's City Council approved Resolution 37365 in response to changes in Portland's form of government Portland voters approved in November 2022. This ordinance established the service area focus for how the City should be organized for governance and delivery of services to the public.

The Community and Economic Development Service Area (C&ED) includes the Portland Housing Bureau (PHB), Bureau of Planning and Sustainability (BPS), Prosper Portland, Portland Permitting & Development (PP&D), and Spectator Venues (moving from OMF). Prosper Portland will report to the Deputy City Administrator through a dotted-line relationship because by charter the agency reports to a separate Board of Commissioners. This service area has a large variety of revenue, much of which has a defined purpose and/or is restricted. This includes the General Fund, Permit Fee revenue, Tax Increment Finance District resources, Housing Bond resources, Construction Excise Tax, Short-term rentals, Properties Fund, Recreational Cannabis Tax funds, the Spectator Venues Fund, the Solid Waste Management Fund, the Portland Clean Energy Community Benefits Fund, IGAs, and several grants (including entitlement grants such as HOME and CDBG).

## **Strategic Direction**

This service area collaborates and innovates with City stakeholders to develop housing and economic solutions that contribute to the livability, resilience, and leadership of Portland. Key strategic priorities in years ahead include:

- ◆ Increase housing stability and production
- ◆ Reduce carbon emissions and build community resilience
- ◆ Promote inclusive economic recovery and growth
- ◆ Design and implement the Portland Permitting and Development bureau
- ◆ Evaluate and design approach to shared services

## Summary of Budget Decisions

### Addition

#### **Community and Economic Development Deputy City Administrator**

The Adopted Budget includes \$623,679 in ongoing General Fund resources and 2.0 FTE to fund one Deputy City Administrator and an administrative assistant in the Office of Community and Economic Development. Implementation of the voter-approved Charter reforms and changes to the City's government include establishment of service areas to organize governance and delivery of services to the public. Funding these positions and the DCAs in the other service areas will allow the City to have an executive leadership team to provide consistent and coordinated leadership across the service areas and to effectively manage the bureaus within their service area.

# **Office of the Community and Economic Development DCA**

Community & Economic Development Service Area

## **Performance Measures**

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>OUTCOME</b>					
Percentage of minimum Spectator Venue & Visitor Activities Fund operating reserved maintained	100.00%	100.00%	100.00%	100.00%	100.00%
Percentage of professional services consultant contracts awarded to Oregon certified COBID firms	62.00%	67.00%	40.00%	40.00%	30.00%

# Office of the Community and Economic Development DCA

Community & Economic Development Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	8,161,388	11,938,311	9,153,600	10,703,400	10,703,400
Intergovernmental	1,344,413	588,384	383,000	5,147,241	5,147,241
Bond & Note	0	0	54,080,000	0	0
Miscellaneous	83,552	382,159	350,000	1,560,000	1,560,000
<b>External Revenues Total</b>	<b>9,589,353</b>	<b>12,908,853</b>	<b>63,966,600</b>	<b>17,410,641</b>	<b>17,410,641</b>
<b>Internal Revenues</b>					
General Fund Discretionary	116,917	0	0	411,126	411,126
General Fund Overhead	0	0	0	354,873	354,873
Fund Transfers - Revenue	748,964	0	0	0	0
Interagency Revenue	0	0	0	90,387	90,387
<b>Internal Revenues Total</b>	<b>865,881</b>	<b>0</b>	<b>0</b>	<b>856,386</b>	<b>856,386</b>
Beginning Fund Balance	11,994,025	14,924,897	20,137,464	73,000,000	73,000,000
<b>Resources Total</b>	<b>22,449,258</b>	<b>27,833,750</b>	<b>84,104,064</b>	<b>91,267,027</b>	<b>91,267,027</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	410,931	415,200	558,982	1,419,966	1,419,966
External Materials and Services	2,392,711	2,871,710	5,703,100	32,173,807	32,173,807
Internal Materials and Services	568,159	572,654	601,418	694,200	694,200
Capital Outlay	595,052	985,685	2,505,000	3,598,112	3,598,112
<b>Bureau Expenditures Total</b>	<b>3,966,853</b>	<b>4,845,249</b>	<b>9,368,500</b>	<b>37,886,085</b>	<b>37,886,085</b>
<b>Fund Expenditures</b>					
Debt Service	3,444,440	2,679,493	3,915,488	7,985,941	7,985,941
Contingency	0	0	70,573,118	45,149,736	45,150,815
Fund Transfers - Expense	146,150	171,544	246,958	245,265	244,186
<b>Fund Expenditures Total</b>	<b>3,590,590</b>	<b>2,851,037</b>	<b>74,735,564</b>	<b>53,380,942</b>	<b>53,380,942</b>
Ending Fund Balance	14,924,897	20,137,462	0	0	0
<b>Requirements Total</b>	<b>22,482,340</b>	<b>27,833,748</b>	<b>84,104,064</b>	<b>91,267,027</b>	<b>91,267,027</b>
<b>Programs</b>					
Administration & Support	150,000	—	—	—	—
CAO's Office	—	—	—	856,386	856,386
Spectator Facilities	3,816,853	4,845,249	9,368,500	37,029,699	37,029,699
<b>Total Programs</b>	<b>3,966,853</b>	<b>4,845,249</b>	<b>9,368,500</b>	<b>37,886,085</b>	<b>37,886,085</b>

# Office of the Community and Economic Development DCA

Community & Economic Development Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003979	Analyst II - CPPW	94,390	122,637	1.00	115,814	1.00	115,814	1.00	115,814
30003984	Coordinator III - CPPW	94,390	122,637	1.00	74,746	1.00	110,240	1.00	110,240
30003987	Financial Analyst III - CPPW	103,834	147,035	1.00	125,840	1.00	125,840	1.00	125,840
30003081	Manager I	114,192	163,322	1.00	146,224	1.00	146,224	1.00	146,224
<b>Total Full-Time Positions</b>				<b>4.00</b>	<b>462,624</b>	<b>6.00</b>	<b>903,187</b>	<b>6.00</b>	<b>903,187</b>
<b>Grand Total</b>				<b>4.00</b>	<b>462,624</b>	<b>6.00</b>	<b>903,187</b>	<b>6.00</b>	<b>903,187</b>

# Portland Permitting and Development

Community & Economic Development Service Area

Donnie Oliveira, DCA - Community & Economic Development

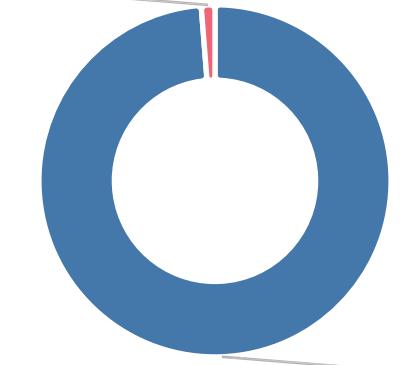
David Kuhnhausen, Interim Director

**Percent of City Budget Graph**

## Portland Permitting & Development

\$104,021,927

1.3%



## City Budget

\$8,177,904,591

98.7%

## Bureau Programs

### Neighborhood Inspections

\$2,703,428

3.0%

### Land Use Services

\$7,077,752

7.8%

### Development Services

\$7,393,109

8.1%

### Compliance Services

\$4,802,916

5.3%

### Administration and Support

\$29,247,686

32.1%

### Combination Inspections

\$8,621,073

9.5%

### Commercial Inspections

\$6,397,563

7.0%

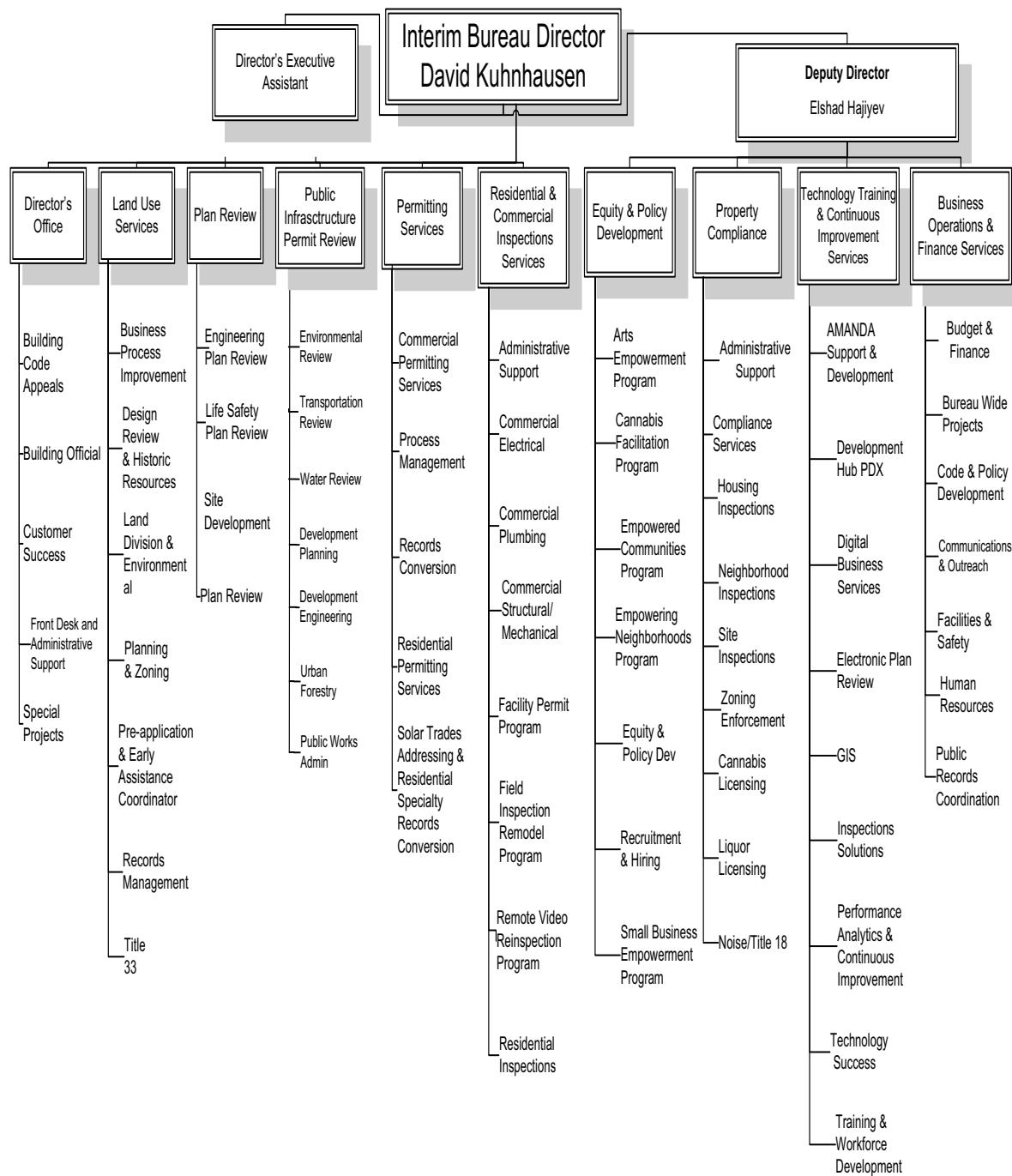
## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$117,754,584	\$104,021,927	\$(13,732,657)	(12)%
Capital				
<b>Total</b>	<b>\$117,754,584</b>	<b>\$104,021,927</b>	<b>\$(13,732,657)</b>	<b>(12)%</b>
Authorized Positions	291.90	351.90	60.00	20.55%

# Portland Permitting and Development

Community & Economic Development Service Area

## Portland Permitting and Development



## Bureau Summary

### Bureau Mission

Portland Permitting and Development (Permitting & Development) promotes safety, livability, and economic vitality through the efficient and collaborative application of building and development codes.

### Bureau Overview

**General Description** Permitting & Development plays an integral part in the development of the City of Portland through administering and enforcing State building codes and local development codes. Bureau staff works collaboratively with developers, builders, homeowners, neighborhood associations, and the community to guide and facilitate the development review process. The bureau prides itself on assisting customers from concept all the way through construction. Permitting & Development manages programs that ensure construction and land use codes are consistently followed and is instrumental in enhancing the safety of buildings along with the livability and vitality of Portland's neighborhoods. To this end, staff reviews land use applications and construction plans, issue permits, and inspects industrial, commercial, and residential construction to ensure compliance.

In addition to administering electrical, plumbing, mechanical, structural, and building codes, Permitting & Development also is responsible for implementing many of the City's locally adopted policies and regulations, including:

- ◆ Zoning and land use
- ◆ Tree preservation and planting in development situations
- ◆ Site-related regulations such as erosion control and grading
- ◆ Sign and mural regulations
- ◆ Property Maintenance Codes
- ◆ Cannabis and liquor licensing
- ◆ Noise Code

The bureau also is responsible for responding to code violations and working with customers to bring development into compliance with the codes.

This Adopted Budget includes 351.9 FTE and an operating budget of \$91.1 million. Approximately 97% of the bureau's ongoing revenues comes from permit fees and assessments. The remaining 3% comes from the City's General Fund to support Liquor Licensing and a portion of Permitting & Development's local City Code enforcement programs, Neighborhood Inspections, and Noise Code Enforcement.

**Balancing Service Provision and Fiscal Responsibility**

Permitting & Development's vision is to be the best development services agency in the country by:

- ◆ Partnering with the other City bureaus that provide these services (Bureau of Transportation, Environmental Services, Water Bureau, Fire Bureau, Parks Bureau, and Housing Bureau) to staff and deploy programs, technology, and systems that meet the time-sensitive needs of the development industry; and

# **Portland Permitting and Development**

Community & Economic Development Service Area

- ◆ Addressing neighborhood and community members' concerns about the quality of development and access to development-related information and services.

This commitment to provide excellent and equitable programs and services is met within the context of a commitment to operate in a fiscally responsible manner. The bureau seeks to balance several goals:

- ◆ Establish and achieve equitable and workable service level goals to ensure programs and services are effective, efficient, and equitable.
- ◆ Provide excellent programs and services and utilize technology to respond effectively to bureau customers' and the community's changing needs.
- ◆ Staff adequately to meet the needs of customers, stakeholders and community members.
- ◆ Pursue cost recovery for services whenever appropriate.
- ◆ Maintain prudent financial reserves to cushion the bureau against economic downturns.
- ◆ Set reasonable fees and keep any necessary fee increases as low as possible.

In addition to maintaining service delivery (reviewing land use and permit applications, performing inspections, etc.) it is critical that the bureau dedicate ongoing funding for making improvements, including:

- ◆ Utilizing technology to make services and processes efficient, convenient, user-friendly, and accessible;
- ◆ Anticipating the need to adapt programs, services, and processes to meet changing needs; and
- ◆ Identifying and implementing process improvements to gain efficiency.

## **Bureau Revenues, Funding Sources, and Reserves**

In FY 1988-89, the City Council established an operating fund for Permitting & Development and charged the bureau with fully supporting its State-mandated construction programs through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit their revenues from being used for City Code enforcement programs. Permitting & Development works to maintain full cost recovery for many of its construction programs and services. To this end, the bureau implements gradual fee increases as needed (to minimize the impact on customers and community members). The bureau achieved full cost recovery for its state-mandated programs from FY 2011-12 through FY 2017-18. Until FY 2019-20, Permitting & Development had not raised most of its fees since FY 2012-13 and reduced some fees in FY 2013-14 and FY 2016-17 in response to discussions with the development community, due to the bureau's sustained high cost-recovery rate, and its healthy reserve balance.

In FY 2023-24, the impacts of high interest rates and declining market values for properties in the downtown core have resulted in a sharp decline in construction permitting activity. Reserves stood at \$29.4 million on January 1, 2024, as the bureau has drawn at a rate of \$2.8 million per month through the first half of FY 2023-24. Permitting & Development has implemented cost savings measures to slow the draw on reserves, including layoffs of contract workers, temporary

workers, and employees under probationary status in November and December of 2023, and broader layoffs across all divisions of 56.0 FTE regular employees in January 2024. Overall, layoffs resulted in a 19% reduction in Permitting & Development's workforce. Permitting & Development is expecting low project activity to continue through FY 2025-26.

The requirement to be self-supporting, combined with the challenge of accurately predicting construction activity and fee revenues, makes it important for Permitting & Development to maintain sufficient reserves to ensure bureau services remain stable when revenues fall below expectations. After the 2007-09 recession, Permitting & Development strengthened its reserve goals and focused on rebuilding its reserves from FY 2010-11 through FY 2017-18. With the decrease in revenues, reserve levels have dropped for most programs, and overall reserve levels have declined since FY 2017-18. Permitting & Development will continue to closely monitor reserve levels through FY 2023-24 into FY 2024-25.

Permitting & Development's local City Code enforcement programs (Land Use Services, Neighborhood Inspections, Environmental Soils, Signs, Zoning Enforcement, Site Development, Noise, Liquor, and Cannabis) are funded through a combination of program fees and fines, and do not receive support from State-mandated permit fee revenues. The Neighborhood Inspections Program is supplemented with crucial support from the City's General Fund. Permitting & Development's Budget Advisory Committee and the Development Review Advisory Committee have consistently supported the ongoing use of General Fund monies to support the Neighborhood Inspections Program, in recognition of the benefits it delivers to the entire community. Noise and Liquor Licensing also receive a small amount of support from the City's General Fund in combination with program fees.

## **State Statutes and Administrative Rules**

The City of Portland has been regulating construction since the late 1800s, with local ordinances passed by the City Council as early as 1892. In 1973, the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement, which required Portland to begin enforcing the State-adopted codes with State-certified personnel. Permitting & Development is also responsible for administering a variety of local regulations adopted within the City Code, including the Zoning Code under Title 33, Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), and Property Maintenance (Title 29). Additionally, Permitting & Development administers the Noise Program, Cannabis Licensing, and Liquor Licensing.

## **Summary of Budget Decisions**

### **Base Budget Adjustments**

On August 30, 2023, Portland City Council passed Resolution 37628, directing the unification of permitting functions to improve City delivery of development review and permitting services. The resulting entity was commonly referred to as the Single Permitting Authority but has since undergone a name change to Portland Permitting & Development. The bureau, formerly known as the Bureau of Development Services will cease to exist, as the functions have moved under Permitting & Development. This Adopted Budget represents the Permitting & Development budget, which includes the former Development Services entity, along with functions which previously existed within Bureau of Transportation, Environmental Services, Parks Bureau, Urban Forestry, and Water Bureau.

# **Portland Permitting and Development**

Community & Economic Development Service Area

Bureau of Development Services eliminated 136.9 FTE vacant positions in the FY 2024-25 Adopted Budget. In Winter 2023/2024, Development Services reduced staffing levels due to declining demand for services, workload, and revenues, which resulted in an unsustainable draw on bureau reserves. The downturn in development activity is expected to last 18–24 months. This reduction in position authority recognizes this downturn through the elimination of vacant positions which are not expected to be filled in the foreseeable future.

## **Additions**

### **Permit Improvement Team**

The Adopted Budget includes \$900,000 plus \$133,957 in program carryover to fund the Permit Improvement Team (PIT) for another year. This team is moving from Special Appropriations to the Community & Economic Development Service Area. The team supports specific projects, facilitates cross-bureau process improvement, and acts as change management agents, working collaboratively across bureaus to promote citywide permit improvement initiatives aimed at achieving greater efficiency and reducing permitting timelines. The creation of Portland Permitting & Development and recent staff reductions have created a need for continued process improvement support. This one-year extension will ensure that PIT can effectively support the Permitting & Development implementation and continue its essential improvement work, addressing the successful transition to the new permitting structure.

### **Technology Support**

The Adopted Budget includes \$1.875 million in one-time General Fund discretionary resources to the Portland Permitting & Development to fund the Bureau of Technology Services vertical apps in Permitting & Development. This funding is designated for upgrading technological services and increasing staff capacity who will focus on improving and integrating current applications including Amanda, DevHub, and ProjectDox to support efficient permitting processes. These enhancements aim to streamline the user experience, reduce permit processing times, and increase customer satisfaction.

### **One-time Contingency Addition**

The Adopted Budget includes \$2.0 million in one-time General Fund discretionary resources to establish a small reserve for Permitting & Development to better navigate the downturn in development activity and revenues, and provide resources for future anticipated increases in permitting needs.

# Portland Permitting and Development

Community & Economic Development Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>Number of housing intakes</b>					
Number of housing intakes	1,098	1,561	1,150	1,190	1,150
Number of construction code violation cases	83	78	85	95	85
Number of code enforcement lien reduction requests	236	265	300	300	300
Number of nuisance intakes	2,144	2,764	2,500	2,755	2,800
Number of site development plan reviews	5,199	5,186	5,320	4,142	4,142
Percentage of commercial inspections made within 24 hours of request	96%	96%	96%	96%	96%
Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	50%	47%	60%	60%	95%
Percentage of building permits issued on same day as completed application	24%	21%	25%	30%	30%
Percentage of Type II Land Use Reviews - Application Completeness Review done within 14 days of application intake	33%	43%	50%	40%	80%
Percentage of pre-issuance checks completed within two working days of last review approval	43%	51%	45%	70%	75%
<b>EFFICIENCY</b>					
Number of inspection trips reduced due to multi-certified inspectors	12,793	14,404	13,000	13,900	13,500
Number of residential inspections per day, per inspector	20.40	23.04	21.00	23.49	24.00
Average number of working days to first review	11.00	9.93	9.45	10.00	10.00
Number of commercial inspections per day, per inspector	11.00	12.50	11.50	13.00	14.00
<b>OUTCOME</b>					
Number of code enforcement lien reductions granted	150	199	240	240	240
Percentage of commercial plans reviewed by all bureaus within scheduled end dates	42%	51%	60%	61%	75%
Percentage of residential plans reviewed by all bureaus within scheduled end dates	46%	51%	60%	66%	85%
<b>OUTPUT</b>					
Number of enforcement cases prepared and presented to Code Hearings Officer (All case types: Zoning, EDPEP, Housing, Nuisance)	5	4	4	4	4
Number of electrical permits	15,459	15,502	14,300	14,664	14,664
Number of home occupation permits issued	312	320	95	75	75
Number of businesses self-identified as minority-owned	0	12	25	21	21
Number of Residential Inspections	86,030	94,493	83,400	93,710	93,710
Number of housing and derelict buildings inspections	2,804	2,228	2,012	2,185	2,300
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in FY 2010-11)	609	691	572	543	572
Number of Commercial Inspections	38,114	46,289	41,600	46,246	46,246
Number of sign permits	458	363	454	411	411
Number of issued commercial building permits	2,113	2,130	1,870	1,844	1,844
Number of housing units inspected (includes enhanced inspection pilot beginning in FY 2010-11)	1,968	1,818	1,878	2,000	1,865
Number of Land Use Review and Final Plat Applications	504	404	410	406	410

# Portland Permitting and Development

Community & Economic Development Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of total liquor license applications processed	3,693	4,279	2,000	4,200	4,200
Number of issued residential building permits	5,024	5,126	4,730	5,028	1,844
Number of mechanical permits	11,852	11,546	10,650	10,526	10,526
Number of properties cleaned up	1,314	2,536	1,668	1,585	1,668
Number of nuisance inspections	4,057	4,859	4,300	4,465	4,700
Number of Noise Variances processed and issued	0	395	0	430	430
Number of plumbing permits	8,892	8,503	7,750	7,742	7,742
Number of sanitation permits and evaluations issued	314	294	315	278	278
Number of zoning code violation statistics (cases, inspections, and letters)	2,983	4,093	2,845	3,000	3,000
Number of properties assessed code enforcement fees	169	181	180	195	195
Total number of issued commercial and residential building permits	7,137	7,256	6,600	6,872	6,872
Number of site development land use case reviews	639	432	505	530	530
Number of site development permit inspections	306	531	321	540	540
<b>WORKLOAD</b>					
Number of cannabis licenses issued and renewed	300	332	375	352	352
Count of Noise Complaints received	0	1,765	0	3,300	3,300
Number of Marijuana Regulatory License applications processed for a change of ownership	67	32	25	50	50
Number of Noise Cases opened	0	500	0	480	480

# Portland Permitting and Development

Community & Economic Development Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	44,335,255	45,188,255	42,862,954	45,873,710	45,873,710
Charges for Services	17,952,324	16,852,330	20,090,635	15,755,018	15,755,018
Intergovernmental	1,454,866	22,283	14,200	0	0
Miscellaneous	2,306,180	3,715,800	2,972,750	1,818,880	1,818,880
<b>External Revenues Total</b>	<b>66,048,625</b>	<b>65,778,668</b>	<b>65,940,539</b>	<b>63,447,608</b>	<b>63,447,608</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	4,519,910	1,195,000	1,993,953	6,803,154	6,803,154
Interagency Revenue	2,022,416	2,068,238	2,163,002	11,872,792	11,872,792
<b>Internal Revenues Total</b>	<b>6,542,326</b>	<b>3,263,238</b>	<b>4,156,955</b>	<b>18,675,946</b>	<b>18,675,946</b>
Beginning Fund Balance	59,155,041	58,135,846	47,657,090	21,898,373	21,898,373
<b>Resources Total</b>	<b>131,745,992</b>	<b>127,177,752</b>	<b>117,754,584</b>	<b>104,021,927</b>	<b>104,021,927</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	49,993,484	54,403,042	68,676,204	61,499,629	60,981,800
External Materials and Services	4,067,371	5,507,777	9,735,015	6,107,585	6,119,039
Internal Materials and Services	15,172,533	16,723,179	18,452,210	24,038,170	24,038,170
<b>Bureau Expenditures Total</b>	<b>69,233,388</b>	<b>76,633,998</b>	<b>96,863,429</b>	<b>91,645,384</b>	<b>91,139,009</b>
<b>Fund Expenditures</b>					
Debt Service	1,561,006	1,623,446	1,688,360	1,217,508	1,755,935
Contingency	0	0	15,305,060	6,723,665	6,712,649
Fund Transfers - Expense	2,815,816	3,423,434	3,897,735	4,435,370	4,414,334
<b>Fund Expenditures Total</b>	<b>4,376,822</b>	<b>5,046,880</b>	<b>20,891,155</b>	<b>12,376,543</b>	<b>12,882,918</b>
Ending Fund Balance	58,135,782	45,496,873	0	0	0
<b>Requirements Total</b>	<b>131,745,992</b>	<b>127,177,751</b>	<b>117,754,584</b>	<b>104,021,927</b>	<b>104,021,927</b>
<b>Programs</b>					
Administration & Support	25,209,630	26,176,526	32,952,690	29,397,686	29,247,686
Business Services	8,063	—	—	—	—
Combination Inspections	8,281,862	9,007,962	11,457,041	8,710,774	8,621,073
Commercial Inspections	6,949,559	7,483,978	9,504,827	6,447,563	6,397,563
Compliance Services	2,227,403	2,647,718	4,957,271	4,791,462	4,802,916
Development Services	5,834,641	8,241,510	10,648,378	7,456,536	7,393,109
Land Use Services	7,400,264	8,188,912	10,040,674	7,167,453	7,077,752
Maintenance	64	—	—	—	—
Neighborhood Inspections	2,955,801	3,072,696	3,738,760	2,703,428	2,703,428

# **Portland Permitting and Development**

Community & Economic Development Service Area

## **Summary of Bureau Budget**

	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
Operations	1	—	—	—	—
Plan Review	7,969,052	9,317,260	10,801,762	7,657,408	7,582,408
Public Infrastructure Permitting	—	—	—	14,816,930	14,816,930
Site Development	2,397,050	2,497,438	2,762,026	2,496,144	2,496,144
<b>Total Programs</b>	<b>69,233,388</b>	<b>76,633,998</b>	<b>96,863,429</b>	<b>91,645,384</b>	<b>91,139,009</b>

# Portland Permitting and Development

Community & Economic Development Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	70,803	89,107	1.00	89,107	1.00	89,107	1.00	89,107
30000064	Accountant III	77,938	98,010	1.00	90,187	1.00	93,650	1.00	93,650
30003976	Administrative Specialist II - CPPW	73,029	104,208	5.00	470,018	5.00	470,018	5.00	470,018
30003979	Analyst II - CPPW	94,390	122,637	4.00	439,816	4.00	439,816	4.00	439,816
30003008	Analyst III	103,834	147,035	2.00	294,070	2.00	294,070	2.00	294,070
30003980	Analyst III - CPPW	103,834	147,035	3.00	372,903	3.00	372,903	3.00	372,903
30003009	Analyst IV	114,192	163,322	2.00	307,818	2.00	307,818	2.00	307,818
30000173	Building Inspector II	91,915	106,330	4.00	425,320	4.00	425,320	4.00	425,320
30000174	Building Inspector, Sr	103,189	119,413	21.00	2,491,447	21.00	2,494,036	21.00	2,494,036
30003010	Business Systems Analyst I	81,661	0	4.00	384,345	4.00	403,606	4.00	403,606
30003011	Business Systems Analyst II	91,686	0	4.00	412,550	4.00	428,522	4.00	428,522
30003012	Business Systems Analyst III	105,435	0	9.00	1,143,110	9.00	1,191,812	9.00	1,191,812
30000184	Code Specialist II	61,027	80,766	5.00	374,647	5.00	384,737	5.00	384,737
30000186	Code Specialist III	65,790	86,216	2.00	172,432	2.00	172,432	2.00	172,432
30000170	Combination Inspector	98,072	113,589	17.00	1,925,480	17.00	1,928,980	17.00	1,928,980
30003982	Coordinator I (NE) - CPPW	73,029	104,208	1.00	84,531	1.00	84,531	1.00	84,531
30003983	Coordinator II - CPPW	80,558	114,982	7.00	652,871	7.00	652,871	7.00	652,871
30003984	Coordinator III - CPPW	94,390	122,637	4.00	424,695	4.00	424,695	4.00	424,695
30003030	Coordinator IV	103,834	147,035	2.00	242,174	2.00	242,174	2.00	242,174
30000335	Development Services Project Coord	87,048	111,176	5.00	547,490	5.00	552,698	5.00	552,698
30000332	Development Services Technician I	54,018	72,405	2.00	122,262	2.00	126,523	2.00	126,523
30000333	Development Services Technician II	72,405	92,352	23.00	2,019,263	25.00	2,197,035	25.00	2,197,035
30000334	Development Services Technician III	87,048	111,176	6.00	585,946	6.00	634,502	6.00	634,502
30003038	Director II	167,211	242,965	1.00	217,485	1.00	217,485	1.00	217,485
30000168	Electrical Inspector	91,915	106,330	2.00	212,660	2.00	212,660	2.00	212,660
30000169	Electrical Inspector, Sr	103,189	119,413	8.00	940,840	8.00	951,925	8.00	951,925
30003046	Engineer II			1.00	153,338	2.00	279,490	2.00	279,490
30000367	Engineer-Geotechnical	114,442	139,090	4.00	521,587	4.00	521,587	4.00	521,587
30000368	Engineer-Mechanical	114,442	139,090	3.00	417,270	3.00	417,270	3.00	417,270
30000369	Engineer-Structural	114,442	139,090	9.00	1,189,219	9.00	1,189,219	9.00	1,189,219
30003050	Engineering Manager	138,174	189,114	1.00	185,411	2.00	349,055	2.00	349,055
30003051	Engineering Supervisor	125,632	177,237	2.00	349,627	3.00	501,061	3.00	501,061
30003986	Financial Analyst II - CPPW	94,390	122,637	1.00	105,851	1.00	105,851	1.00	105,851
30003987	Financial Analyst III - CPPW	103,834	147,035	1.00	125,549	1.00	125,549	1.00	125,549
30000342	GIS Technician II	72,405	92,352	2.00	184,704	2.00	184,704	2.00	184,704

# Portland Permitting and Development

Community & Economic Development Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000028	Hearings Clerk	62,088	81,661	1.00	81,661	1.00	81,661	1.00	81,661
30000171	Housing Inspector	72,093	91,270	6.00	547,620	6.00	547,620	6.00	547,620
30000172	Housing Inspector, Sr	95,139	110,094	5.00	545,186	5.00	549,368	5.00	549,368
30003081	Manager I	114,192	163,322	1.00	151,237	3.00	428,751	3.00	428,751
30003082	Manager II	138,174	189,114	3.00	485,119	3.00	485,119	3.00	485,119
30003083	Manager III	152,006	220,958	2.00	377,811	2.00	377,811	2.00	377,811
30000737	Noise Control Officer	84,926	113,734	1.00	113,734	1.00	113,734	1.00	113,734
30000012	Office Support Specialist II	44,866	64,397	15.00	905,024	15.00	927,661	15.00	927,661
30000013	Office Support Specialist III	57,346	76,024	5.00	358,514	6.00	423,780	6.00	423,780
30000377	Planner I, City-Land Use	84,469	97,781	4.00	391,124	4.00	391,124	4.00	391,124
30000384	Planner II, City-Environmental	96,179	111,342	1.00	103,188	1.00	108,398	1.00	108,398
30000385	Planner II, City-Land Use	96,179	111,342	11.00	1,189,108	13.00	1,400,919	13.00	1,400,919
30000389	Planner II, City-Urban Design	96,179	111,342	3.00	334,026	3.00	334,026	3.00	334,026
30003089	Planner, Principal	125,632	177,237	1.00	173,701	1.00	173,701	1.00	173,701
30000392	Planner, Sr City-Environmental	103,397	119,642	1.00	119,642	1.00	119,642	1.00	119,642
30000393	Planner, Sr City-Land Use	103,397	119,642	7.90	912,868	9.90	1,130,270	9.90	1,130,270
30000397	Planner, Sr City-Urban Design	103,397	119,642	2.00	239,284	2.00	239,284	2.00	239,284
30003090	Planner, Supervising	114,192	163,322	5.00	748,030	6.00	886,787	6.00	886,787
30000231	Plans Examiner, Commercial	91,624	112,528	13.00	1,462,864	13.00	1,462,864	13.00	1,462,864
30000230	Plans Examiner, Residential	86,403	99,154	3.00	297,462	3.00	297,462	3.00	297,462
30000232	Plans Examiner, Sr	104,499	122,283	3.00	364,050	3.00	366,849	3.00	366,849
30000164	Plumbing Inspector	91,915	106,330	1.00	106,330	1.00	106,330	1.00	106,330
30000165	Plumbing Inspector, Sr	103,189	119,413	5.00	597,065	5.00	597,065	5.00	597,065
30003097	Public Information Officer	94,390	122,637	1.00	122,637	1.00	122,637	1.00	122,637
30003100	Risk Specialist II	94,390	122,637	1.00	117,354	1.00	117,354	1.00	117,354
30000179	Site Development Inspector II	91,915	106,330	4.00	400,630	4.00	413,272	4.00	413,272
30000178	Site Development Inspector, Sr	103,189	119,413	2.00	238,826	2.00	238,826	2.00	238,826
30003103	Supervisor I - E	94,390	122,637	1.00	115,628	1.00	115,628	1.00	115,628
30003104	Supervisor II	103,834	147,035	14.00	1,848,495	17.00	2,224,797	17.00	2,224,797
<b>Total Full-Time Positions</b>				<b>291.90</b>	<b>32,124,241</b>	<b>347.90</b>	<b>37,854,015</b>	<b>347.90</b>	<b>37,854,015</b>
<b>Grand Total</b>				<b>291.90</b>	<b>32,124,241</b>	<b>351.90</b>	<b>38,040,497</b>	<b>351.90</b>	<b>38,040,497</b>

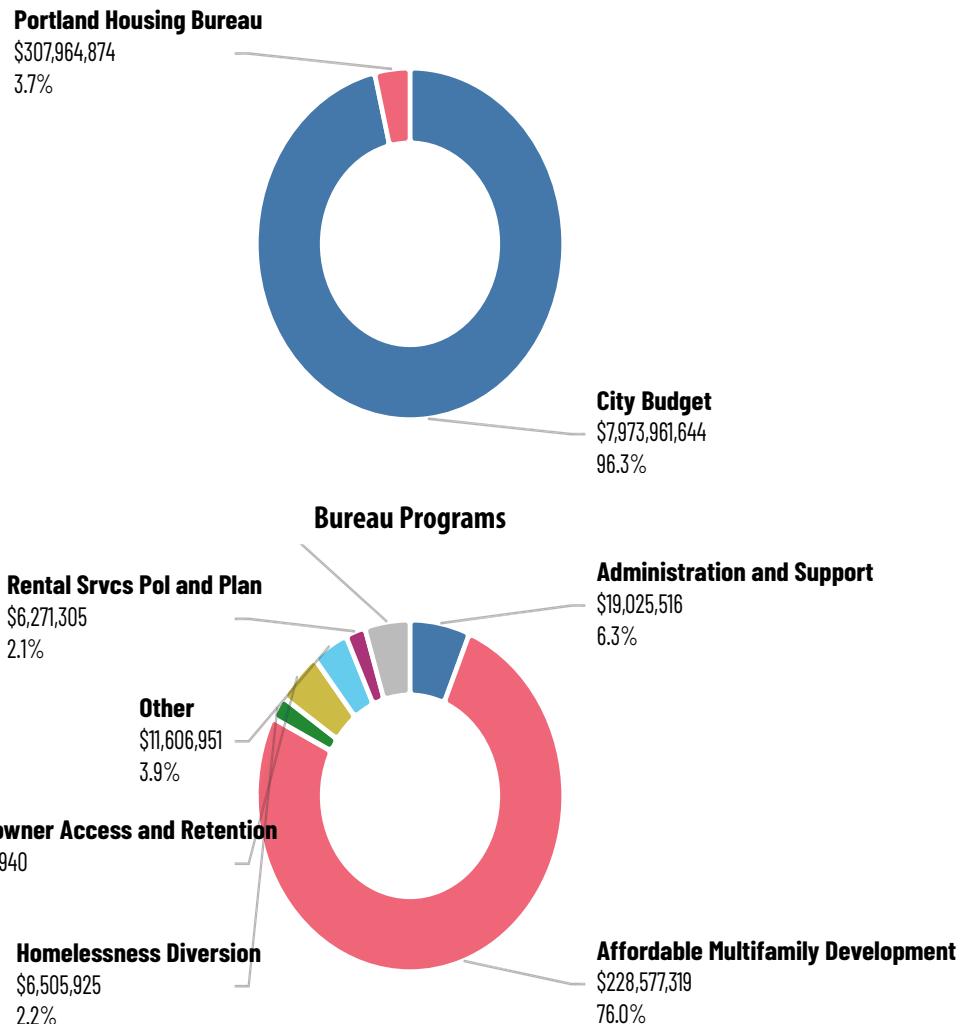
## Portland Housing Bureau

Community & Economic Development Service Area

Donnie Oliveira, DCA - Community & Economic Development

Helmi Hisserich , Director

**Percent of City Budget Graph**



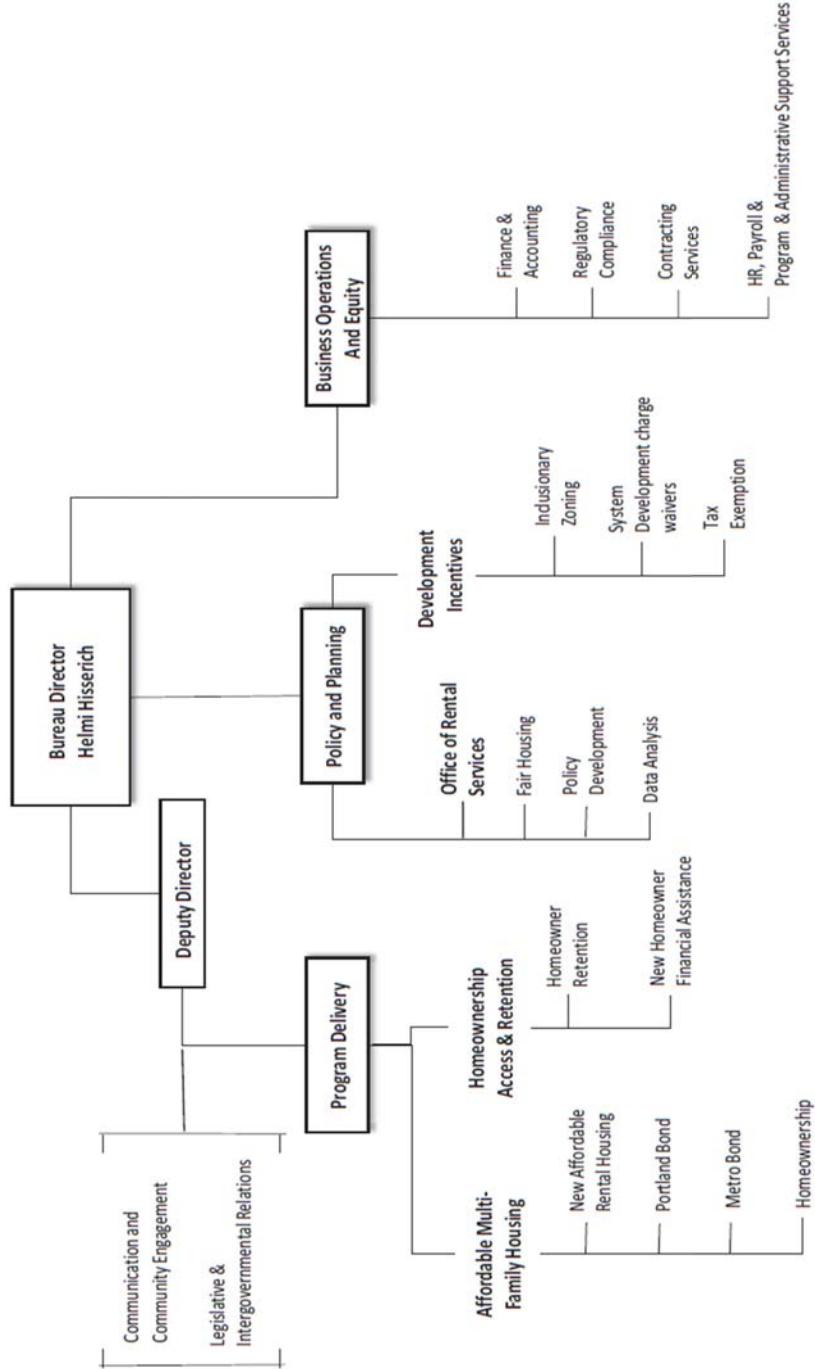
### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$311,126,462	\$307,964,874	\$(3,161,588)	(1)%
Capital				
<b>Total</b>	<b>\$311,126,462</b>	<b>\$307,964,874</b>	<b>\$(3,161,588)</b>	<b>(1)%</b>
Authorized Positions	86.00	87.00	1.00	1.16%

# Portland Housing Bureau

Community & Economic Development Service Area

## Portland Housing Bureau



## Bureau Summary

The Portland Housing Bureau works toward a vision of Portland where everyone can find an affordable home and has equitable access to housing opportunity. The bureau is committed to addressing the housing needs of Portlanders through policies and programs to create new affordable housing, provide rental services support to tenants and landlords, promote stable homeownership, and prevent displacement.

## Bureau Mission

The mission of the Portland Housing Bureau (Housing Bureau) is to meet the housing needs of the people of Portland. The bureau accomplishes its mission by building and preserving quality affordable housing; supporting programs that help low-income Portlanders rent, buy, and retain their homes; convening partnerships to assess the city's housing needs and identify efficient, sustainable solutions; and actively engaging with communities of color to ensure their participation in the housing and economic opportunities that quality housing investments create.

## Bureau Overview

The Portland Housing Bureau is responsible for the management of several sources of public funds. Investments span the housing continuum, from programs and services to prevent, address, and end homelessness; to quality, affordable rental housing development for low-income individuals and families; to targeted homebuying and home retention programs; and to implementation of regulations and services to renters and landlords in the city's rental housing market.

Funds come from the following sources:

- ◆ Tax Increment Financing (TIF)—Per City policy, 45% of all TIF resources go toward affordable housing
- ◆ General Obligation bond funds for capital expenditures associated with the production and preservation of affordable housing
- ◆ City General Fund
- ◆ federal funds
- ◆ local sources including the Construction Excise Tax, Inclusionary Housing fees, short-term rental revenue, the Rental Registration Fee, and the Housing Investment Fund

The bureau has five advisory bodies that guide its work, three of which are currently on pause as the bureau reassesses their structure and function: the Portland Housing Advisory Commission, the Fair Housing Advocacy Committee, and the Rental Services Commission. The N/NE Housing Strategy Oversight Committee and the Bond Oversight Committee continue to operate as normal.

# **Portland Housing Bureau**

Community & Economic Development Service Area

Major bureau services and programs include:

- ◆ Housing production: The Housing Bureau provides funding for affordable housing development, mandating affordability periods of up to 99 years for all funded projects. In recent years, most projects have been funded by the Portland Housing Bond and the Metro Affordable Housing Bond. The fully allocated Portland Bond is exceeding all major goals, surpassing the total unit goal by 43%. The Metro Bond, with funds still to be allocated, is already exceeding the total unit goal by 21%, and on track to exceed all other major goals. In total, the bonds are expected to create over 3,600 affordable homes, including over 710 units of Permanent Supportive Housing (PSH) in alignment with the joint City/County goal of 2,000 PSH units by 2028.
- ◆ Rental Services Office (RSO): Launched in 2017, the RSO provides direct technical assistance and support to renters and landlords on new and evolving City policies, such as Mandatory Relocation Assistance and other tenant protections. In the past year, the Rental Services Office assisted more than 7,088 households with information, landlord-tenant education, and referrals to assistance.
- ◆ N/NE Neighborhood Housing Strategy: Launched in 2014, the N/NE Strategy aims to address the harmful legacy and ongoing threat of displacement due to urban renewal in N/NE Portland, which has had a disproportionate impact on families from Portland's historically Black neighborhoods. To date, PHB has completed over 501 rental units, assisted 127 families to purchase homes, and provided critical home repair services to more than 1000+ homeowners. Homes created under the N/NE Strategy are subject to the N/NE Preference Policy, which gives preference to applicants with generational ties to N/NE Portland.
- ◆ Inclusionary Housing (IH): The IH program links affordable housing production to market-rate housing development by requiring large-scale housing developments to provide a portion of the units at rents restricted to 80% AMI. Since the adoption of the program in February 2017, the City has permitted, or is in process to permit, 1,100 affordable units in market-rate housing developments, which would not have otherwise provided long-term affordability without the program. In January 2024, City Council approved changes to the program which expand the program tax credits to more neighborhood areas, aiming to spur further housing development.
- ◆ Home repair and homebuyer services: The Housing Bureau offers lead abatement, moisture remediation, and other home repair services, as well as home repair loans and grants for low-income homeowners as a means of home retention. Also available are zero-interest down payment assistance loans, and first-time homebuyer counseling.

## **Strategic Direction**

In 2009, the Portland Housing Bureau was established with the primary function of financing affordable housing development. Since then, the bureau has steadily expanded its scope to include education, policymaking, market regulation, and direct housing provision. Throughout this growth, bureau policies and investments have been grounded in data and guided by principles of racial justice, equity, and community decision-making.

While significantly increasing the housing supply with newly created affordable housing funded by the Portland and Metro Housing Bonds, the bureau has also responded to the ongoing challenges that have arisen due to the COVID-19 economic crisis, deploying federal relief funds to implement new housing stability programs, emergency cash assistance, rent assistance, eviction prevention support, and assistance to low-income homeowners. Since the beginning of the pandemic, the bureau has:

- ◆ deployed \$1 million in COVID-19 rent assistance each week through its partners, supporting more than 23,669 households;
- ◆ created and expanded eviction prevention programming, which served 817 tenants in FY 2021-22, 72% of whom self-identified as BIPOC.
- ◆ opened more than 2,000 new affordable housing units.

Despite this progress, the bureau's State of Housing Report has shown the enduring effects of historic and institutional barriers in limiting housing opportunities and economic stability for communities of color, who are disproportionately impacted by gentrification and displacement in Portland. This data is at the core of the bureau's strategic priorities to increase the supply of affordable housing; create equitable pathways to homeownership through targeted efforts to reduce racial disparities; and prevent displacement through programming to stabilize families in the homes and neighborhoods where they live.

Moving into FY 2024-25, the Housing Bureau has begun to work on a new strategic plan that will provide clarity about existing resources and future funding needs to meet the city's housing goals.

## **Base Budget Adjustments**

- ◆ Returning TIF Set-Aside: The City Budget Office is directed to place \$8 millions of Returning TIF revenues in a policy set-aside for the Housing Bureau, beginning in FY 2024-25. The housing Bureau is facing a budget cliff due to the expiration of the TIF resources and the spending down of the Housing Bonds. As these resources diminish, the Bureau will have to shift its focus towards project financial restructures, rehabilitation, and regulatory compliance. The cliff will also significantly impact staffing. The Returning TIF set-aside is necessary to deploy funds for crisis response and community stabilization, deliver programs, and retain operational capacity as TIF declines and slowly rebuilds with the forthcoming Cully and anticipated Central City and East Portland TIF Districts.
- ◆ PCEF: The Housing Bureau partnered with the Portland Clean Energy Fund (PCEF) to fund up to \$60 million over the next five years for energy efficiency and renewable energy improvements to newly regulated, multi-family affordable housing projects, including those in the development pipeline. \$20.9 million is budgeted for FY 2023-24 to cover selected, clean energy project costs, limited-term staffing, and administrative expenses. For FY 2024-25, there's a proposed Decision Package for Clean Energy Improvements and Rehabilitation of Existing Regulated Multifamily Rental Affordable Housing for \$40 million for four years (\$10 million per year). The requested Decision Package would support energy efficiency and renewable energy updates for approximately 300 units alongside other PHB-funded capital improvements.

## **Summary of Budget Decisions**

### **Additions**

#### **Returning General Fund Resources from Expiring Tax Increment Financing Districts**

Over the next several years, the Portland Housing Bureau is facing declining revenues due to the expiration of Tax Increment Finance (TIF) resources and the spending down of the City and Metro Affordable Housing Bonds. The FY 2022-23 Adopted budget included a Budget Note directing the City to set aside \$20 million in ongoing resources from expected returning Tax Increment Finance (TIF) revenues beginning in FY 2024-25, with \$8 million (25% of the total forecasted) set-aside for the Housing Bureau. The Mayor's Proposed Budget includes \$7.6 million in additional ongoing General Fund resources allocated to the Housing Bureau. PHB proposed to use the \$7.6 million in FY 2024-25 for a mix of staff positions, internal support, outgoing grants, and other uses. On a one-time basis for FY 2024-25 only, \$5.6 million of the funds are repurposed, with PHB dedicating the remaining \$2.0 million to staff support. The Proposed budget also repurposes \$2.0 million of the PCEF funding added in a separate request for the outgoing grants.

**Clean Energy Improvements and Rehabilitation of Existing Regulated Multifamily Rental Affordable Housing**

In the Mayor's Proposed budget, the Portland Housing Bureau is allocated \$8 million ongoing (\$40 million over five years) in Portland Clean Energy Fund (PCEF) resources for outgoing grants and for clean energy improvements to address the ongoing need to preserve and update existing regulated multifamily rental housing as a part of the affordable housing ecosystem. The funding for clean energy improvements will be matched with other PHB investment sources to preserve existing housing stock currently regulated by the bureau or Oregon Housing and Community Services. The resources will ensure existing regulated multifamily housing developments' affordability and operations are preserved to continue serving low-income and other vulnerable tenant populations. The FY 2024-25 allocation is a part of the \$40 million in total PCEF resources dedicated to this purpose over a five-year period that will enable the Housing Bureau to sustain service levels in the current development pipeline and effectively meet the preservation needs of an estimated five to seven aging projects per year with significant capital needs and/or expiring regulatory agreements. As noted above regarding the bureau's allocation of additional ongoing General Fund resources, PHB had proposed to use the \$7.6 million in FY 2024-25 for a mix of staff positions, internal support, outgoing grants, and other uses. The Proposed budget repurposes \$2.0 million of the PCEF funding discussed here for the outgoing grants.

**Reductions****Joint Office of Homeless Services IGA one-time reduction**

The Mayor's Proposed budget includes a reduction of \$6,000,000 in one-time General Fund Discretionary resource from the Joint Office of Homeless Services Intergovernmental Agreement (IGA). These resources are realigned to support other programming in the Fiscal Year 2024-25 budget.

**Carryovers****Land Banking Funds**

The Mayor's Proposed budget includes \$4,904,051 in one-time General Fund resources carried over from the Housing Bureau's FY 2023-24 budget for land banking purposes. The allocation was originally American Rescue Plan (ARP) resources which were replaced with one-time General Fund resources in the FY 2023-24 Fall Supplemental budget. For the effort, PHB is expecting an unspent balance of \$4.6 million in its current year external materials and services budget and \$318,257 in the personnel budget. The carryover amount represents the remaining balance of the \$5,452,500 that Community & Economic Development have already been programmed and partially spent.

# Portland Housing Bureau

Community & Economic Development Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>PERFORMANCE</b>					
Number of households provided in-depth housing stabilization services by community partners	618	1,075	385	385	385
Number of dwelling units registered with rental registration	112,674	81,346	115,000	115,000	115,000
Number of individuals provided landlord/tenant education, informational or referral services	11,564	7,088	3,180	3,180	3,180
Number of households provided legal services for housing access or stabilization	817	1,441	1,215	1,215	1,215
Percent of surveyed individuals provided landlord/tenant education that self-report increased understanding of local policy and regulations	95%	95%	80%	80%	80%
Percent of households provided legal services that self-identify as BIPOC	72%	58%	60%	60%	60%
<b>EFFICIENCY</b>					
Average investment per rental housing unit	\$124,263	\$136,000	\$150,000	\$150,000	\$150,000
Administrative costs as a percentage of bureau level budget	4%	4%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	3%	5%	5%	5%
<b>OUTCOME</b>					
Number of people housed in newly opened affordable rental units	1,760	856	1,000	1,000	1,000
Average length of time (days) spent in homeless shelter (all populations)	87	75	75	75	75
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	6,440	5,900	5,900	5,900	5,900
Percentage of family sized Inclusionary Housing (IH) units permitted	26%	22%	15%	15%	15%
Percentage of households receiving home repairs and retaining their homes 12 months after services	85%	85%	80%	80%	80%
Percentage of households receiving homebuyer subsidies from Communities of Color	95%	70%	60%	60%	60%
Percentage of housing units opened or preserved in high opportunity areas	63%	66%	50%	50%	50%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	15%	25%	25%	25%	25%
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	10%	16%	10%	10%	10%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	19%	14%	10%	10%	10%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	30%	32%	30%	30%	30%
Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	12%	10%	10%	10%	10%
Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	67%	50%	50%	50%	50%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	87%	80%	80%	80%	80%
Retention rate of households placed in permanent housing at 12 months	72%	75%	75%	75%	75%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%

# Portland Housing Bureau

Community & Economic Development Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>OUTPUT</b>					
Total number of homeless individuals placed in permanent housing based on move-in date	4,560	800	800	800	800
Rolling three-year average of total units opened and preserved	847	849	788	622	622
Affordable housing units preserved	209	317	150	150	150
Housing units opened that are newly affordable	852	514	500	500	500
Number of individuals prevented from becoming homeless	35,550	10,000	10,000	10,000	10,000
Total number of homeless individuals enrolled in housing program	5,190	4,920	4,920	4,920	4,920
<b>WORKLOAD</b>					
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	65	121	140	140	140
Count of households receiving homebuyer education or counselling	1,787	1,277	975	975	975
Number of households receiving home repairs	545	502	500	500	500

# Portland Housing Bureau

Community & Economic Development Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	9,296,320	7,126,617	4,550,000	6,143,540	6,143,540
Miscellaneous Fund Allocations	217,295	345,166	337,745	8,263,441	8,263,441
Charges for Services	10,293,285	9,390,474	9,542,646	9,453,212	9,453,212
Intergovernmental	121,431,123	62,890,305	155,581,349	151,321,512	151,752,964
Bond & Note	401,278	0	51,566,062	41,039,048	41,039,048
Miscellaneous	27,203,889	19,887,017	11,064,845	13,195,528	13,237,243
<b>External Revenues Total</b>	<b>168,843,191</b>	<b>99,639,580</b>	<b>232,642,647</b>	<b>229,416,281</b>	<b>229,889,448</b>
<b>Internal Revenues</b>					
General Fund Discretionary	38,540,245	39,332,438	44,438,847	35,868,887	35,868,887
Fund Transfers - Revenue	9,233,582	4,506,591	3,492,594	788,492	788,492
Interagency Revenue	19,960	0	0	0	0
<b>Internal Revenues Total</b>	<b>47,793,787</b>	<b>43,839,029</b>	<b>47,931,441</b>	<b>36,657,379</b>	<b>36,657,379</b>
Beginning Fund Balance	178,604,235	167,335,474	30,552,374	39,251,130	41,418,047
<b>Resources Total</b>	<b>395,241,212</b>	<b>310,814,082</b>	<b>311,126,462</b>	<b>305,324,790</b>	<b>307,964,874</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	10,424,618	10,606,790	14,484,071	16,553,373	16,559,655
External Materials and Services	206,568,516	169,635,716	282,932,451	277,745,591	280,163,267
Internal Materials and Services	3,355,223	3,435,005	3,986,911	4,007,676	4,007,676
Capital Outlay	0	0	24,650	0	291
<b>Bureau Expenditures Total</b>	<b>220,348,357</b>	<b>183,677,511</b>	<b>301,428,083</b>	<b>298,306,640</b>	<b>300,730,889</b>
<b>Fund Expenditures</b>					
Debt Service	1,736,189	1,475,748	1,987,736	1,497,960	1,497,960
Contingency	0	0	5,282,963	2,714,343	2,714,343
Fund Transfers - Expense	5,818,311	2,594,964	2,427,680	2,805,847	3,021,682
<b>Fund Expenditures Total</b>	<b>7,554,500</b>	<b>4,070,712</b>	<b>9,698,379</b>	<b>7,018,150</b>	<b>7,233,985</b>
Ending Fund Balance	167,338,356	123,065,859	0	0	0
<b>Requirements Total</b>	<b>395,241,213</b>	<b>310,814,081</b>	<b>311,126,462</b>	<b>305,324,790</b>	<b>307,964,874</b>
<b>Programs</b>					
Administration & Support	190,308	(6,926)	—	—	—
Administration and Support	—	—	—	18,617,986	19,025,516
Affordable Multifamily Development	—	—	—	222,297,079	228,577,319
Business Services	5,180,293	5,565,420	7,697,868	—	—
Data Analytics and System	1,104,732	1,022,364	1,176,387	—	—
Director's Office	837,866	1,007,633	1,123,586	—	—
Economic Opportunity Initiatives	2,683,428	2,387,906	2,262,907	2,165,820	2,181,347
Equity	—	—	203,066	292,919	292,919
Fair Housing	1,240	2,224	—	—	—

# Portland Housing Bureau

Community & Economic Development Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Healthy Homes	431,538	412,695	1,862,985	—	—
Homebuyer Financial Svcs	2,884,863	3,285,369	7,202,478	—	—
Homeless Services	1,334,317	115,542	—	2,844,700	2,867,667
Homelessness Diversion	1,237,549	1,221,608	6,445,455	6,505,925	6,505,925
Homeowner Access and Retention	—	—	—	13,808,940	14,408,940
Homeowner Retention Svcs	5,049,047	5,024,936	7,167,035	—	—
Homeownership	32,748	31,776	59,910	—	—
Homeownership Development	309,915	894,682	—	—	—
Housing Development Support	3,669,221	1,331,909	6,765,152	—	—
Housing Production & Preservation	277	—	—	—	—
Inclusionary Housing	996,550	1,119,988	2,436,797	1,916,917	1,918,662
Metro GO Bond Multi Fam Rent Prj Finance	16,465,967	23,488,517	74,500,904	—	—
NewAffordableRentalHomes	8,073,807	16,097,891	59,860,975	4,904,051	291
PDX GO Bond Multi Fam Rental Prj Finance	70,208,343	65,825,903	52,818,904	—	—
Planning & Policy	180,895	1,094,996	1,052,983	—	—
Preservation & Asset Mgmt	375,010	27,227	4,891	—	—
Property Management	4,124,051	4,816,910	7,146,555	—	—
Rapid Re-housing	8,957,563	7,476,898	—	—	—
Rehabilitation	1,377,188	480,601	11,762,350	—	—
Relocation Admin	44,110,454	13,601,677	12,311,122	—	—
Rental Services	525	39,043	—	—	—
Rental Services Policy and Planning	193,925	172,523	228,378	—	—
Rental Svrcs Pol and Plan	—	—	—	6,271,305	6,271,305
Safety Off The Streets	11,930,771	13,314,486	30,658,511	14,334,933	14,334,933
Supportive Housing	13,505,585	10,993,426	6,678,884	4,346,065	4,346,065
System Support Services	14,900,378	2,839,746	—	—	—
Workforce Development	—	(9,460)	—	—	—
<b>Total Programs</b>	<b>220,348,357</b>	<b>183,677,511</b>	<b>301,428,083</b>	<b>298,306,640</b>	<b>300,730,889</b>

# Portland Housing Bureau

Community & Economic Development Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	62,754	82,451	1.00	82,452	1.00	82,452	1.00	82,452
30000063	Accountant II	70,803	89,107	1.00	80,121	1.00	83,415	1.00	83,415
30003976	Administrative Specialist II - CPPW	73,029	104,208	1.00	56,940	1.00	75,920	1.00	75,920
30003978	Analyst I - CPPW	80,558	114,982	3.00	309,660	3.00	309,660	3.00	309,660
30003979	Analyst II - CPPW	94,390	122,637	3.00	350,918	3.00	350,918	3.00	350,918
30003008	Analyst III	103,834	147,035	2.00	255,423	2.00	255,423	2.00	255,423
30003014	Capital Project Manager III	103,834	147,035	1.00	116,001	1.00	116,001	1.00	116,001
30003030	Coordinator IV	103,834	147,035	3.00	382,470	3.00	382,470	3.00	382,470
30003035	Deputy Director II	138,174	189,114	1.00	163,642	1.00	163,642	1.00	163,642
30003038	Director II	167,211	242,965	1.00	176,139	1.00	224,640	1.00	224,640
30003987	Financial Analyst III - CPPW	103,834	147,035	2.00	235,457	2.00	235,457	2.00	235,457
30001592	Housing Administrative Specialist, Sr	68,890	0	3.00	226,950	3.00	234,849	3.00	234,849
30001590	Housing Business Systems Analyst	81,661	0	1.00	92,061	1.00	94,145	1.00	94,145
30001361	Housing Construction Coordinator	77,688	0	2.00	186,306	2.00	192,841	2.00	192,841
30001362	Housing Construction Coordinator, Sr	85,758	0	3.00	272,270	3.00	292,599	3.00	292,599
30001587	Housing Financial Analyst	81,661	0	2.00	180,367	2.00	187,691	2.00	187,691
30001588	Housing Financial Analyst, Assistant	74,048	0	1.00	74,048	1.00	75,592	1.00	75,592
30001367	Housing Lead Grant Program Coordinator	85,758	0	1.00	113,693	1.00	113,693	1.00	113,693
30001369	Housing Loan Compliance Analyst	68,890	0	1.00	70,252	1.00	73,129	1.00	73,129
30001364	Housing Loan Coordinator	74,048	0	1.00	98,113	1.00	98,113	1.00	98,113
30001365	Housing Loan Coordinator, Sr	81,661	0	2.00	175,940	2.00	181,522	2.00	181,522
30001596	Housing Management Assistant	74,048	0	2.00	172,162	2.00	173,650	2.00	173,650
30001363	Housing Portfolio Finance Coordinator	90,230	0	4.00	422,186	4.00	431,756	4.00	431,756
30001595	Housing Program Coordinator	85,758	0	14.00	1,456,608	14.00	1,488,160	14.00	1,488,160
30001593	Housing Program Specialist	77,688	0	7.00	644,366	7.00	658,225	7.00	658,225
30001594	Housing Program Specialist, Assistant	74,048	0	7.00	579,539	7.00	604,858	7.00	604,858
30003081	Manager I	114,192	163,322	1.00	142,084	1.00	142,084	1.00	142,084
30003082	Manager II	138,174	189,114	2.00	320,746	2.00	320,746	2.00	320,746
30000012	Office Support Specialist II	44,866	64,397	1.00	64,398	1.00	64,398	1.00	64,398
30003096	Public Information Manager	114,192	163,322	1.00	138,757	1.00	138,757	1.00	138,757
30003097	Public Information Officer	94,390	122,637	1.00	120,181	1.00	120,181	1.00	120,181

# Portland Housing Bureau

Community & Economic Development Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003103	Supervisor I - E	94,390	122,637	1.00	121,783	1.00	121,783	1.00	121,783
30003104	Supervisor II	103,834	147,035	2.00	267,010	2.00	267,010	2.00	267,010
<b>Total Full-Time Positions</b>				<b>79.00</b>	<b>8,149,043</b>	<b>79.00</b>	<b>8,355,780</b>	<b>79.00</b>	<b>8,355,780</b>
30001361	Housing Construction Coordinator	77,688	0	1.00	61,797	1.00	79,290	1.00	79,290
30001362	Housing Construction Coordinator, Sr	85,758	0	3.00	204,651	3.00	262,578	3.00	262,578
30001363	Housing Portfolio Finance Coordinator	90,230	0	1.00	75,192	1.00	26,783	1.00	26,783
30001595	Housing Program Coordinator	85,758	0	1.00	85,758	1.00	87,526	1.00	87,526
30001593	Housing Program Specialist	77,688	0	1.00	77,688	1.00	79,290	1.00	79,290
<b>Total Limited Term Positions</b>				<b>7.00</b>	<b>505,086</b>	<b>8.00</b>	<b>633,237</b>	<b>8.00</b>	<b>633,237</b>
<b>Grand Total</b>				<b>86.00</b>	<b>8,654,129</b>	<b>87.00</b>	<b>8,989,017</b>	<b>87.00</b>	<b>8,989,017</b>

# Bureau of Planning and Sustainability

Community & Economic Development Service Area

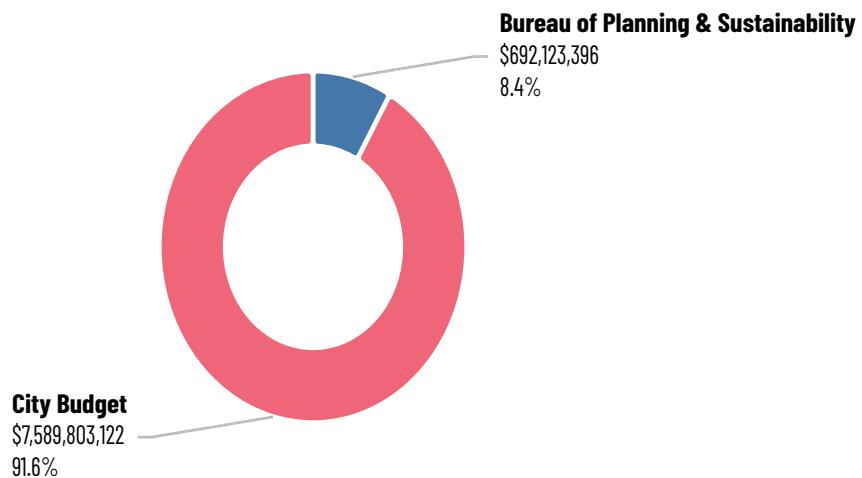
## Bureau of Planning and Sustainability

Community & Economic Development Service Area

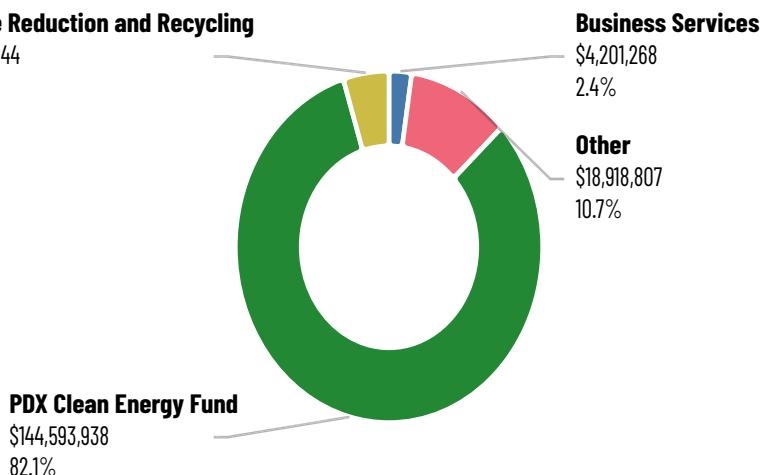
Donnie Oliveira, DCA - Community & Economic Development

Eric Engstrom, Director

**Percent of City Budget Graph**



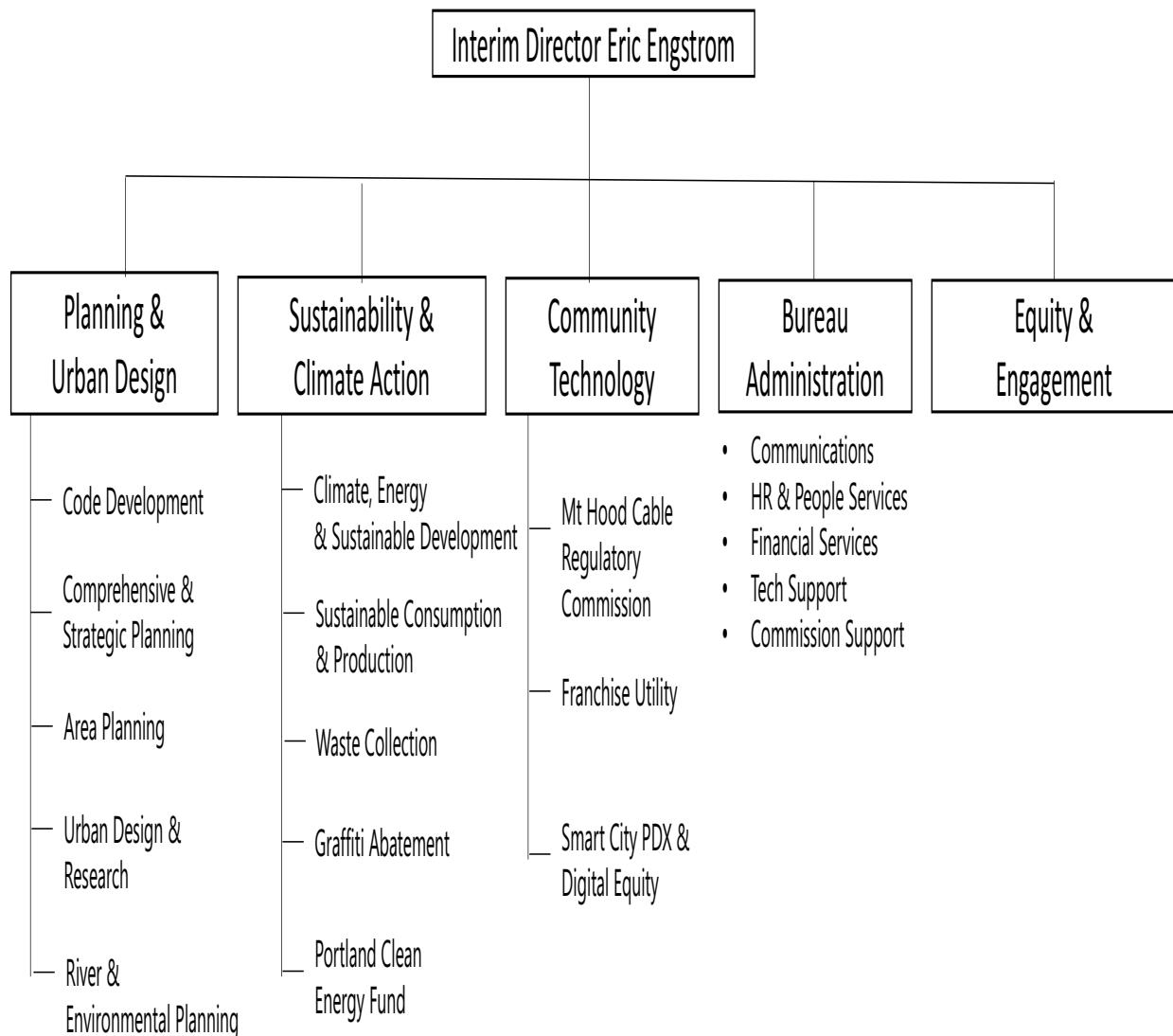
**Bureau Programs**



### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$598,451,212	\$692,123,396	\$93,672,184	16%
Capital				
<b>Total</b>	<b>\$598,451,212</b>	<b>\$692,123,396</b>	<b>\$93,672,184</b>	<b>16%</b>
Authorized Positions	158.80	150.80	(8.00)	(5.04)%

# Bureau of Planning and Sustainability



## Bureau Summary

### Bureau Mission

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

### Bureau Overview

At its heart, Planning & Sustainability is a convener and coordinator for complex projects that balance multiple objectives and set the direction for Portland's future. Its work includes strategic planning, land use and development planning, climate and energy programs, utility franchise regulation, livability programs, and technology initiatives. The bureau integrates sustainability and equity principles into the core of its work.

In collaboration with partners and the community, Planning & Sustainability aligns resources and actions for the next generation of urban strategies that will achieve the Council's priority 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.
- ◆ Policy, actions, and investments to seek climate justice, decarbonize our economy and operations, support clean industry, and drive an equitable and sustainable economic recovery.
- ◆ Regulation of private franchise utilities to benefit the community, including administration of the Mt. Hood Cable Regulatory Commission and management of Portland's garbage, recycling, and compost collection franchise system.
- ◆ Management of livability programs in coordination with the Public Environment Management Office, including a growing Public Trash Can Program and Graffiti Abatement Program.
- ◆ Smart City PDX and digital inclusion policies and incubation of programs to direct the use of new technology toward community goals, including transparent public data management, data privacy, and broadband access.

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

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 (BIPOC).

## Base Budget Adjustments

Given the 5% General Fund constraint for FY 2024-25, BPS reviewed three options to meet the decreased funding target:

### **Eliminate Vacancies.**

This strategy alone did not adequately satisfy the 5% cut because BPS's current vacancies are generally in non-General Fund programs (Portland Clean Energy Fund [PCEF] and Solid Waste Management Fund [SWMF]).

**Cut back discretionary spending in programs.** This would entail cuts to programs that have a large public interest (Graffiti Abatement, Community Broadcasting), so there was an equity concern and rationale to retain programs to the extent possible.

**Reallocate funding.** This provided the most opportunity, particularly in looking at the bureau overhead model and growing PCEF resources (switching some positions' funding from general fund to other sources of funding).

Ultimately the bureau's budget reduces General Fund costs by shifting several internal service positions to an overhead model that is supported by the SWMF and PCEF in addition to the General Fund. The budget also adds PCEF resources to a portion of the Climate, Energy, & Sustainable Development section.

## Strategic Direction

In FY 2021-22, BPS released its updated strategic plan focused on helping Portland become more equitable, healthy, prosperous, and resilient. In FY 2024-25, the bureau will continue implementation of the plan through all its programs and teams. Additionally, since the Community Technology Group and the Mt. Hood Cable Regulatory Commission joined BPS after 2021, they have embarked on strategic planning processes that will be complete in mid-2024.

*BPS creates and champions big picture plans that set the city on an equitable, prosperous, healthy, and resilient course for the future.*

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 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.

To meet our 2030 carbon reduction goal, BPS will focus on advancing building, transportation, and industrial decarbonization plans. While long-term in scope, these policy pathways are urgent in the short term. Work by the Portland Clean Energy Fund (PCEF) will also secure carbon reductions among a portfolio of projects that create wealth and reduce burdens for prioritized communities living on the front lines of climate change. In FY 2024-25 the Climate & Energy policy team will focus on energy performance in multifamily buildings. The initial phase of this work is a disclosure policy, paired with significant investments in housing through PCEF.

## Bureau of Planning and Sustainability

Community & Economic Development Service Area

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 as the bureau continues to help expand economic opportunities for BIPOC-owned businesses in Portland's waste collections industry. For FY 2024-25, work will focus on improving access to services for multi-family residents and working on food scrap collections with businesses. 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 "healthy, connected communities" 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. In 2023, the bureau completed the Lower SE Rising Plan, which furthered implementation of the City's growth plans in SE Portland; City Council adopted the plan in May 2024.

*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 the economic recovery in Portland.

In FY 2023-24, BPS completed the state-mandated Housing Needs Analysis; the bureau is following up with the corresponding Housing Production Strategy in FY 2024-25. City Council adopted package of Zoning Code reforms designed to facilitate housing production in late 2023. The Economic Opportunities Analysis will also be delivered to City Council in 2025. Last updated in 2015, these are foundational documents that will recalibrate our understanding of land supply needs for housing and jobs and inform major land use and zoning decisions through 2030.

*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 continues to demonstrate our values by prioritizing the work required to reach our short- and long-term goals in racial equity. Each program with the bureau has strategically embedded funding to support equity-focused activities around outreach, recruitment, subject matter consultation and software needs. These funds are in addition to the assigned budget for the Equity & Engagement Program Budget and supplement specific outreach work for each program.

PCEF continues to grow to meet the evolving needs of community partners with the core focus on climate justice. In FY 2024-25, this program continues to focus on providing grant resources to invest in frontline communities who have historically been under-served by climate- and energy-related programs and investments and under-represented in decision-making. FY 2024-25 will be critical as the program will implement several new strategic programs identified in the Climate Investment Plan, including new programming implemented by partner City bureaus, and issue awards to CBOs for PCEF's third community responsive grant request for proposals (RFP #3).

BPS's Smart City PDX Program is responsible for guiding the City's use of data and technology to address inequities in data management. The program leads a Citywide effort to hear from Portlanders and partners about their priorities and equity impacts related to data privacy and surveillance technology. In FY 2022-23, Smart City PDX and the Office of Equity and Human Rights (OEHR) completed a comprehensive Surveillance Technologies Policy that regulates the procurement and use of surveillance technologies by the City of Portland. In FY 2024-25, the program will develop collaborative proposals for a range of data services in response to requests from other City teams such as the Transition Team and Permit Improvement Project for needed support for coordinated storytelling, data analysis, data collection design, data visualization design, and data management, which will further establish the BPS Data Services team as a critical component of the City's successful implementation of charter reform.

The Adopted Budget includes a budget note directing the program to work with BTS and the CBO to develop organizational and budget recommendations surrounding enterprise data.

## Major Issues

BPS has an increasingly diverse funding base, which has helped stabilize our operations over the past few years. That said, the bureau has undergone significant change with the continued expansion of the PCEF Program, and the absorption of the Office for Community Technology and the Graffiti Abatement Program in late 2022. Like the rest of the City, BPS has also had to make significant changes in how we operate, due to the rise of remote work, changes in workplace technology, and other pandemic impacts.

The scale of PCEF's grant-making and investment resources has transformed BPS's internal operations, forcing us to re-engineer procurement, grant-making, and financial management systems to handle the larger scale, and provide more accountability and transparency.

In FY 2022-23, BPS received an influx of one-time General Fund resources to support several Planning, Smart City PDX, and Climate initiatives. The bureau also has several other one-time revenue sources from grants, interagency agreements, and ARPA. Taken together this added up to over \$7M in one-time resources, supporting 21 Limited Term staff. Much of that work was complete as of June 2024.

The rise of remote work, changes in workplace technology, and post-COVID inflation has created some pressure on the bureau's operating costs.

- There is financial uncertainty surrounding space planning and the need to accommodate 20-hour in-person schedules and the need for desk sharing.
- The shift to hybrid work has created the need to re-evaluate phone, software and hardware needs for staff and for office conference rooms, which created one-time costs in FY 2023-24. For BPS these impacts are mitigated somewhat by the opportunity to consolidate space with the former Office of Community Technology. In FY 2023-24, BPS had been able to add FTE without adding floor space, but the bureau's FTE count is now considerably higher than the number of desks available in the office.

# Bureau of Planning and Sustainability

Community & Economic Development Service Area

- Technology and telecommunications charges through BTS have increased more than 30% each of the past three years. This rate of increase is unsustainable and is now displacing program capacity.
- Like other bureaus, BPS programs have experienced large increases in labor costs this year, driven by inflation and large cost of living adjustments. This is putting a squeeze on budgets in all our programs. This has an especially large impact on a bureau like BPS because most of our costs (outside of PCEF) are for staff.

Due to a diversifying revenue base, BPS is able to avoid making staff or major program cuts in FY 2024-25. But if trends continue, the existing budget will not be able to support our current service levels in beyond 2025. Service impacts will be most acute in General Fund programs, including Planning and Community Technology. The adopted budget included one-time resources to support the Graffiti Abatement program at current elevated services levels through 2025.

## Changes from Prior Year

There were no major structural changes in FY 2023-24, but several smaller shifts occurred:

- The PCEF program continued to expand, as staff authorized by FY 2023-24 budget decisions are hired. The program has grown from 12 to 25 FTE as of early 2024.
- Council authorized slightly higher waste franchise fees in 2023, which has stabilized the Solid Waste Management Fund (SWMF) and allowed several FTE to be added to that program (authorized in the Fall BMP).
- Growth of SWMF and PCEF funding has had a positive impact on revenue collected through the bureau's internal bureau overhead model. With the FY 2024-25 budget the bureau is shifting several FTE from General Fund Resources onto overhead funds.
- With constrained General Fund resources and expanding PCEF revenue, the bureau has shifted some program staff in the Climate & Energy policy team to PCEF funds.
- A new Community Technology Chief position has been created and hired as of early 2024. This replaces former OCT Director role, the funding for which was shifted to the Community Safety Division in 2024. BPS found internal efficiencies and funded this position with existing resources.
- Several changes are coming to BPS in FY 2024-25 with the Charter Transition. This includes the transfer of the Chief Sustainability Officer position to the City Administrator's Office, and creation of a new Sustainability and Climate Commission, which will also be managed from that level. BPS will need to re-organize our Climate teams in 2024 to account for this shift.

The primary change in FY 2023-24 was continued growth in the PCEF program and corresponding increases in financial complexity. PCEF added 12 positions in FY 2023-24 and will add nine more in FY 2024-25.

## Summary of Budget Decisions

### Additions

#### **Graffiti Abatement One Time Resources (\$1M)**

This decision package provides additional one-time resources to supplement the \$810,629 ongoing program budget and the \$200,000 in carryover approved in the FY 2023-24 Spring BMP. Together these decisions provide just over \$2M in resources for the program in FY 2024-25 to cover continued graffiti abatement assistance for small businesses, residents, and nonprofits through BPS-managed contracts. BPS also leads the intake and dispatching of graffiti reports for both private and public graffiti found throughout the City and works closely with PEMO to select community-identified priorities, identify properties, and contact property owners.

#### **PCEF Interest to General Fund (\$7,648,595)**

City Council amended the PCEF Code to allow interest earned in FY 2022-23 to be transferred one-time to the General Fund and has been incorporated in the FY 2024-25 budget. This amount was earned in PCEF because there was a significant cash balance in the fund due to the revenues out-performing expectations as the program was being developed. Therefore, this is a one-time only action based on audited actual interest from FY 2022-23. This ordinance does not allow for another such transfer to be made for interest earned in later years.

### Spring BMP Carryover Packages

#### **Enterprise Data Services Carryover (\$413,706)**

These resources fund the work to develop a community safety dashboard along with dashboard development and support for Temporary Alternative Shelter Sites (TASS) and Safe Rest Villages. These resources allow the Smart City PDX Data Services team to continue work related to developing enterprise data governance, creating a website that presents the City's community safety data, creating a dashboard to support TASS and Safe Rest Villages, and provide data support for the Office of Management and Finance Transition Team and the Permit Improvement Project. This program is funded on a one-time basis with program carryover from the FY 2023-24 budget. This package recognizes the critical, ongoing data work of this team needs an ongoing funding source, but that this conversation is best incorporated into the larger organizational conversations that will begin in the summer of 2024 when a new interim city structure is in place. This funding bridges that gap between those decisions – which will be reflected in the FY 2025-26 budget and now, providing funding for this work for FY 2024-25.

#### **Right-of-Way Code Carryover (\$578,000)**

This is a carry-over of one-time resources related to the Right-of-Way (ROW) Code implementation, which governs private utility use of the right of way. This one-time allocation was intended to support Right-of-Way Code reforms – specifically to address the cost of technical upgrades needed to implement the new code, a Council-requested wireless cost study, and any anticipated litigation that follows adoption. In early 2024, the Council adopted the first phase of ROW Code updates. At Council's direction, a second phase of work was deferred until a cost study can be done to assess ROW Code related costs and fees connected to wireless telecommunications facilities in the right of way. The study will be completed in FY 2024-25, and then the bureau will return to Council with the second element of the ROW Code updates. Digital

# Bureau of Planning and Sustainability

Community & Economic Development Service Area

## **Inclusion Grant Carryover (\$135,000)**

Carryover for the Digital Inclusion Grant Program. Pursuant to a FY 2021-22 Decision Package, the program gets \$250,000 annually to fund digital inclusion grants that support community-led solutions to bridging the digital divide. Funded projects have addressed digital skills development and small business technical assistance. Past grantees include the Hispanic Metropolitan Chamber, The Rosewood Initiative, Somali American Council of Oregon, and AfroVillage. The carryover is requested because the annual schedule of grant awards is not fully aligned with the fiscal year – there will be at least one grant awarded in FY 2023-24 that will not be contractually encumbered by the end of the fiscal year, hence the carryover.

## **Zoning Code Improvements Carryover (\$275,000)**

Carryover for the remaining resources from the Zoning Code Improvement one-time decision package (2023 Spring BMP DP 17603). This funding enabled the bureau to hire three limited duration staff in 2023, increasing our capacity for regulatory improvement. The Regulatory Code Improvement Package (RICAP 10) funded by this resource was developed in 2023 and will be delivered to Council soon. The resources also supported the Land Division Code Update project, which will be delivered to Council in mid-2024. This carryover enables completion of these two projects in 2024, continued monitoring of other code reform outcomes (middle housing RIP 2 Annual Report), as well as several smaller code improvement activities.

## **Climate Resilience Carryover (\$150,000)**

Carryover of remaining one-time resources for EMS (Consultant Services) to conduct economic analysis. This Decision Package was originally intended to expand Planning Program capacity to address the impacts of climate change on vulnerable populations and increase the resiliency of Portland's natural and built environment to reduce climate impacts and costs (financial, human health). A significant part of that is the ongoing phased program to update the city's floodplain regulations and updating Ezones to better protect the City's natural resources. The planned analysis in FY 2024-25 will help us better understand the cost of regulations to existing and new industrial development as part of the phased update of floodplain regulations across the city and to support continued work to update the Ezones in the industrial areas of N/NE Portland. This work will be complete by early 2025.

## **Dark Skies Carryover (\$138,000)**

This is a carryover of one-time resources to continue work started in the previous fiscal year to draft zoning code regulations to minimize light pollution. The start of this work was delayed while the bureau completed other larger projects (Floodplain and Environmental Zoning work), but code concepts are expected to be developed in FY 2024-25.

## **Albina Vision Trust Carryover (\$25,000)**

Carryover of one-time resources for personnel to support the development of a master site plan alongside Albina Vision Trust. Albina Vision Trust (AVT) is developing a plan to develop a 10-plus acre site with high intensity housing and mixed-use development in the Lower Albina area (PPS headquarters site) with a racial equity focus. The allocation was used to complete a waterfront study that will

be completed at the end of FY 2023-24 and the remaining resources will fund staff participation in ongoing early assistance meetings. The original \$185,000 allocation was used to fund a waterfront study that is underway and will be completed by the end of the current fiscal year; the carryover funds will be used to fund bureau staff participation in ongoing early assistance meetings.

**Graffiti Abatement Carryover (\$200,000)**

This carryover is for one-time graffiti abatement resources that supports contractors that do graffiti cleanup on public and private property. These resources will cover about two months of continued graffiti abatement assistance for small businesses, residents, and nonprofits through BPS-managed contracts. BPS also leads the intake and dispatching of graffiti reports for both private and public graffiti found throughout the City and works closely with PEMO to select community-identified priorities, identify properties, contact property owners.

# Bureau of Planning and Sustainability

Community & Economic Development Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Average number of work days to resolve complaints against cable companies escalated to MHCRC staff	5	2	2	2	2
Net change in utility and franchise fees not attributable to inflation	\$3,343,828	\$0	\$1,000,000	\$100,000	\$100,000
Franchise and utility management program efficiency ratio	400.0%	156.0%	150.0%	150.0%	150.0%
Percentage of franchise fees spent on franchise regulation	23.0%	24.0%	10.0%	0.6%	0.6%
<b>OUTCOME</b>					
Lifetime GHG emissions reduction and sequestration from PCEF projects	0	0	0	13,364	1,598,676
New Central City Housing Units	0	927	1,000	500	1,300
Amount of public testimony received by the Planning Commission (in person, via the Map App or otherwise in writing)	175	97	1,000	1,200	2,700
Acres of significant natural resources protected through regulatory measures	16,159	16,308	17,870	17,870	17,870
Number of data review and privacy impact assessment services provided by Smart City PDX to City Bureaus/Offices and external partners.	3	6	10	10	15
Number of datasets available for download on the City of Portland's Open Data portal(s)	404	430	450	550	500
Total number of hours of local, original video programs produced through community media centers	6,504	5,342	5,000	5,000	5,000
Number of external/internal Smart City PDX outreach/training/engagement events	16	12	15	5	10
Number of Home Energy Scores	30,897.00	38,072.00	0.00	0.00	0.00
Middle housing production in single dwelling zones	1.83	4.60	0.50	0.50	0.50
Total franchise and utility license fees collected	\$1,485,031	\$89,511,558	\$93,000,000	\$93,000,000	\$93,000,000
Energy efficiency improvement in the commercial building sector	NA	NA	0%	0%	2%
Percentage reduction in per person carbon emissions from 1990 levels	45%	NA	0%	4,400%	50%
Percentage of waste recycled or composted	55%	53%	0%	56%	90%
% of funding benefiting PCEF priority populations	0%	0%	0%	80%	80%
Percentage of regulated commercial building owners complying with Ordinance No. 187095 (Commercial Energy Performance Reporting)	NA	NA	0%	50%	90%
Value of match resources leveraged by grantees through their community technology grants	62%	67%	50%	50%	50%
Compliance rate for mandatory residential energy performance disclosure	55%	57%	60%	60%	85%
Portlanders' satisfaction with quality of garbage, recycling, and composting services	NA	60%	0%	60%	75%
Retain community inclusivity as neighborhoods grow and change	28%	33%	29%	31%	31%
Percentage of new housing units that are in Centers and Corridors	88.0%	78.0%	80.0%	80.0%	80.0%
Difference in the percentage of households with home broadband service by household income	0.0%	4.0%	0.0%	10.0%	4.0%
Percentage of seven-county region's new employment growth that is in Portland	0.0%	42.0%	25.0%	25.0%	25.0%

# Bureau of Planning and Sustainability

Community & Economic Development Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of undeveloped floodplains outside the levee system that are subject to flood storage capacity and vegetation replacement requirements	79.0%	80.0%	90.0%	80.0%	100.0%
Percentage of Portlanders Living in a Complete Community	66.0%	66.0%	68.0%	69.0%	80.0%
Percentage of seven-county region's new housing that is in Portland.	22.0%	17.0%	25.0%	25.0%	25.0%
Typical curbside residential bill as a percent of median income	0.57%	0.50%	0.00%	0.00%	0.60%
<b>OUTPUT</b>					
# of businesses assisted through PCEF investment	0	0	0	162	312
# of workers trained through PCEF investment	0	0	0	453	4,182
# of households with deferred maintenance addressed through PCEF investment	0	0	0	3,280	23,996
Number of net zero carbon buildings	2	2	3	4	10
Per person residential energy use (million BTUs)	27.00	NA	0.00	24.00	21.00
Total amount of outside funding for Smart City PDX programs	\$300,000	\$600,000	\$100,000	\$100,000	\$500,000
Total amount of one-time fees collected from audits	-\$97,045	\$98,478	\$1,500,000	\$1,000,000	\$1,000,000
Total dollar amount of support provided to organizations and businesses that help residents reuse, repair, and share materials	\$2,997.50	\$20,000.00	\$0.00	\$14,600.00	\$120,000.00
Cumulative dollar amount of contracts awarded to D/M/W/ESB/SDVBE firms that support waste collection services	\$6,105,000.00	\$6,105,000.00	\$0.00	\$8,500,000.00	\$3,000,000.00
Percentage of Open Signal digital literacy training participants that are people of color	61%	64%	50%	50%	51%
Percentage of Digital Equity Action Plan (DEAP) Strategic Actions on track	0.0%	100.0%	100.0%	90.0%	100.0%
Percentage of City electricity use from renewable resources	100.0%	100.0%	100.0%	10,000.0%	10,000.0%
Representation of typically under-represented groups in decision-making processes	0.0%	21.0%	30.0%	30.0%	30.0%
<b>WORKLOAD</b>					
Number of multifamily units provided with waste education	17,647	5,910	0	13,000	25,000
Residents reached with sustainability engagement/training	18,899	150,000	0	0	0
Number of businesses consulted with on sustainability requirements	3,849	1,035	0	2,157	4,240
Number of legislative actions taken to protect right-of-way authority on bills or proposed actions	1	1	10	1	2
Median of 4 on all staff's equity objective scores (1-5).	NA	NA	100%	400%	400%

# Bureau of Planning and Sustainability

Community & Economic Development Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	135,017,328	183,451,304	100,000,000	193,800,000	193,800,000
Miscellaneous Fund Allocations	0	0	0	(167,224,761)	(178,711,851)
Licenses & Permits	3,686,455	3,722,001	5,147,163	6,895,060	6,895,060
Charges for Services	3,845,922	4,655,062	5,105,898	5,084,732	5,134,732
Intergovernmental	2,670,925	3,706,201	6,260,254	2,483,825	2,483,825
Miscellaneous	1,459,298	7,756,760	1,623,125	14,670,373	14,670,373
<b>External Revenues Total</b>	<b>146,679,927</b>	<b>203,291,329</b>	<b>118,136,440</b>	<b>55,709,229</b>	<b>44,272,139</b>
<b>Internal Revenues</b>					
General Fund Discretionary	12,150,708	17,067,333	18,988,384	17,265,484	17,265,484
General Fund Overhead	783,610	797,460	329,991	332,594	332,594
Interagency Revenue	410,005	288,151	358,007	175,796	175,796
<b>Internal Revenues Total</b>	<b>13,344,323</b>	<b>18,152,944</b>	<b>19,676,382</b>	<b>17,773,874</b>	<b>17,773,874</b>
Beginning Fund Balance	187,302,509	317,837,844	460,638,390	629,559,383	630,077,383
<b>Resources Total</b>	<b>347,326,759</b>	<b>539,282,117</b>	<b>598,451,212</b>	<b>703,042,486</b>	<b>692,123,396</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	14,817,436	17,341,843	24,975,280	27,160,379	27,160,379
External Materials and Services	9,210,746	21,895,311	211,481,404	142,250,481	142,291,245
Internal Materials and Services	4,176,455	4,859,460	6,145,611	6,235,733	6,753,733
Capital Outlay	0	0	13,006	0	0
<b>Bureau Expenditures Total</b>	<b>28,204,637</b>	<b>44,096,613</b>	<b>242,615,301</b>	<b>175,646,593</b>	<b>176,205,357</b>
<b>Fund Expenditures</b>					
Debt Service	83,092	86,417	889,872	93,469	93,469
Contingency	0	0	350,659,666	512,717,808	501,243,781
Fund Transfers - Expense	1,201,368	1,323,286	1,473,690	9,552,814	9,548,987
<b>Fund Expenditures Total</b>	<b>1,284,460</b>	<b>1,409,703</b>	<b>353,023,228</b>	<b>522,364,091</b>	<b>510,886,237</b>
Ending Fund Balance	317,837,662	493,775,795	2,812,683	5,031,802	5,031,802
<b>Requirements Total</b>	<b>347,326,759</b>	<b>539,282,110</b>	<b>598,451,212</b>	<b>703,042,486</b>	<b>692,123,396</b>
<b>Programs</b>					
Broadband & Digital Inclusion	1,206,707	5,040,607	174,939	—	—
Business Services	3,027,370	3,288,962	3,681,850	4,201,268	4,201,268
Cable Communications	322,158	578,163	—	—	—
Central City Planning	(1)	—	—	—	—
Communications	(614)	—	—	—	—
Community Engagement	2	—	—	—	—
Comprehensive & Strategic Planning	3	—	—	—	—
Director's Office	1,040	—	—	—	—
District Planning	1,367,904	1,290,235	2,062,408	1,259,650	1,259,650

# Bureau of Planning and Sustainability

Community & Economic Development Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Equity	592,873	715,263	594,250	25,055	25,055
General Planning	1,539,101	1,954,165	2,388,799	2,197,900	2,197,900
Graffiti Reduction	—	1,174,976	1,810,000	2,010,629	2,010,629
Mt. Hood Cable Regulatory Commission	773,072	681,587	1,445,597	1,073,730	1,073,730
Operations	—	78,275	—	—	—
PDX Clean Energy Fund	6,805,799	14,689,951	206,123,124	144,073,580	144,593,938
Policy & Research	4	—	—	—	—
Policy Analysis and Research	77	—	—	—	—
Policy, Research & Innovation	1,105,950	1,975,830	2,552,395	2,454,713	2,454,713
Portland & Comprehensive Plan	1,192,867	1,220,885	1,082,414	900,924	900,924
River & Environmental	631,728	606,024	1,155,293	824,883	824,883
Smart Cities Program	523,902	663,433	5,318,863	3,051,852	3,051,852
Solid Waste Commercial	(209)	—	—	—	—
Sustainability Education & Assistance	1,379,682	1,237,501	2,052,525	2,253,965	2,253,965
Technical Administrative Support	120	—	—	—	—
Urban Design	1,020,068	1,211,169	2,251,307	1,653,631	1,653,631
Utility License & Franchise	711,300	549,356	805,704	1,211,875	1,211,875
Waste Reduction & Recycling	6,003,735	7,140,231	9,115,833	8,452,938	8,491,344
Youth Program	(1)	—	—	—	—
<b>Total Programs</b>	<b>28,204,637</b>	<b>44,096,613</b>	<b>242,615,301</b>	<b>175,646,593</b>	<b>176,205,357</b>

# Bureau of Planning and Sustainability

Community & Economic Development Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	70,803	89,107	1.00	80,122	1.00	81,870	1.00	81,870
30003975	Administrative Specialist I - CPPW	58,635	82,098	1.00	73,237	1.00	73,237	1.00	73,237
30003976	Administrative Specialist II - CPPW	73,029	104,208	2.00	163,729	2.00	163,729	2.00	163,729
30003977	Administrative Specialist III - CPPW	80,558	114,982	2.00	191,651	2.00	191,651	2.00	191,651
30003978	Analyst I - CPPW	80,558	114,982	2.00	180,741	2.00	180,741	2.00	180,741
30003007	Analyst II	94,390	122,637	1.00	122,637	1.00	122,637	1.00	122,637
30003979	Analyst II - CPPW	94,390	122,637	8.00	832,820	9.00	991,620	9.00	991,620
30003008	Analyst III	103,834	147,035	4.00	518,782	4.00	518,782	4.00	518,782
30003980	Analyst III - CPPW	103,834	147,035	2.00	247,488	4.00	498,356	4.00	498,356
30003009	Analyst IV	114,192	163,322	2.00	285,938	2.00	285,938	2.00	285,938
30003011	Business Systems Analyst II	91,686	0	2.00	217,064	2.00	222,954	2.00	222,954
30000184	Code Specialist II	61,027	80,766	1.00	71,080	1.00	74,996	1.00	74,996
30003981	Coordinator I (E) - CPPW	73,029	104,208	3.00	229,899	3.00	239,252	3.00	239,252
30003982	Coordinator I (NE) - CPPW	73,029	104,208	2.00	156,309	2.00	156,309	2.00	156,309
30003983	Coordinator II - CPPW	80,558	114,982	31.80	3,145,058	36.80	3,635,277	36.80	3,635,277
30003029	Coordinator III	94,390	122,637	1.00	121,868	1.00	121,868	1.00	121,868
30003984	Coordinator III - CPPW	94,390	122,637	13.00	1,376,211	14.00	1,484,725	14.00	1,484,725
30003030	Coordinator IV	103,834	147,035	5.00	606,883	5.00	606,883	5.00	606,883
30003035	Deputy Director II	138,174	189,114	1.00	189,114	1.00	189,114	1.00	189,114
30003038	Director II	167,211	242,965	1.00	203,174	1.00	203,174	1.00	203,174
30003985	Financial Analyst I - CPPW	80,558	114,982	2.00	184,641	2.00	184,641	2.00	184,641
30003986	Financial Analyst II - CPPW	94,390	122,637	2.00	223,559	2.00	223,559	2.00	223,559
30003056	Financial Analyst III	103,834	147,035	1.00	140,754	1.00	140,754	1.00	140,754
30000342	GIS Technician II	72,405	92,352	1.00	72,404	1.00	74,142	1.00	74,142
30000343	GIS Technician III	87,048	111,176	2.00	157,338	2.00	200,551	2.00	200,551
30000373	Graphics Designer III	87,048	111,176	1.00	111,176	1.00	111,176	1.00	111,176
30003081	Manager I	114,192	163,322	5.00	741,916	6.00	880,673	6.00	880,673
30003082	Manager II	138,174	189,114	3.00	475,530	3.00	475,530	3.00	475,530
30003083	Manager III	152,006	220,958	1.00	204,090	1.00	204,090	1.00	204,090
30000012	Office Support Specialist II	44,866	64,397	1.00	64,396	1.00	64,396	1.00	64,396
30000383	Planner II. City-Economic	96,179	111,342	3.00	270,129	3.00	315,547	3.00	315,547
30000384	Planner II. City-Environmental	96,179	111,342	1.00	107,349	1.00	111,342	1.00	111,342
30003726	Planner II. City-Long Range	96,179	111,342	8.00	815,755	8.00	874,409	8.00	874,409
30003089	Planner, Principal	125,632	177,237	2.00	287,846	2.00	334,714	2.00	334,714
30000391	Planner, Sr City-Economic	103,397	119,642	1.00	119,642	1.00	119,642	1.00	119,642
30000392	Planner, Sr City-Environmental	103,397	119,642	1.00	103,397	1.00	109,585	1.00	109,585

# Bureau of Planning and Sustainability

Community & Economic Development Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003725	Planner, Sr City-Long Range	103,397	119,642	6.00	717,852	6.00	717,852	6.00	717,852
3000397	Planner, Sr City-Urban Design	103,397	119,642	1.00	103,397	1.00	108,701	1.00	108,701
30003090	Planner, Supervising	114,192	163,322	3.00	427,191	3.00	427,191	3.00	427,191
30003096	Public Information Manager	114,192	163,322	1.00	147,638	1.00	147,638	1.00	147,638
30003104	Supervisor II	103,834	147,035	1.00	122,013	1.00	122,013	1.00	122,013
<b>Total Full-Time Positions</b>				<b>132.80</b>	<b>14,611,818</b>	<b>142.80</b>	<b>15,991,259</b>	<b>142.80</b>	<b>15,991,259</b>
30003976	Administrative Specialist II - CPPW	73,029	104,208	1.00	60,857	1.00	73,029	1.00	73,029
30003008	Analyst III	103,834	147,035	1.00	79,938	1.00	138,840	1.00	138,840
30003982	Coordinator I (NE) - CPPW	73,029	104,208	1.00	59,079	1.00	88,618	1.00	88,618
30003983	Coordinator II - CPPW	80,558	114,982	2.00	157,915	1.00	91,728	1.00	91,728
30003984	Coordinator III - CPPW	94,390	122,637	2.00	169,591	1.00	106,933	1.00	106,933
30003726	Planner II. City-Long Range	96,179	111,342	7.00	690,188	2.00	208,306	2.00	208,306
3000374	Planning Assistant	44,304	56,534	2.00	133,256	1.00	73,583	1.00	73,583
<b>Total Limited Term Positions</b>				<b>26.00</b>	<b>2,252,572</b>	<b>8.00</b>	<b>781,037</b>	<b>8.00</b>	<b>781,037</b>
<b>Grand Total</b>				<b>158.80</b>	<b>16,864,390</b>	<b>150.80</b>	<b>16,772,296</b>	<b>150.80</b>	<b>16,772,296</b>

# Prosper Portland

Community & Economic Development Service Area

# Prosper Portland

Community & Economic Development Service Area

Donnie Oliveira, DCA - Community & Economic Development

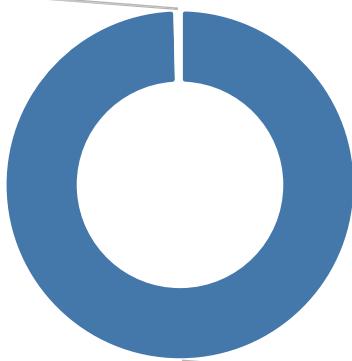
Kimberly Branam, Executive Director

Percent of City Budget Graph

## Prosper Portland

\$30,491,575

0.4%



## City Budget

\$8,251,434,943

99.6%

Bureau Programs

## Reimagine Oregon

\$2,673,761

8.8%

## Office of Events and Film

\$2,219,539

7.3%

## Neighborhood Business Development

\$1,741,702

5.7%

## Inclusive Entrepreneurship

\$4,120,602

13.5%

## Business Advancement

\$2,722,417

8.9%

## Community Economic Development

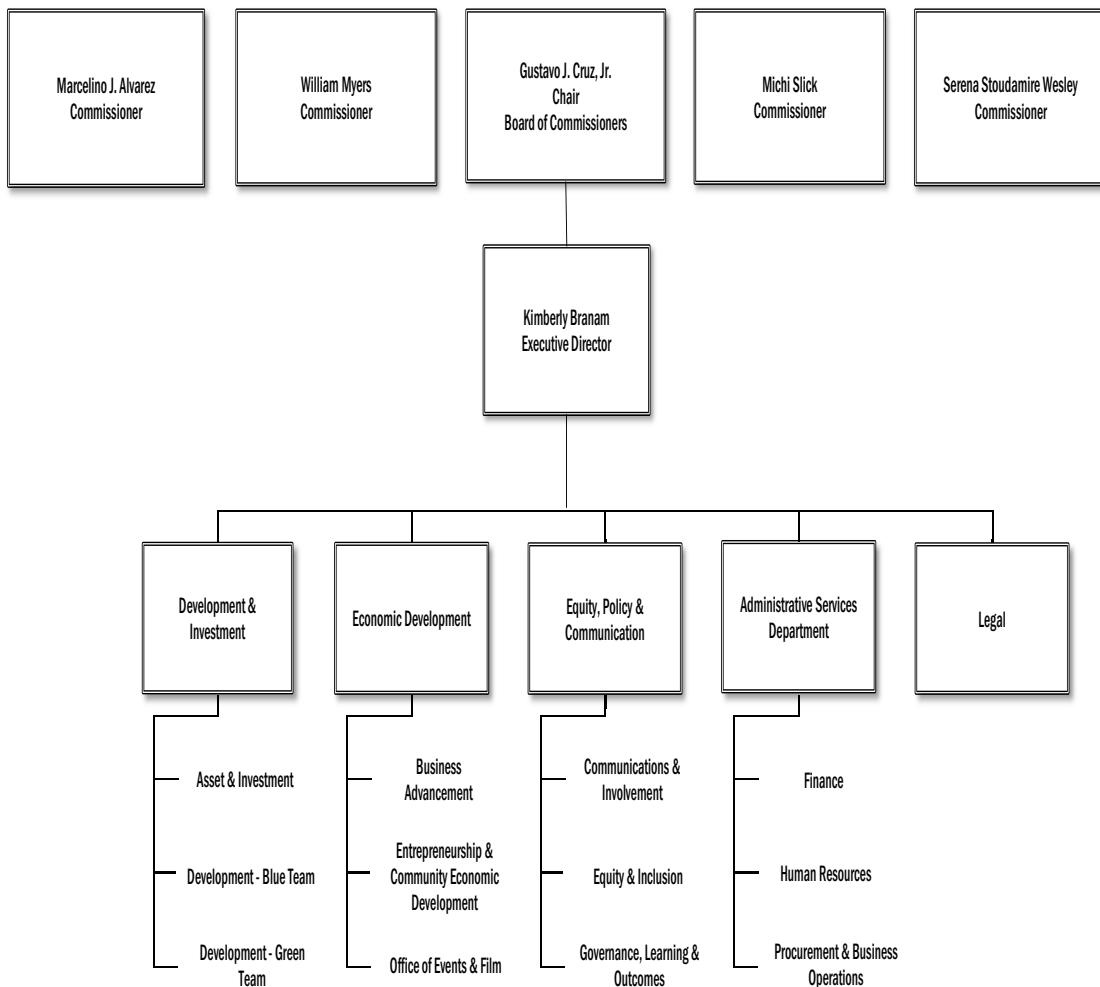
\$12,334,042

40.5%

## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$33,680,726	\$30,491,575	\$(3,189,151)	(9)%
Capital				
<b>Total</b>	<b>\$33,680,726</b>	<b>\$30,491,575</b>	<b>\$(3,189,151)</b>	<b>(9)%</b>

Authorized Positions

**Prosper Portland**

## Bureau Summary

### Bureau Mission

Prosper Portland creates economic growth and opportunity for Portland.

### Bureau Overview

Prosper Portland is the City of Portland's (City's) economic development and tax increment financing (TIF) authority. Prosper Portland's work is guided by Advance Portland: A Call to Action for Inclusive Economic Growth ([www.advanceportland.com](http://www.advanceportland.com)) and prioritizes the agency's efforts to build an equitable economy, especially with and for communities of color and those who have been historically underserved.

Prosper Portland seeks to empower people, communities, and businesses to thrive in the regional and global economies. The agency's vision for Portland as one of the most globally competitive, equitable, and healthy cities in the world is grounded in four key areas: access to quality jobs; equitable wealth creation; collaboration with our partners for an equitable economy; and vibrant, inclusive neighborhoods and communities.

Prosper Portland applies business development and technical assistance, community capacity and workforce development training, and commercial and infrastructure investments to achieve its strategic objectives.

Prosper Portland's budget is fully aligned with Advance Portland and with key objectives identified in the Portland Plan, the Climate Action Plan, and the 2035 Comprehensive Plan.

In fiscal year (FY) 2024-25, Prosper Portland will manage and support projects and programs in fifteen TIF districts. However, new TIF resources are limited to three districts in the FY 2024-25 Budget due to most districts reaching maximum indebtedness and spending down final resources. Working with community partners, Prosper Portland stewards TIF resources within all existing districts to implement objectives of Advance Portland focused on fostering a vibrant Central City and neighborhood commercial districts.

Resources from the City's General Fund and Recreational Cannabis Tax (RCT) fund allow Prosper Portland to fulfill job growth, small business support, and community capacity goals that are not eligible for funding through TIF. These resources extend the agency's work beyond TIF district boundaries and real estate investments to provide critical non-physical assistance that supports business growth and economic opportunity through staff expertise, working capital, and technical assistance. One-time resources allocated in the last several years provided a substantial boost to support these goals; however, most resources are expiring in FY 2023-24.

As existing TIF districts and American Rescue Plan Act funding expire, Prosper Portland is focused on implementing the agency's Financial Sustainability Plan including securing additional public resources and creating sustainable, revolving community investments to maintain the agency's level of service to deliver on citywide economic development. Returning TIF resources are a foundation to the Financial Sustainability Plan, providing operating resources to fully fund existing economic development activities while expanding additional non-TIF investments throughout the city.

Together, TIF and General Fund support allows for a holistic funding approach that connects people and resources to build a more equitable economy. While projects and programs vary in size and scope, they are consistent in facilitating business activity and neighborhood development that generates community wealth, fuels the retention and creation of living-wage jobs that support families, and creates healthy and vibrant communities throughout the city.

## **Strategic Direction**

Prosper Portland's work, including all TIF district projects, are guided by Advance Portland: A Call to Action for Inclusive Economic Growth which was endorsed by the Prosper Portland Board and adopted by City Council in April 2023. Advance Portland is a collaborative strategy that was built through deep community engagement and a comprehensive assessment that revealed short-and long-term challenges including insufficient business and housing growth significantly impacting Black, Indigenous, and all People of Color (BIPOC) communities, the Central City, and East Portland. The strategy presents a focused plan to collectively deliver inclusive and sustainable economic growth through four key objectives:

1. Propel Inclusive Economic Growth & Innovation through traded sector business retention, expansion, and recruitment, Enterprise Zones, international trade development, and film recruitment and navigation through the Office of Events and Film.
2. Support Entrepreneurs to Start, Scale and Innovate through the Small Business Hub, Inclusive Business Resource Network, Mercatus Business Registry, small business repair and stabilization grants, and My People's Market.
3. Foster a Vibrant Central City & Neighborhood Commercial Districts through the Neighborhood Prosperity Network, partnership with Venture Portland, funding to explore new TIF districts in East Portland and downtown, investments in Broadway Corridor site preparation to support affordable housing, events navigation and activations through the new Office of Events and Film and preserving affordable ground commercial space through the Affordable Commercial Tenanting Program.
4. Connect Portlanders to High Quality Jobs through workforce development and initiatives like Portland Means Progress.

## Summary of Budget Decisions

### Additions

#### **Office of Events & Film (\$1M)**

The Adopted Budget includes \$1,000,000 in one-time General Fund discretionary resources to Prosper Portland to support the Office of Events & Film. Funding will support the Office's concierge service for event and film production, including granting to event producers and film makers and events and activations such as My People's Market.

#### **Office of Small Business (\$200k)**

The Adopted Budget includes \$200,000 in one-time General Fund discretionary resources to Prosper Portland to support the establishment of the Office of Small Business Office. This addition partially funds the establishment of the office and bring existing programs (Inclusive Business Resource Network, Portland Small Business Hub) within Prosper Portland designed to assist small businesses, under one umbrella. Three staff positions will help small businesses in navigating City and Prosper services and programs.

#### **Returning TIF (\$7.6M)**

The Adopted Budget includes \$7,600,000 in ongoing General Fund discretionary resources to Prosper Portland. City Council created a set-aside for returning tax increment financing (TIF) funds, in which 25% of the funds, or approximately \$8,000,000 would return to Prosper Portland, 25% to the Portland Housing Bureau and the remainder to the Portland Harbor. Due to the 5% General Fund constraint, the \$8 million is decreasing to \$7,600,000. The constrained package maintains most service delivery goals for several existing programs while implementing the Small Business Office, maintaining partial funding for the Office of Events and Film (OEF), and providing funds for the citywide small business and middle-income housing financial assistance program and the small business tenanting and leasing program.

#### **Senior Project Manager (\$200k)**

The Adopted Budget includes \$200,000 in ongoing General Fund discretionary resources to Prosper Portland to support a Senior Project Manager position. The Senior Project Manager will create capacity within Prosper Portland to engage with large scale, public private real estate projects outside of established TIF districts. This position will support the agency in working with development partners, City Bureaus, investors, and community-based organizations to advance regionally significant, cornerstone economic development projects and to address strategic barriers to related inclusive growth priorities.

#### **Small Business Repair Grant (\$500k)**

The Adopted Budget includes \$500,000 in one-time General Fund discretionary resources to Prosper Portland to support Small Business Repair Grants. Repair grants are emergency funds to provide support of up to \$10,000 to local small businesses needing immediate repairs. Grants are available throughout the city where businesses have sustained physical damage – such as broken windows or doors, graffiti, or sign damage – resulting from vandalism.

**Spring BMP  
Carryover Packages****Business Incubator Activities (\$125k)**

The Adopted Budget includes \$125,000 in one-time General Fund carryover from FY 2023-24. This is pass through funding that is allocated via a grant agreement. Funds are expected to get disbursed next fiscal year.

**Childcare (\$40k)**

The Adopted Budget includes \$40,000 in one-time General Fund carryover from FY 2023-24. Funding is being used to support providers seeking commercial space for childcare businesses.

**East Portland TIF Exploration (\$366k)**

The Adopted Budget includes \$366,000 in one-time General Fund carryover from FY 2023-24. Funding is being used to conduct community engagement and support contracts and staffing for TIF district exploration in East Portland.

**IBRN Capital Access Business Advisor (\$75k)**

The Adopted Budget includes \$75,000 in one-time General Fund carryover from FY 2023-24 to provide financial access support to small businesses seeking debt financing through banks, credit unions, or Community Development Financial Institutions.

**Relief Grants (\$500k)**

The Adopted Budget includes \$500,000 in one-time General Fund carryover from FY 2023-24. Funding is for direct grants to help stabilize small businesses by addressing operational expenses for businesses within the city. Grants provide up to \$25,000 in reimbursements to eligible small businesses or nonprofits for eligible expenses related to security, prevention, specific operational expenses, damages, and vandalism that occurred since January 2022

**RCT Carryover (\$1.3M)**

The Adopted Budget includes \$1,270,294 in one-time Recreational Cannabis Tax carryover from FY 2023-24 for IBRN, Reimagine Oregon, and Social Equity and Economic Development (SEED) grants.

**SEED Grants (\$203k)**

The Adopted Budget includes \$202,606 in one-time Recreational Cannabis Tax carryover from FY 2023-24 for SEED grants. Grants are intended to support communities that have been disproportionately harmed by more than 80 years of cannabis prohibition, specifically Black, Indigenous, and people of color (BIPOC).

**TIF Expansion Analysis (\$250k)**

The Adopted Budget includes \$250,000 in one-time General Fund carryover from FY 2023-24. Prosper Portland has engaged businesses and community partners in the central city and the neighborhood corridors over the past several months to evaluate the post-pandemic recovery of Central City sub-districts and neighborhood corridors; and discuss the potential of new central city TIF districts. Draft plans will be decided by the end of August and recommendations for new TIF districts made by the committee. Prosper Portland will present these plans to City Council by November for review and authorization.

# Prosper Portland

Community & Economic Development Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total Unique Clients Served (COEP)	0	0	0	100	0
Percent of clients who improve business knowledge (COEP)	0%	0%	0%	85%	0%
<b>EFFICIENCY</b>					
Number of jobs created across agency	NA	2,247	2,500	2,500	0
Ratio of private investment to Prosper Portland financial assistance	8.50	6.70	6.00	6.00	0.00
Private Funds Leveraged by Neighborhood Prosperity Network	\$2,441,552	\$3,213,297	\$750,000	\$750,000	\$0
Private Funds Leveraged by Venture Portland	\$18,405	\$86,420	\$200,000	\$200,000	\$0
Percentage of non-TIF resources for operating budget (staff, materials and services, Economic Development programs)	69%	74%	70%	70%	0%
<b>OUTCOME</b>					
Cumulative jobs resulting from traded sector business relocations and expansions within Portland from FY 2023-24 to FY 2028-29	1,727	2,184	2,500	500	1,250
Number of businesses reporting gaining skills or knowledge that will improve their inclusive practices	107	137	150	135	150
Number of Portland Traded Sector companies gaining access to new markets as a tool for growth	35	31	10	10	10
Cumulative local investment and spend through Enterprise Zone and business expansion programming FY 2023-24 to FY 2028-29	\$1,846,419,429	\$2,350,733,124	\$2,400,000,000	\$300,000,000	\$750,000,000
Cumulative local spend by the film industry since FY 2015-16	\$1,077,529,009	\$1,242,529,004	\$1,342,529,000	\$1,442,529,009	\$0
Cumulative spend at local BIPOC-owned businesses by Portland Means Progress businesses since its launch in 2019	\$200,000,000	\$400,000,000	\$425,000,000	\$500,000,000	\$700,000,000
Percent of adult participants in workforce development who advanced in employment as demonstrated by gain in earnings, wage or benefits	30%	52%	60%	60%	0%
Percent of IBRN clients who reported they felt supported by their business advisor	0%	93%	75%	85%	0%
Percent of IBRN clients who reported they gained skills	0%	89%	75%	85%	0%
Percent of respondents reporting that they achieved business growth goals as a result of participating in programming	65%	79%	70%	70%	70%
Percent of youth participants placed in employment or post-secondary training	57%	71%	65%	65%	0%
Percentage of workforce in Multnomah County working in quality jobs	80.0%	82.0%	52.0%	52.0%	0.0%
<b>OUTPUT</b>					
Cumulative number of Traded Sector business relocations (within Portland) and expansions from FY 2023-24 to FY 2028-29	23	62	65	10	25
Number of adult participants in workforce development	735	751	800	555	0
Number of Businesses receiving Technical Assistance (financial resources, connections, education) related to growth or inclusion	306	264	250	250	250
Number of clients receiving support toward Grow & Scale goals	0	244	150	300	0
Number of companies participating in a Public Benefit Agreement or public pledge that aligns with Prosper Portland strategic inclusion goals by FY 2024-25	147	163	175	135	150

**Performance Measures**

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of employees at companies participating in a Public Benefit Agreement or public pledge.	38,000	43,000	43,500	43,500	44,000
Number of grants disbursed for economic and cultural revitalization via events	0	105	60	50	0
Number of grants disbursed in support of local BIPOC filmmakers	0	11	6	6	0
Number of IBRN clients accessing professional services	0	190	250	65	0
Number of IBRN clients receiving support toward Idea to Launch goals	0	182	100	300	0
Number of IBRN clients receiving support toward Stability & Resiliency goals	0	257	250	400	0
Number of participants served through the Community Workforce Navigator	456	394	600	600	0
Number of technical assistance and training hours to business district associations by Venture Portland	4,570	4,112	2,700	2,700	0
Number of volunteer hours - Venture Portland	5,419	5,497	8,000	8,000	0
Number of youth participants in workforce development	457	487	390	280	0
Total Mercatus members	0	1,414	1,400	1,400	0
Total unique clients served (IBRN)	0	554	500	600	0
Net number of full time employees employed by Neighborhood Prosperity Districts	0.00	0.00	0.00	14.00	0.00
Percentage of socially disadvantaged adult participants in workforce development	54%	58%	65%	65%	0%
Percentage of socially disadvantaged navigator participants served	84%	78%	80%	80%	0%
Percentage of socially disadvantaged youth participants in workforce development	70%	75%	65%	65%	0%

# Prosper Portland

Community & Economic Development Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous Fund Allocations	655,924	2,218,348	11,517,095	13,123,735	13,123,735
Intergovernmental	0	609,880	8,292,959	0	0
<b>External Revenues Total</b>	<b>655,924</b>	<b>2,828,228</b>	<b>19,810,054</b>	<b>13,123,735</b>	<b>13,123,735</b>
<b>Internal Revenues</b>					
General Fund Discretionary	9,292,924	18,638,475	13,870,672	17,367,840	17,367,840
<b>Internal Revenues Total</b>	<b>9,292,924</b>	<b>18,638,475</b>	<b>13,870,672</b>	<b>17,367,840</b>	<b>17,367,840</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>9,948,848</b>	<b>21,466,703</b>	<b>33,680,726</b>	<b>30,491,575</b>	<b>30,491,575</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	5,475,287	22,304,265	33,680,726	30,491,575	30,491,575
<b>Bureau Expenditures Total</b>	<b>5,475,287</b>	<b>22,304,265</b>	<b>33,680,726</b>	<b>30,491,575</b>	<b>30,491,575</b>
Ending Fund Balance	4,473,561	(840,163)	0	0	0
<b>Requirements Total</b>	<b>9,948,848</b>	<b>21,464,102</b>	<b>33,680,726</b>	<b>30,491,575</b>	<b>30,491,575</b>
<b>Programs</b>					
Business Advancement	914,016	3,277,960	2,109,721	2,830,567	2,722,417
Community Economic Development	1,546,917	7,324,997	13,868,885	12,653,900	12,334,042
Inclusive Entrepreneurship	1,251,950	6,206,320	8,830,856	4,468,895	4,120,602
Neighborhood Business Development	624,391	1,550,245	1,371,460	1,806,702	1,741,702
Neighborhood Outreach & Support	—	—	20,000	—	—
Office of Events and Film	—	—	1,160,446	2,215,938	2,219,539
Reimagine Oregon	—	—	—	2,063,761	2,673,761
Small Biz & Middle Income Hsg Fin Assist	—	—	—	2,147,400	2,281,385
Small Business Tenanting & Leasing	—	—	—	468,423	662,138
Venture Portland	343,601	1,654,879	2,014,829	—	—
Workforce Development	794,412	2,289,864	4,304,529	1,835,989	1,735,989
<b>Total Programs</b>	<b>5,475,287</b>	<b>22,304,265</b>	<b>33,680,726</b>	<b>30,491,575</b>	<b>30,491,575</b>

# Public Safety Service Area

## Public Safety Service Area

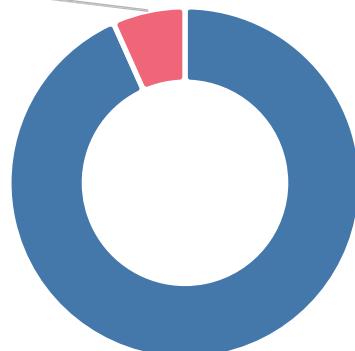
- Bureau of Emergency Communications
- Portland Police Bureau
- Portland Fire & Rescue
- Bureau of Emergency Management
- Office of the Public Safety DCA

**Percent of City Budget Graph**

**Public Safety Service Area**

\$562,405,310

6.7%



**City Budget**

\$7,832,578,081

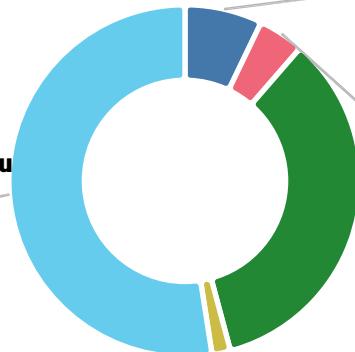
93.3%

**Percent of Service Area Budget**

**Portland Police Bureau**

\$295,055,810

52.5%



**Bureau of Emergency Communications**

\$40,125,433

7.1%

**Office of the Public Safety DCA**

\$23,848,386

4.2%

**Portland Fire & Rescue**

\$193,809,032

34.5%

**Portland Office of Emergency Management**

\$9,566,649

1.7%

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$554,953,569	\$555,040,310	\$86,741	0%
Capital	\$4,223,845	\$7,365,000	\$3,141,155	74%
<b>Total</b>	<b>\$559,177,414</b>	<b>\$562,405,310</b>	<b>\$3,227,896</b>	<b>74%</b>
Authorized Positions	2,307.60	2,298.70	(8.90)	(0%)

# Office of the Public Safety DCA

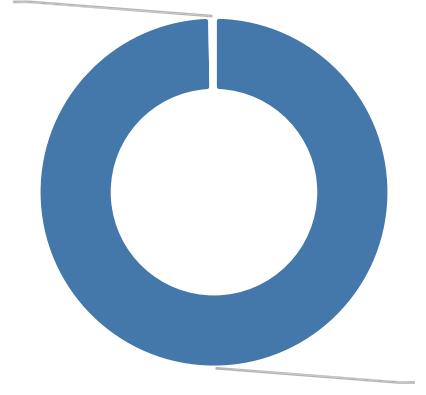
Public Safety Service Area

Mike Myers, DCA - Public Safety

## Percent of City Budget Graph

### Office of the Public Safety DCA

\$23,848,386  
0.3%



**City Budget**  
\$8,258,078,132  
99.7%

## Bureau Programs

### Special Appropriations COCL/PCCEP

\$667,788  
2.8%

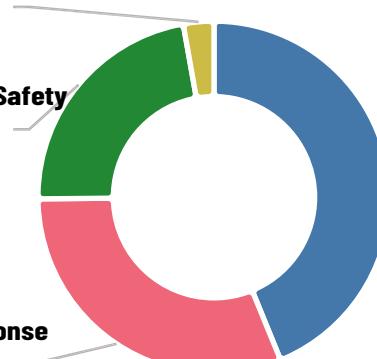
### Special Appropriation - Public Safety

\$5,329,522  
22.3%

**CAO Public Safety**  
\$10,451,076  
43.8%

### Portland Street Response

\$7,400,000  
31.0%



## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$26,470,253	\$23,848,386	\$(2,621,867)	(10)%
Capital				
<b>Total</b>	<b>\$26,470,253</b>	<b>\$23,848,386</b>	<b>\$(2,621,867)</b>	<b>(10)%</b>
Authorized Positions	84.00	116.00	32.00	38.10%

# **Office of the Public Safety DCA**

Public Safety Service Area

## **Bureau Mission**

The objective of the Office of Public Safety Deputy City Administrator is to build a modern community safety system that reflects the City's core values (anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility), helps ensure that all Portlanders are safe, with access to help when they need it, coordinates services effectively and efficiently, and is accountable and adaptable to current community expectations and changing conditions.

## **Bureau Overview**

The Office of Public Safety oversees the bureaus in the Public Safety Service Area which includes the Bureau of Emergency Communications (BOEC), the Portland Police Bureau (PPB), Portland Fire & Rescue (PF&R), and the Portland Bureau of Emergency Management (PBEM). These bureaus provide critical public safety services, such as police protection, fire and emergency medical response, 9-1-1 call taking, emergency dispatch, and disaster planning and response. The Office of the Public Safety is also responsible for the oversight of the Office of Violence Prevention, Public Safety Programs and Policy, as well as the Business Services functions that provide support to each of the aforementioned bureaus and divisions.

## **Strategic Direction**

The Public Safety Service Area for the City of Portland strives to assure the community it serves is safe from harm and injury. This will be accomplished by utilizing a data centric approach to performance monitoring, sharp policy development, strong budget management, and continuous quality improvement. The Public Safety Service Area will meet its obligation to the public and establish high confidence in our public safety system by investing in adequate staffing levels, training and personnel support necessary to meet the demands of our residents and visitors and to maintain a healthy workforce.

## **Summary of Budget Decisions**

### **Additions**

#### **Additional Ongoing Resources for Portland Building First Floor**

The Adopted Budget includes \$203,000 in ongoing General Fund discretionary resources to cover previously unfunded rent expenses for the Office of Public Safety's occupied space on the first floor of the Portland Building. Where the division has continued to allocate resources internally to cover these expenses, this new allocation will allow for the restoration of positions (2.0 FTE in the Rose City Self Defense Program, and 1.0 FTE supporting OVP) eliminated in the Requested Budget.

#### **Ceasefire Program**

The Adopted Budget allocates \$607,009 in one-time funding to the Office of Public Safety to sustain the Ceasefire program, a focused deterrence strategy to reduce gun violence. This funding supports critical roles, such as the Analyst III and Coordinator II, as well as external material and services expenses related to emergency relocation, community engagement, and technical assistance and training.

**Office of Violence and Prevention**

The Adopted Budget includes \$3,368,160 in one-time General Fund discretionary resources to continue funding for the Office of Violence Prevention. By securing these resources, OVP can sustain its various programs such as Intensive Case Management, Technical Assistance for Contracts, Street Level Outreach, Trauma Victims Impacted Families, Healing Hurt People, Safer Summer PDX Grants, and the Portland Athletics and Activities League. These programs play a crucial role in offering targeted interventions, support services, and prevention resources, contributing to reducing violence and enhancing public safety across the city.

**CSD Contact Survey**

The Adopted Budget includes \$100,000 in one-time resources for the Office of Public Safety to develop a pilot contact survey program for our public safety system. The survey seeks to enhance Portland's service delivery by evaluating and refining the performance of Police Officers, Firefighters, Community Health Teams, Portland Street Response, Public Safety Support Specialists, and BOEC Dispatchers using real-time feedback. It aims to identify areas for improvement and highlight exemplary service through community interactions. The system will enable leaders to make informed decisions on policy, training, and resources, and act as an early warning system for addressing performance issues, promoting a culture of continuous improvement and accountability in these services.

**Extend Limited Term Positions Funding**

The Adopted Budget includes \$320,970 in one-time General Fund discretionary resources for the Office of Public Safety to Extend two limited term positions for FY25. The Gun Violence Performance Analyst will focus on performance management for Ceasefire, OVP, the Gun Violence Emergency, and a Contact Survey. FITCOG Project Manager will continue to manage the work of the provides staff support to Portland Police Bureau's Focused Intervention Team Community Oversight Group (FITCOG).

**Safe Blocks Mississippi Location**

The Adopted Budget includes \$69,032 in one-time General Fund discretionary resources for the Office of Public Safety to continue funding for the Safe Blocks Mississippi Location.

**Realignments****Move Portland Street Response to the Office of the Public Safety Deputy City Administrator**

The Adopted Budget moves the Portland Street Response program out of Portland Fire & Rescue and under the Office of the Public Safety Deputy City Administrator. This comprises the reallocation of \$6,476,806 in ongoing General Fund discretionary resource; \$3,435,210 in one-time intergovernmental resources including ARPA and Opioid Settlement resource, and \$564,790 in ongoing Recreational Cannabis Tax Fund resources. \$3,079,806 of one-time General Fund is pulled back because it is not needed in FY 2024-25 due to the available grant funding.

## **Office of the Public Safety DCA**

Public Safety Service Area

### **Realignment from Fire Bureau to Office of Public Safety for Business Operations Consolidation**

The Adopted Budget reallocates \$217,451 to Office of Public Safety in ongoing General Fund discretionary resources to adjust the Current Appropriation Level (CAL) for 6.0 FTE that were moved from Fire Bureau to PX during the FY 2023-24 Fall Budget Monitoring Process. At that time, pro-rated one-time resources were moved with the positions in the FY 2023-24 Fall BMP and only the pro-rated amount of CAL was moved in the CAL target ordinance process, rather than the full ongoing costs.

#### **FY 2023-24 Carryover    PCCEP Program**

The Adopted Budget includes \$113,000 in one-time General Fund resources to meet the City's obligations under the United States v. City of Portland Settlement Agreement. Due to previous capacity limitations, these funds were not utilized in the current fiscal year; however, there is now the capacity to conduct the necessary community engagement events in FY 2024-25. Conducting these events will mitigate potential legal risks associated with the federal settlement agreement. This program is being funded on a one-time basis with program carryover from the FY 2023-24 Office of the Public Safety budget.

# Office of the Public Safety DCA

Public Safety Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous Fund Allocations	0	0	0	564,790	564,790
Intergovernmental	111,848	415,691	10,164,193	3,435,210	3,435,210
Miscellaneous	0	1,830	11,449	0	0
<b>External Revenues Total</b>	<b>111,848</b>	<b>417,521</b>	<b>10,175,642</b>	<b>4,000,000</b>	<b>4,000,000</b>
<b>Internal Revenues</b>					
General Fund Discretionary	6,324,395	13,920,422	16,190,207	19,307,513	19,307,513
General Fund Overhead	0	0	0	354,873	354,873
Interagency Revenue	279,857	191,442	104,404	186,000	186,000
<b>Internal Revenues Total</b>	<b>6,604,251</b>	<b>14,111,863</b>	<b>16,294,611</b>	<b>19,848,386</b>	<b>19,848,386</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>6,716,099</b>	<b>14,529,385</b>	<b>26,470,253</b>	<b>23,848,386</b>	<b>23,848,386</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	1,858,624	8,010,360	10,851,256	17,124,442	17,124,442
External Materials and Services	2,961,884	6,884,841	14,843,278	5,376,189	5,376,189
Internal Materials and Services	222,254	543,366	775,719	1,347,755	1,347,755
<b>Bureau Expenditures Total</b>	<b>5,042,762</b>	<b>15,438,568</b>	<b>26,470,253</b>	<b>23,848,386</b>	<b>23,848,386</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	6,000	800,000	0	0	0
<b>Fund Expenditures Total</b>	<b>6,000</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	(1,706,733)	0	0	0
<b>Requirements Total</b>	<b>5,048,762</b>	<b>14,531,835</b>	<b>26,470,253</b>	<b>23,848,386</b>	<b>23,848,386</b>
<b>Programs</b>					
CAO Public Safety	2,327,061	12,414,933	13,214,543	21,357,742	10,451,076
Portland Street Response	—	—	—	—	7,400,000
Revenue Collections	—	75	—	—	—
Special Appropriation - Public Safety	818,860	1,536,800	12,549,269	1,822,856	5,329,522
Special Appropriations - Community Development	1,828,056	1,093,137	—	—	—
Special Appropriations COCL/PCCEP	68,785	393,622	706,441	667,788	667,788
<b>Total Programs</b>	<b>5,042,762</b>	<b>15,438,568</b>	<b>26,470,253</b>	<b>23,848,386</b>	<b>23,848,386</b>

# Office of the Public Safety DCA

Public Safety Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	62,754	82,451	4.00	315,480	4.00	319,574	4.00	319,574
30000063	Accountant II	70,803	89,107	3.00	267,321	3.00	267,321	3.00	267,321
30000064	Accountant III	77,938	98,010	1.00	98,010	1.00	98,010	1.00	98,010
30003975	Administrative Specialist I - CPPW	58,635	82,098	1.00	70,366	1.00	70,366	1.00	70,366
30003976	Administrative Specialist II - CPPW	73,029	104,208	4.00	368,096	4.00	368,096	4.00	368,096
30003977	Administrative Specialist III - CPPW	80,558	114,982	2.00	212,534	2.00	212,534	2.00	212,534
30003978	Analyst I - CPPW	80,558	114,982	2.00	195,540	1.00	97,770	1.00	97,770
30003979	Analyst II - CPPW	94,390	122,637	8.00	790,208	9.00	920,775	9.00	920,775
30003980	Analyst III - CPPW	103,834	147,035	1.00	106,954	2.00	232,388	2.00	232,388
30003009	Analyst IV	114,192	163,322	1.00	134,306	1.00	134,306	1.00	134,306
30003982	Coordinator I (NE) - CPPW	73,029	104,208	1.00	88,618	1.00	88,618	1.00	88,618
30003983	Coordinator II - CPPW	80,558	114,982	2.00	192,056	2.00	192,056	2.00	192,056
30003984	Coordinator III - CPPW	94,390	122,637	3.00	305,449	3.00	208,167	3.00	208,167
30000309	Crime Prevention Program Administrator	63,086	84,594	10.00	768,298	7.00	499,221	7.00	499,221
30003986	Financial Analyst II - CPPW	94,390	122,637	5.00	513,939	5.00	546,895	5.00	546,895
30003081	Manager I	114,192	163,322	5.00	727,646	5.00	726,003	5.00	726,003
30003082	Manager II	138,174	189,114	2.00	305,802	2.00	305,802	2.00	305,802
30003083	Manager III	152,006	220,958	1.00	174,366	1.00	174,366	1.00	174,366
30000024	Police Administrative Support Specialist	50,502	68,494	1.00	68,494	1.00	68,494	1.00	68,494
30003096	Public Information Manager	114,192	163,322	1.00	132,912	1.00	132,912	1.00	132,912
30003097	Public Information Officer	94,390	122,637	2.00	245,274	2.00	245,274	2.00	245,274
30003103	Supervisor I - E	94,390	122,637	1.00	122,637	1.00	122,637	1.00	122,637
30003104	Supervisor II	103,834	147,035	2.00	230,527	2.00	230,527	2.00	230,527
30001558	Timekeeping Specialist	48,859	70,221	1.00	52,666	1.00	52,666	1.00	52,666
<b>Total Full-Time Positions</b>				<b>65.00</b>	<b>6,708,457</b>	<b>97.00</b>	<b>9,410,848</b>	<b>97.00</b>	<b>9,410,848</b>
30003979	Analyst II - CPPW	94,390	122,637	1.00	90,133	2.00	209,574	2.00	209,574
30003980	Analyst III - CPPW	103,834	147,035	1.00	105,733	1.00	112,854	1.00	112,854
<b>Total Limited Term Positions</b>				<b>4.00</b>	<b>341,334</b>	<b>19.00</b>	<b>1,434,899</b>	<b>19.00</b>	<b>1,434,899</b>
<b>Grand Total</b>				<b>69.00</b>	<b>7,049,791</b>	<b>116.00</b>	<b>10,845,747</b>	<b>116.00</b>	<b>10,845,747</b>

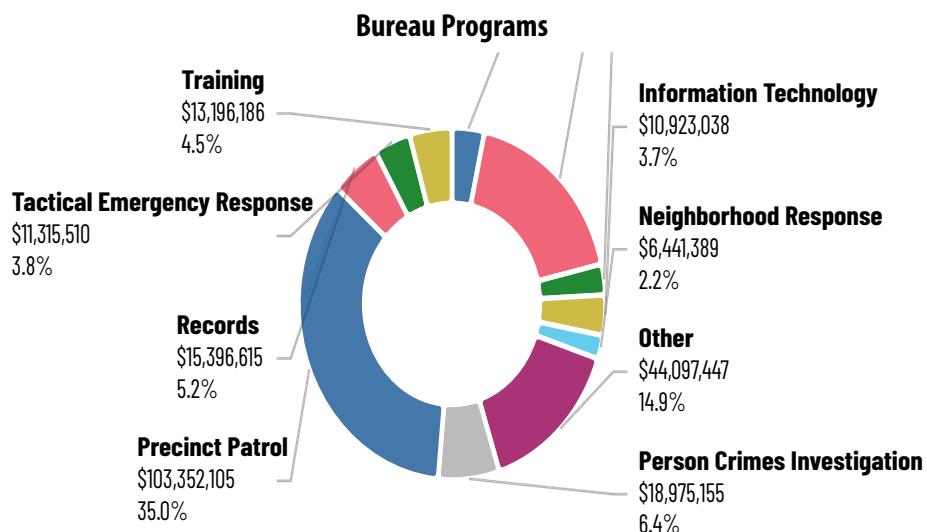
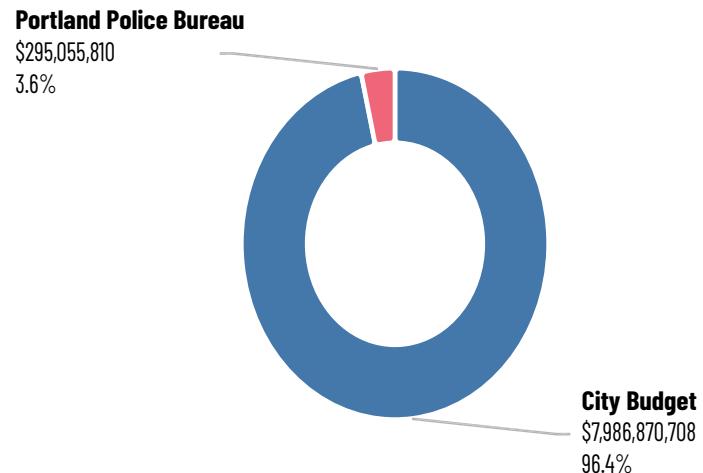
# Portland Police Bureau

Public Safety Service Area

Mike Myers, DCA - Public Safety

Bob Day, Chief of Police

## Percent of City Budget Graph



### Bureau Overview

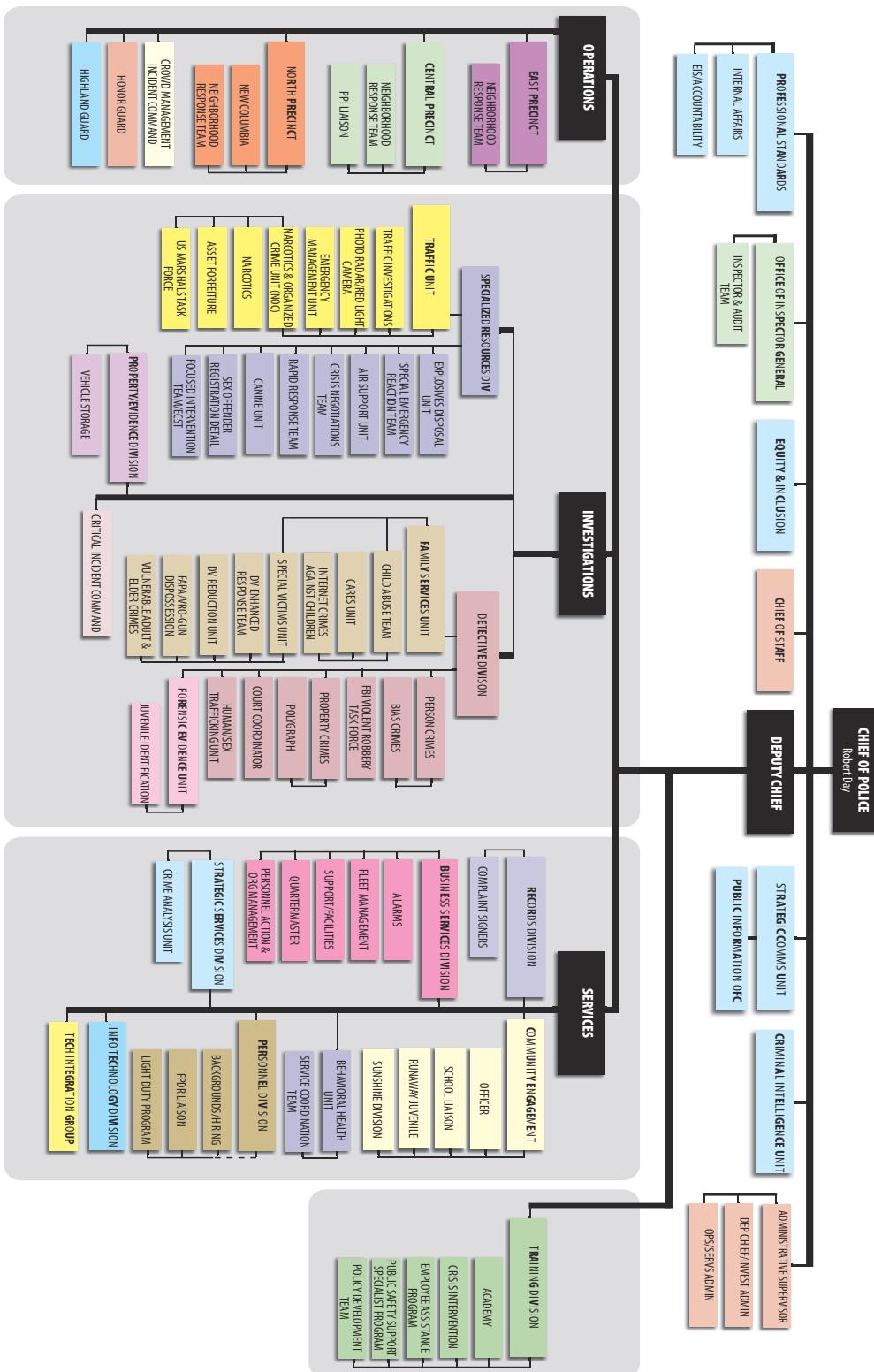
Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$286,963,089	\$295,055,810	\$8,092,721	3%
Capital				
<b>Total</b>	<b>\$286,963,089</b>	<b>\$295,055,810</b>	<b>\$8,092,721</b>	<b>3%</b>
Authorized Positions	1,216.90	1,224.00	7.10	0.58%

Portland Police Bureau

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## Public Safety Service Area

# Organizational Chart | Portland Police Bureau



## Bureau Summary

### Bureau Mission

The mission of the Portland Police Bureau is to reduce crime and the fear of crime by working with all citizens to preserve life, maintain human rights, protect property, and promote individual responsibility and community commitment.

### Bureau Overview

The Police Bureau is managed and directed by the Chief of Police with a Deputy Chief and four Assistant Chiefs. The bureau is composed of the Chief's Office and the four branches of Investigations, Operations, Community Engagement, and Services.

**Chief's Office:** The Chief's Office includes the Chief's staff, the Communications Unit including the Public Information Officer, the Professional Standards Division, the Criminal Intelligence Unit, the Equity and Inclusion Office, and the bureau's Advisory Committees. The Deputy Chief has oversight of the Investigations, Operations, and Services branches.

**Investigations Branch:** The Investigations Branch includes the Critical Incident Command, the Detective Division, the Special Victims Unit, the Focused Intervention Team, the Forensic Evidence Division, the Property Evidence Division, Special Resources Division (formerly Tactical Operations Division), and the Traffic Division.

**Operations Branch:** The Operations Branch includes the Central, East, and North precincts, Public Safety Support Specialists, the Crowd Management Incident Command, and the Honor and Highland Guards.

**Community Engagement Branch:** The Community Engagement Branch includes the Behavioral Health Unit, the Sunshine Division, the Office of Community Engagement, and the School Liaison Officer Program.

**Services Branch:** The Services Branch includes the Business Services Group, the Information Technology Division, the Technology Integration Group, the Personnel Division, the Records Division, the Strategic Services Division, the Training Division, and oversight of the Regional Justice Information Network (RegJIN).

### Strategic Direction

The bureau follows the tenets of 21st Century Policing to promote positive interaction between police and the community to build trust. The bureau will use technology to both enhance accountability and foster data-driven decision making to effectively reduce crime and the fear of crime. Bureau members will be held accountable when carrying out bureau policies and directives; training will be monitored and adjusted as necessary to meet the standards that are established with assistance from the community. The goal is to enable every bureau employee to perform to those standards at their optimal level. New performance metrics are being developed across program offers to track and report on program efficacy and operative success, as well as identify possible areas for improvement. The bureau also has hired a civilian Dean of Training to facilitate the design, development, and delivery of training programs for the bureau's Training Division.

## Summary of Budget Decisions

**Additions****DOJ Settlement Compliance**

The Adopted Budget includes \$2,490,426 in ongoing General Fund discretionary resources to cover costs within the Police Bureau to maintain compliance with the U.S. Department of Justice settlement agreement, including costs related to the Public Order Team (as authorized in City Ordinance 191659), Records, and Force Analysts.

**Additional One-time Resources**

The Adopted Budget includes \$5,000,000 in one-time General Fund discretionary resources to cover operational costs above Current Appropriation Levels during Fiscal Year 2024-25 such as overtime needs and incentive programs.

**FY 2023-24 Carryover****Wellness Initiative**

The Adopted Budget includes \$660,000 in one-time General Fund resources to expand the Police Bureau's wellness program offerings in three program areas: emotional, physical, and mental health. The expanded offerings aim to boost overall physical and mental health, improve work quality, and help to retain existing staff and attract new hires. The expanded offerings are funded on a one-time basis with program carryover from the FY 2023-24 Adopted Budget.

**Performance Measures**

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Average call queue time until a responding officer is available (high priority calls)	6.27	10.52	0.00	0.00	1.50
Percent of newly hired officers that complete initial probation	90.0%	0.0%	0.0%	0.0%	8,500.0%
Proportion of All Dispatched with Response Time Under 30 minutes	63.0%	58.0%	0.0%	0.0%	7,500.0%
Proportion of High Priority Calls with Response Time Under 10 minutes	59.0%	53.0%	0.0%	0.0%	7,500.0%
Proportion of Low Priority with Response Time Under 60 minutes	60.0%	59.0%	0.0%	0.0%	7,500.0%
Proportion of Medium Priority with Response Time Under 30 minutes	68.0%	60.0%	0.0%	0.0%	8,500.0%
<b>OUTCOME</b>					
Number of community commendations of officer conduct	46	42	0	0	120
Number of community complaints of officer misconduct	170	185	0	0	400
Average active patrol officer hours saved per PS3 shift	4.56	0.00	0.00	0.00	5.00
Average travel time to high priority dispatched calls in minutes	7.70	8.02	0.00	0.00	6.50
High Priority Dispatch Calls for Service Average Response Time (in minutes)	13.90	18.30	0.00	0.00	8.00
Low Priority Dispatch Calls for Service Average Response Time (in minutes)	74.75	80.88	0.00	0.00	45.00
Medium Priority Dispatch Calls for Service Average Response Time (in minutes)	34.15	44.30	0.00	0.00	16.00
Number of Crime Against Persons offenses per 1,000 residents	15.64	15.60	0.00	0.00	12.40
Number of Crime Against Property offenses per 1,000 residents	92.33	86.60	0.00	0.00	75.00
Number of Crime Against Society offenses per 1,000 residents	2.37	2.50	0.00	0.00	4.00
Percentage of calls in which ASU is the first unit on-scene	0.34	510.00	0.00	0.00	0.00
Air Support Unit travel time in minutes (dispatch to scene)	1.2000	1.9000	0.0000	0.0000	0.0000
Percent of time public records requests are complete within 21 days	13%	21%	0%	0%	9,500%
Percentage of cases initiated by NOC that result in arrest	10%	38%	0%	0%	4,500%
Percentage of Crime Against Property Offenses Cleared	6%	6%	0%	0%	1,200%
Percentage of Crimes Against Persons Offenses Cleared	30%	29%	0%	0%	4,000%
Percentage of Individuals Connected to Services by the Service Coordination Team Program	75%	0%	0%	0%	8,500%
Percentage of investigated complaints that are sustained (excluding use of force complaints)	13%	10%	0%	0%	6,000%
Recovery Rate for Motor Vehicle Theft	81%	82%	0%	0%	8,500%
Assault Detail Clearance	73.0%	0.0%	0.0%	0.0%	6,400.0%
Average number of SCT participants who successfully completed the program	16.0%	17.0%	0.0%	0.0%	2,500.0%
Average number of STS participants who successfully completed the program	26.0%	22.0%	0.0%	0.0%	2,500.0%
Homicide Detail Cases Clearance	80.0%	35.0%	0.0%	0.0%	6,500.0%
Human Trafficking Detail Clearance	68.0%	100.0%	0.0%	0.0%	5,400.0%
Missing Persons Detail Clearance	1.2%	100.0%	0.0%	0.0%	8,000.0%
Percent change of arrests before and after referred to BHU (Annual)	-28.3%	-22.0%	0.0%	0.0%	-2,500.0%
Percent change of behavioral health crisis contacts before and after referral to BHU (Annual)	-26.0%	-48.0%	0.0%	0.0%	-4,500.0%
Percentage of all individuals connected to services	75.0%	71.0%	0.0%	0.0%	8,500.0%

# Portland Police Bureau

Public Safety Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Behavioral Health Response Team Outcomes Facilitated Through Behavioral Health System Coordination (Coordinated Services, Systems Coordination, Civil Commitment)	49.7%	44.0%	0.0%	0.0%	0.0%
Percentage of Behavioral Health Response Team Referrals Assigned	41.0%	54.0%	0.0%	0.0%	5,500.0%
Percentage of new sworn hires comprised of people from communities of color	34.0%	34.4%	0.0%	0.0%	3,500.0%
Percentage of new sworn hires who are female	29.0%	12.2%	0.0%	0.0%	2,500.0%
Percentage of referrals inactivated due to coordinated services, civil commitment, or systems coordination (Annual)	-28.3%	0.0%	0.0%	0.0%	5,000.0%
Percentage of sworn members who identify as female and/or a person of color	54.0%	33.0%	0.0%	0.0%	3,000.0%
Percentage of the DOJ Agreement Tasks assigned to PPB that are actively in progress or completed	100.0%	0.0%	0.0%	0.0%	10,000.0%
Reduction in arrests/charges (for those who completed the program)	-82.0%	0.0%	0.0%	0.0%	8,500.0%
Robbery Clearance	43.0%	0.0%	0.0%	0.0%	5,000.0%
Sex Crime Unit Clearance	81.0%	96.0%	0.0%	0.0%	5,500.0%
White Collar Crimes Clearance	88.0%	100.0%	0.0%	0.0%	7,100.0%
Percentage of calls for service without an Force Data Collection Report (FDCR) level force event	99.76%	99.38%	0.00%	0.00%	0.00%
Percentage of total PPB custodies in which there was no FDCR-level force event	94.35%	94.85%	0.00%	0.00%	0.00%
<b>OUTPUT</b>					
Number of children served with Sunshine Divisions Shop with a Cop program	NA	400	0	0	500
Number of individual doses removed from circulation	32,422,922	15,801,810	0	0	15,000,000
Sunshine Division- number of 24/7 Emergency Food Boxes & Holiday Boxes distributed at three precincts annually	NA	4,500	0	0	525
Percent of students that successfully pass the advanced academy	95.0%	99.0%	0.0%	0.0%	9,500.0%
Percent of traffic enforcement encounters resulting in a written warning	17.5%	0.0%	0.0%	0.0%	1,500.0%
Percent of traffic enforcement encounters resulting in an issued citation	82.4%	0.0%	0.0%	0.0%	8,500.0%
Percentage of people up to date with State DPSST training	99.0%	100.0%	0.0%	0.0%	10,000.0%
Percentage of people up to date with State Mental Health/Ethics and Procedural trainings	99.0%	0.0%	0.0%	0.0%	10,000.0%
<b>WORKLOAD</b>					
Assault Detail Cases	231	0	0	0	262
Average daily reported motor vehicle theft	31	28	0	0	0
Average number of calls taken by PS3s per day	7	0	0	0	7
Dispatched Calls for Service	233,259	223,510	0	0	282,450
High Priority Dispatch Calls for Service	74,773	68,382	0	0	79,564
Homicide Detail Cases	121	89	0	0	30
Human Trafficking Detail Cases	76	68	0	0	55
Low Priority Dispatch Calls for Service	97,639	98,648	0	0	105,232
Medium Priority Dispatch Calls for Service	60,847	56,480	0	0	72,565
Missing Person Unit Assigned Cases	1,173	1,198	0	0	1,048
New individuals entered into SCT supportive housing program	125	111	0	0	130

**Performance Measures**

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of Behavioral Health Response Team Referrals For Service	936	875	0	0	1,300
Number of Citizen Online Reports	38,032	34,618	0	0	0
Number of Directed Patrol Calls for Service	2,762	469	0	0	1,500
Number of dispatched calls per 1,000 residents	354	345	0	0	412
Number of Major Crash Team Call Outs	76	78	0	0	52
Number of outreach/engagement/training/meetings	247	143	0	0	75
Number of public records requests	25,097	29,063	0	0	23,385
Number of Self-Dispatched Calls for service	50,650	52,051	0	0	104,269
Number of Service Coordination Team Graduates	14	0	0	0	30
Number of STS participants served	27	23	0	0	35
Number of total calls responded to by PS3s	12,512	0	0	0	11,000
Number of total cases initiated by NOC	86	93	0	0	60
Number of traffic collision fatalities annually	64	65	0	0	35
Reported NIBRS Group A Offenses	72,686	67,787	0	0	59,277
Reported NIBRS Group A Person Crime Offenses	10,302	10,100	0	0	8,458
Reported NIBRS Group A Property Crime Offenses	60,823	56,085	0	0	48,305
Reported NIBRS Group A Society Crime Offenses	1,561	1,602	0	0	2,514
Reported NIBRS Incidents (cases with a Group A Offense)	68,537	63,822	0	0	59,205
Robbery Cases	500	0	0	0	422
Sex Crime Unit Cases	173	194	0	0	406
White Collar Crimes Cases	117	60	0	0	149
Air Support Unit number of calls for service	1,913.00	1,628.00	0.00	0.00	0.00
All Priority Dispatch Calls for Service Average Response Time (in minutes)	44.43	52.25	0.00	0.00	30.00

# Portland Police Bureau

Public Safety Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	917,358	1,133,782	1,225,454	1,000,000	1,000,000
Charges for Services	3,020,828	3,603,037	2,496,801	2,043,500	2,043,500
Intergovernmental	20,322,460	7,511,159	6,368,274	5,205,851	5,305,853
Miscellaneous	935,877	1,481,416	864,048	738,700	738,700
<b>External Revenues Total</b>	<b>25,196,523</b>	<b>13,729,395</b>	<b>10,954,577</b>	<b>8,988,051</b>	<b>9,088,053</b>
<b>Internal Revenues</b>					
General Fund Discretionary	182,923,420	208,253,459	241,153,372	247,553,864	247,553,864
Fund Transfers - Revenue	1,384,000	1,000,000	2,559,798	0	0
Interagency Revenue	15,369,250	16,847,288	24,106,140	30,206,393	30,206,393
<b>Internal Revenues Total</b>	<b>199,676,670</b>	<b>226,100,747</b>	<b>267,819,310</b>	<b>277,760,257</b>	<b>277,760,257</b>
Beginning Fund Balance	5,858,346	8,855,334	8,189,202	8,207,500	8,207,500
<b>Resources Total</b>	<b>230,731,539</b>	<b>248,685,476</b>	<b>286,963,089</b>	<b>294,955,808</b>	<b>295,055,810</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	171,782,257	186,398,755	214,520,672	223,800,100	223,892,062
External Materials and Services	10,088,405	11,548,262	26,119,586	22,953,950	22,961,990
Internal Materials and Services	36,091,077	40,736,624	45,368,900	48,198,437	48,198,437
Capital Outlay	1,140,969	1,351,152	953,931	3,321	3,321
<b>Bureau Expenditures Total</b>	<b>219,102,708</b>	<b>240,034,794</b>	<b>286,963,089</b>	<b>294,955,808</b>	<b>295,055,810</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	1,389,494	0	0	0	0
<b>Fund Expenditures Total</b>	<b>1,389,494</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	10,239,334	8,808,468	0	0	0
<b>Requirements Total</b>	<b>230,731,537</b>	<b>248,843,262</b>	<b>286,963,089</b>	<b>294,955,808</b>	<b>295,055,810</b>
<b>Programs</b>					
Area Planning	1,058	—	—	—	—
Assessments & Improvements	270	—	—	—	—
Behavioral Health Unit	1,919,823	2,717,713	2,681,712	3,473,015	3,473,015
Business Operations	3,116,963	721,344	646,232	691,990	691,990
Chief & Staff	2,107,462	2,598,740	3,266,194	4,611,403	4,611,403
Child Abuse Services	1,751,201	1,798,242	1,864,009	1,695,300	1,695,300
Citizen Partnership	64,888	129,793	—	—	—
Communications	816,454	1,009,590	873,961	986,079	986,079
Community Engagement	929,023	1,078,012	1,392,497	1,281,961	1,281,961
Cycle of Violence Reduction	1,557,153	960,360	—	—	—
Data Access	688,358	728,266	—	—	—
Domestic Violence	4,074,625	3,027,128	4,250,545	3,942,069	3,942,069
Drugs & Vice	2,763,627	3,307,393	10,142,453	10,067,405	10,067,405

**Summary of Bureau Budget**

	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
Emergency Management	676,835	778,881	883,216	695,012	695,012
Emergency Response & Problem Solving	8,630,933	9,627,948	—	—	—
Employee Performance	19,639	37,414	—	—	—
Enterprise Support	363,557	2,196,388	50,957,205	52,965,977	52,965,977
Focused Intervention Team - FIT	1,734,069	3,187,672	2,026,731	1,890,833	1,890,833
Forensic Evidence	7,231,021	8,135,342	7,707,293	8,324,983	8,324,983
Graffiti Reduction	20,600	—	—	—	—
Gun Violence Reduction	57,723	63,877	—	—	—
Human Resources Development	210,398,095	1,665,395	—	37,270	37,270
Information Technology	7,957,166	9,596,677	10,192,590	10,923,038	10,923,038
Investigations	3,131,862	3,257,816	—	—	—
Neighborhood Response	4,260,529	6,290,101	3,079,356	6,441,389	6,441,389
Neighborhood Safety	450,396	379,879	—	—	—
Person Crimes Investigation	15,773,317	16,435,424	16,861,414	18,975,155	18,975,155
Personnel	7,778,451	4,942,398	4,274,397	4,910,543	4,910,543
Precinct Patrol	80,821,983	86,984,516	102,724,803	103,252,103	103,352,105
Property Crimes Investigation	3,125,035	3,374,503	3,514,450	3,326,399	3,326,399
Property Evidence	2,901,444	3,047,068	3,554,427	2,714,256	2,714,256
Public Safety Support Specialist	—	—	3,941,741	—	—
Records	8,644,686	9,106,882	15,117,704	15,396,615	15,396,615
School Resource Officers	146,450	152,623	—	—	—
Service Coordination Team	(14,443)	30,427	176,619	—	—
Standards & Accountability	4,620,832	4,866,076	5,303,130	5,242,952	5,242,952
Strategic Services	1,996,438	2,177,141	2,584,076	2,957,986	2,957,986
Strategy & Finance	17,839,852	18,235,440	—	—	—
Tactical Emergency Response	7,672,059	12,374,084	9,826,816	11,315,510	11,315,510
Traffic Division	3,254,621	4,637,763	5,439,891	5,640,379	5,640,379
Traffic Safety	963,303	573,777	—	—	—
Training	(201,220,331)	9,753,252	13,679,627	13,196,186	13,196,186
Training & Education	—	1,427	—	—	—
Transit Police	75,686	48,021	—	—	—
<b>Total Programs</b>	<b>219,102,708</b>	<b>240,034,794</b>	<b>286,963,089</b>	<b>294,955,808</b>	<b>295,055,810</b>

# Portland Police Bureau

Public Safety Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003003	Administrative Specialist II	73,029	104,208	2.00	190,174	2.00	190,174	2.00	190,174
30003976	Administrative Specialist II - CPPW	73,029	104,208	7.00	587,693	6.00	499,075	6.00	499,075
30003004	Administrative Specialist III	80,558	114,982	1.00	86,549	1.00	86,549	1.00	86,549
30003977	Administrative Specialist III - CPPW	80,558	114,982	15.00	1,598,236	15.00	1,598,236	15.00	1,598,236
30003978	Analyst I - CPPW	80,558	114,982	3.00	284,148	3.00	284,148	3.00	284,148
30003007	Analyst II	94,390	122,637	1.00	102,066	7.00	753,150	7.00	753,150
30003979	Analyst II - CPPW	94,390	122,637	19.00	2,075,176	19.00	2,075,176	19.00	2,075,176
30003008	Analyst III	103,834	147,035	3.00	392,184	3.00	392,184	3.00	392,184
30003980	Analyst III - CPPW	103,834	147,035	3.00	378,258	3.00	378,258	3.00	378,258
30000096	Auto Servicer	55,411	67,933	4.00	271,732	4.00	271,732	4.00	271,732
30003010	Business Systems Analyst I	81,661	0	1.00	94,578	1.00	97,757	1.00	97,757
30003011	Business Systems Analyst II	91,686	0	1.00	117,000	1.00	120,166	1.00	120,166
30003982	Coordinator I (NE) - CPPW	73,029	104,208	22.00	1,768,994	22.00	1,801,083	22.00	1,801,083
30003028	Coordinator II	80,558	114,982	1.00	85,675	1.00	85,675	1.00	85,675
30003983	Coordinator II - CPPW	80,558	114,982	9.00	919,482	9.00	932,432	9.00	932,432
30003029	Coordinator III	94,390	122,637	2.00	219,336	2.00	219,336	2.00	219,336
30003030	Coordinator IV	103,834	147,035	2.00	288,288	2.00	288,288	2.00	288,288
30003775	Crime Analyst			5.00	456,052	5.00	457,808	5.00	457,808
30003375	Crime Data Analyst	94,390	122,637	9.00	892,609	9.00	909,770	9.00	909,770
30003033	Deputy Chief of Police	167,211	242,965	1.00	231,858	1.00	231,858	1.00	231,858
30003776	Digital Forensics Examiner			4.00	369,116	4.00	369,116	4.00	369,116
30000050	Evidence Control Specialist	61,381	75,088	9.00	623,175	9.00	671,997	9.00	671,997
30003081	Manager I	114,192	163,322	5.00	669,990	5.00	669,990	5.00	669,990
30003082	Manager II	138,174	189,114	2.00	288,704	2.00	288,704	2.00	288,704
30003475	Mental Health Crisis Clinician	80,558	114,982	5.00	531,960	5.00	531,960	5.00	531,960
30004002	Multimedia Specialist - CPPW	80,558	114,982	1.00	109,595	1.00	109,595	1.00	109,595
30000025	Police Administrative Support Spec, Sr	61,339	78,229	15.00	1,139,321	15.00	1,150,732	15.00	1,150,732
30000024	Police Administrative Support Specialist	50,502	68,494	13.00	810,170	13.00	818,410	13.00	818,410
30003091	Police Captain	138,174	189,114	8.00	1,511,641	8.00	1,511,641	8.00	1,511,641
30003092	Police Chief	183,934	273,770	1.00	258,086	1.00	258,086	1.00	258,086
30003093	Police Chief, Assistant	152,006	220,958	3.00	662,729	3.00	662,729	3.00	662,729
30003094	Police Commander	152,006	220,958	6.00	1,227,054	6.00	1,227,054	6.00	1,227,054
30000307	Police Criminalist	105,331	0	18.00	2,229,694	18.00	2,256,956	18.00	2,256,956
30000022	Police Desk Clerk	44,990	61,339	13.00	676,652	13.00	703,689	13.00	703,689
30000302	Police Detective	105,331	0	88.00	11,101,416	88.00	11,203,197	88.00	11,203,197

# Portland Police Bureau

Public Safety Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003651	Police Education Director	152,006	220,958	1.00	198,453	1.00	198,453	1.00	198,453
30000304	Police Identification Technician	74,214	94,765	18.00	1,612,714	18.00	1,659,566	18.00	1,659,566
30003095	Police Internal Affairs Investigator	83,013	0	9.00	983,329	8.00	924,081	8.00	924,081
30000310	Police Investigative Accountant	107,432	124,987	1.00	119,618	1.00	123,636	1.00	123,636
30000299	Police Lieutenant	151,299	163,654	28.00	4,531,161	28.00	4,561,031	28.00	4,561,031
30000297	Police Officer	79,456	0	599.00	59,529,739	599.00	61,048,204	599.00	61,048,204
30000306	Police Photographic Reproduction Spec	85,946	103,064	2.00	206,128	2.00	206,128	2.00	206,128
30000020	Police Records Specialist	50,502	68,494	48.00	2,965,530	53.00	3,338,232	53.00	3,338,232
30000021	Police Records Training Coordinator	61,339	78,229	9.00	657,952	9.00	670,579	9.00	670,579
30000298	Police Sergeant	105,331	0	123.00	15,530,513	123.00	15,663,184	123.00	15,663,184
30003096	Public Information Manager	114,192	163,322	1.00	103,409	1.00	130,000	1.00	130,000
30003097	Public Information Officer	94,390	122,637	1.00	122,637	1.00	122,637	1.00	122,637
30002611	Public Safety Support Specialist	59,654	69,805	42.00	2,643,664	42.00	2,744,541	42.00	2,744,541
30003103	Supervisor I - E	94,390	122,637	14.00	1,516,756	14.00	1,516,756	14.00	1,516,756
30003104	Supervisor II	103,834	147,035	2.00	255,091	2.00	255,091	2.00	255,091
30003108	Technology Capital Project Manager	125,632	177,237	1.00	155,750	1.00	155,750	1.00	155,750
<b>Total Full-Time Positions</b>				<b>1,201.00</b>	<b>124,381,835</b>	<b>1,210.00</b>	<b>127,424,580</b>	<b>1,210.00</b>	<b>127,424,580</b>
30003977	Administrative Specialist III - CPPW	80,558	114,982	4.00	328,195	3.00	344,946	3.00	344,946
30003978	Analyst I - CPPW	80,558	114,982	1.00	74,776	1.00	40,447	1.00	40,447
30003979	Analyst II - CPPW	94,390	122,637	1.00	90,428	1.00	45,214	1.00	45,214
30004002	Multimedia Specialist - CPPW	80,558	114,982	1.00	80,392	1.00	24,118	1.00	24,118
30000297	Police Officer	79,456	0	6.00	649,955	6.00	495,442	6.00	495,442
30003103	Supervisor I - E	94,390	122,637	1.00	70,793	1.00	94,390	1.00	94,390
<b>Total Limited Term Positions</b>				<b>14.90</b>	<b>1,345,638</b>	<b>13.00</b>	<b>1,044,557</b>	<b>13.00</b>	<b>1,044,557</b>
30000020	Police Records Specialist	50,502	68,494	1.00	63,419	1.00	64,053	1.00	64,053
<b>Total Part-Time Positions</b>				<b>1.00</b>	<b>63,419</b>	<b>1.00</b>	<b>64,053</b>	<b>1.00</b>	<b>64,053</b>
<b>Grand Total</b>				<b>1,216.90</b>	<b>125,790,892</b>	<b>1,224.00</b>	<b>128,533,190</b>	<b>1,224.00</b>	<b>128,533,190</b>

# Portland Fire & Rescue

Public Safety Service Area

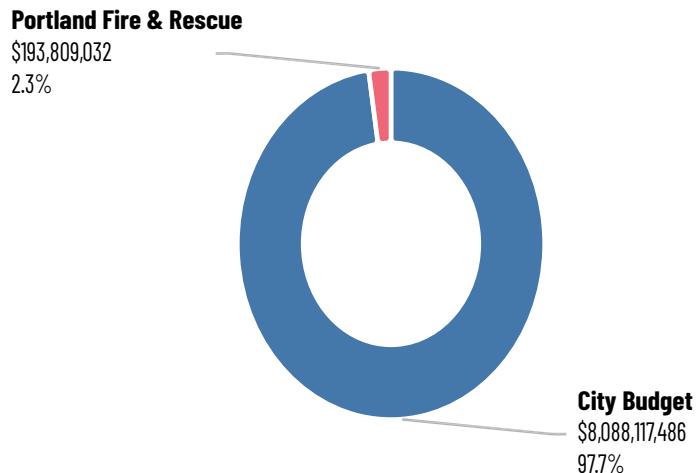
## Portland Fire & Rescue

Public Safety Service Area

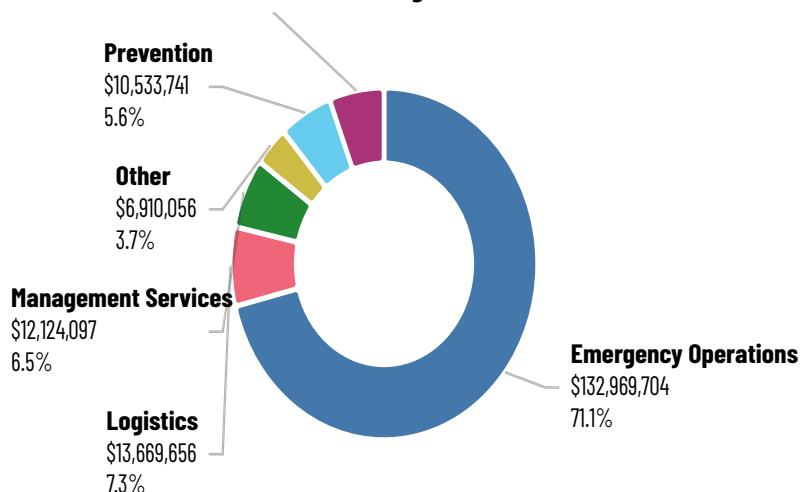
Mike Myers, DCA - Public Safety

Ryan Gillespie, Fire Chief

Percent of City Budget Graph

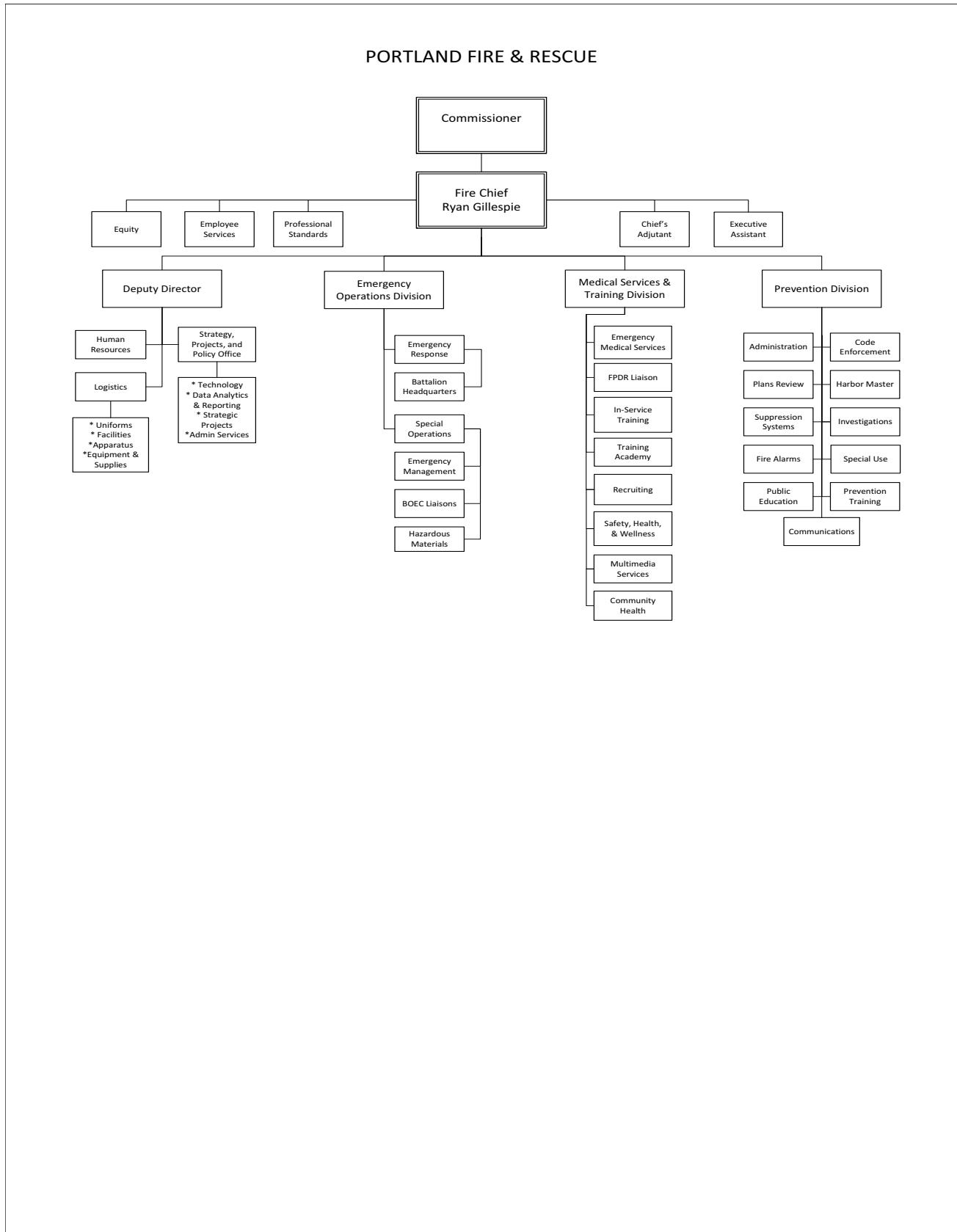


Bureau Programs



### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$194,757,887	\$187,244,032	\$(7,513,855)	(4)%
Capital	\$2,883,000	\$6,565,000	\$3,682,000	128%
<b>Total</b>	<b>\$197,640,887</b>	<b>\$193,809,032</b>	<b>\$(3,831,855)</b>	<b>(2)%</b>
Authorized Positions	824.90	767.90	(57.00)	(6.91)%



## Bureau Summary

### Bureau Mission

To keep all communities protected through a combination of prevention, community health programs, and all-hazard response to fire, medical, natural disaster, and other emergencies.

### Bureau Vision

All communities are safe and protected from fire, medical, and other emergencies.

### Bureau Values

- **Excellence:** We are prepared to provide the appropriate response to every emergency.
- **Accountability:** We earn trust by being accountable for what we say and do.
- **Resilience:** We are ready for the future with sustainable practices and infrastructure.
- **Prevention:** We proactively create a safe and healthy environment.
- **Equity:** We challenge ourselves to create an equitable environment for all.
- **Collaboration:** We collaborate with partners to best serve our community

### Bureau Overview

Portland Fire & Rescue (PF&R) is the largest fire and emergency services provider in the State of Oregon, serving the City of Portland and the regional metropolitan area. With a daily staffing model of 171 on-duty firefighters, PF&R operates a network of 31 fire and rescue stations with apparatus optimally positioned across PF&R's service area to maximize response reliability, deploy appropriate resources, and to minimize response time and, therefore, community risk. PF&R's stations provide an effective emergency response network 24 hours a day, 365 days a year. PF&R's highly trained, specialized, all-hazards fire and rescue personnel serve as the first responders on fire, rescue, and medical calls as well as high-risk natural disasters and other catastrophic events (such as explosions, building collapse, and terrorist events). In addition, PF&R's core services prevent emergencies from occurring through community education and fire prevention, which includes plan review and code enforcement. PF&R's Medical Services & Training Division includes In-service training, Training Academy, EMS, and Community Health programs. Logistics performs procurement and management of apparatus, facilities maintenance, and emergency supplies and equipment. Administrative and Strategic Services include Personnel, Data Analytics, Strategic Projects, Admin Support, Technology, Professional Standards, and Equity. Logistics and Administrative and Strategic Services are under the Deputy Director's management.

## **Strategic Direction**

Under the direction of Fire Chief Ryan Gillespie, PF&R has implemented an updated Strategic Plan for 2023-2025, organized around six priorities. The bureau is implementing the priorities through multiple targeted initiatives of Prioritizing Core Services, Community Health, Prevention & Education, Workplace Culture, Employee Health & Wellness and Sustainable Practices.

## **Major Issues**

In developing the Adopted Budget, PF&R identified the following significant issues:

- Historical structural deficits in funding bureau operations and capital program
- Maintaining on-duty staffing to ensure adequate response times to emergency incidents
- Staffing needed to reduce overtime usage
- Community Health Program ongoing funding and operational stabilization and sustainment

## **Summary of Budget Decisions**

### **Additions**

#### **Allocate General Fund to PF&R**

The Adopted Budget includes \$5,604,953 in one-time and \$6.0 million in ongoing General Fund discretionary resources to address identified operational budget deficits and ensure a continued current level of service from Portland Fire & Rescue.

#### **Add 10.0 FTE Fire Fighters**

The Adopted Budget includes \$1,474,853 in one-time General Fund discretionary resources to fund 10.0 FTE Fire Fighter Positions. This will enable PF&R to increase sworn fire fighter staffing to reduce call-shift overtime and improve service levels.

#### **Fund Community Health Assess & Treat (CHAT) through FY 2024-25**

The Adopted Budget includes \$500,000 in one-time General Fund discretionary resources and \$2 million in Opioid Settlement revenue to fund the CHAT Program through FY 2024-25.

### **Realignments**

#### **Realignment from Fire Bureau to Office of Public Safety for Business Operations Consolidation**

The Adopted Budget realigns \$217,451 in ongoing General Fund discretionary resources to the Office of the Public Safety DCA to fund the remaining portion of a 6.0 FTE realignment conducted during the Fall Supplemental Budget Process.

## **Move Portland Street Response to the Office of the Public Safety Deputy City Administrator**

The Adopted Budget moves the Portland Street Response program out of Portland Fire & Rescue and under the Office of the Public Safety Deputy City Administrator. This comprises the reallocation of \$6,476,806 in ongoing General Fund discretionary resource; \$3,435,210 in intergovernmental resources including ARPA and Opioid Settlement resource, and \$564,790 in ongoing Recreational Cannabis Tax Fund resources. \$3,079,806 of one-time General Fund is pulled back because it is not needed in FY 2024-25 due to the available grant funding.

### **FY 2023-24 Carryover      Professional Standards Initiative**

The Adopted Budget includes \$225,000 in one-time General Fund discretionary resource to complete the Professional Standards initiative started in the FY 2022-23 Adopted Budget when Fire was originally appropriated \$674,146 to support one new position and an interagency agreement for staff support from the City Attorney's Office for two years to establish a non-sworn section responsible for oversight of bureau personnel investigations. These positions will help to develop the systems, processes, and structures to manage investigations consistently, thoroughly, and in adherence with industry accepted practice.

**Performance Measures**

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Hours of in-service training per sworn employee	NA	125	120	0	0
Percentage of code enforcement re-inspections completed within 90 days	78%	80%	100%	0%	100%
Percentage of high-hazard inspections completed within 27 months	96%	98%	100%	0%	100%
Percentage of low-acuity medical calls with a response time of less than 10 minutes	NA	45%	90%	0%	90%
Percentage of responses (turnout and travel) to Code 3 incidents within 5:20	49%	45%	90%	0%	90%
Percentage of total spending on station supplies that is spent on green products.	33%	35%	50%	0%	50%
<b>OUTCOME</b>					
Number of outreach events attended to connect and recruit communities of color	NA	16	20	0	25
PSR 90th percentile response time	25.22	0.00	60.00	0.00	0.00
PSR Average response time	13.42	17.02	60.00	0.00	0.00
PSR Average time on scene	35.37	45.38	60.00	0.00	0.00
Time lost to on-duty injury (in full-time equivalent employees)	NA	14.00	7.00	0.00	6.00
Amount of outside grants received.	\$6,646,778	\$15,532,130	\$1,750,000	\$0	\$3,300,000
Percent of contracts awarded to vendors with Oregon's Certification Office for Business Inclusion and Diversity (COBID).	0%	25%	30%	0%	30%
Percentage of new sworn hires who are women	NA	23%	30%	0%	30%
Percentage of plan reviews completed within turnaround goals	99%	96%	100%	0%	100%
Percentage of structural fires where flamespread was confined to room of origin	55%	58%	90%	0%	90%
PSR % of calls that result in a physically violent encounter	0%	0%	0%	0%	0%
PSR % of calls that result in AMR transport	2%	0%	5%	0%	0%
PSR % of calls that result in an arrest	0%	0%	0%	0%	0%
PSR % of calls that result in referrals to outside agencies for assistance	10%	12%	15%	0%	0%
PSR % of calls that result in request for Fire assistance	0%	0%	1%	0%	0%
PSR % of calls that result in request for Police assistance	1%	0%	5%	0%	0%
<b>OUTPUT</b>					
Number of ADA barriers removed.	18	0	20	0	20
Percent of City Fleet vehicles allocated to PF&R that are electric or hybrid.	41%	39%	100%	0%	100%
Percentage of frontline apparatus at or near end of useful life	6%	10%	2%	0%	5%
<b>WORKLOAD</b>					
Average number of cases per investigator	264	214	90	0	85
Number of civilian deaths due to fires	9	4	0	0	0
Number of code enforcement inspections	18,161	20,058	28,870	0	18,000
Number of code enforcement reinspections	7,008	6,799	7,000	0	7,000
Number of low-acuity medical calls responded to by CHAT Teams	NA	3,278	1,200	0	4,500
Number of plan review and permits	7,114	6,807	8,850	0	9,000
PSR Annual call volume	2,949	4,760	15,000	0	0

# Portland Fire & Rescue

Public Safety Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total number of incidents	84,218	88,761	80,000	0	80,000
Percentage of all fires that are non-structure fires	72%	71%	80%	0%	0%
Percentage of calls responded to that do not pertain to fire or medical emergencies	33%	34%	20%	0%	2%
PSR % of calls high utilizers	5%	0%	20%	0%	0%
PSR % of calls involving a homeless individual	65%	82%	60%	0%	0%
PSR % of calls related to drug or alcohol use	48%	50%	50%	0%	0%
PSR % of calls related to mental health	50%	56%	60%	0%	0%
PSR % of comorbid calls involving both drug or alcohol use and mental health	54%	0%	55%	0%	0%

# Portland Fire & Rescue

Public Safety Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous Fund Allocations	0	740,000	724,090	0	0
Licenses & Permits	2,612,107	3,238,241	2,882,000	2,882,000	2,882,000
Charges for Services	1,999,632	2,188,656	2,064,000	1,500,000	1,500,000
Intergovernmental	12,079,099	9,103,640	14,198,773	6,221,918	6,221,918
Miscellaneous	326,514	397,552	182,000	0	0
<b>External Revenues Total</b>	<b>17,017,352</b>	<b>15,668,089</b>	<b>20,050,863</b>	<b>10,603,918</b>	<b>10,603,918</b>
<b>Internal Revenues</b>					
General Fund Discretionary	117,385,008	142,661,586	152,717,940	155,158,922	155,158,922
General Fund Overhead	98,774	105,000	107,597	108,446	108,446
Fund Transfers - Revenue	505,042	2,650,000	0	0	0
Interagency Revenue	12,097,328	14,522,906	17,978,236	21,127,746	21,127,746
<b>Internal Revenues Total</b>	<b>130,086,152</b>	<b>159,939,493</b>	<b>170,803,773</b>	<b>176,395,114</b>	<b>176,395,114</b>
Beginning Fund Balance	7,053,808	6,680,072	6,786,251	6,810,000	6,810,000
<b>Resources Total</b>	<b>154,157,312</b>	<b>182,287,653</b>	<b>197,640,887</b>	<b>193,809,032</b>	<b>193,809,032</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	126,950,588	146,584,309	167,393,531	162,707,210	162,707,210
External Materials and Services	7,280,512	11,224,493	9,506,706	5,586,891	5,586,891
Internal Materials and Services	8,335,961	10,931,107	10,730,705	12,004,237	12,004,237
Capital Outlay	4,431,600	5,124,028	8,223,694	6,700,694	6,700,694
<b>Bureau Expenditures Total</b>	<b>146,998,660</b>	<b>173,863,937</b>	<b>195,854,636</b>	<b>186,999,032</b>	<b>186,999,032</b>
<b>Fund Expenditures</b>					
Contingency	0	0	1,786,251	6,810,000	6,810,000
Fund Transfers - Expense	478,453	2,650,000	0	0	0
<b>Fund Expenditures Total</b>	<b>478,453</b>	<b>2,650,000</b>	<b>1,786,251</b>	<b>6,810,000</b>	<b>6,810,000</b>
Ending Fund Balance	6,680,198	5,603,008	0	0	0
<b>Requirements Total</b>	<b>154,157,312</b>	<b>182,116,945</b>	<b>197,640,887</b>	<b>193,809,032</b>	<b>193,809,032</b>
<b>Programs</b>					
Chief's Office	2,011,195	4,431,042	4,193,262	3,525,362	3,525,362
Community Health Division	545,674	698,408	11,121,616	3,384,694	3,384,694
Debt Management	—	2,875	—	—	—
Emergency Operations	105,141,815	115,138,948	133,982,164	132,969,704	132,969,704
Emergency Response & Problem Solving	—	387	—	—	—
Logistics	14,070,676	17,421,293	18,245,098	13,669,656	13,669,656
Management Services	7,244,012	8,411,937	9,602,617	12,124,097	12,124,097

# **Portland Fire & Rescue**

Public Safety Service Area

## **Summary of Bureau Budget**

	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
Portland Street Response	1,776,892	7,966,912	—	—	—
Prevention	10,368,632	12,074,524	11,332,483	10,533,741	10,533,741
Training and Safety	5,839,892	7,717,610	7,377,396	10,791,778	10,791,778
Watershed Revegetation	(127)	—	—	—	—
<b>Total Programs</b>	<b>146,998,660</b>	<b>173,863,937</b>	<b>195,854,636</b>	<b>186,999,032</b>	<b>186,999,032</b>

# Portland Fire & Rescue

Public Safety Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
<b>Facilities</b>								
Building System Replacements	0	372,000	383,000	394,000	406,000	420,000	435,000	2,038,000
Code Enforcement Office Relocation	0	0	0	0	0	0	0	0
Logistics Center Replacement	0	0	0	0	0	0	0	0
Roof Replacements	0	318,000	500,000	300,000	300,000	300,000	300,000	1,700,000
Station 17 Boathouse	0	0	0	0	0	0	0	0
Station Improvements	0	133,000	141,000	145,000	150,000	155,000	160,000	751,000
Training Center Upgrade	0	0	0	0	0	0	0	0
<b>Total Facilities</b>	<b>0</b>	<b>823,000</b>	<b>1,024,000</b>	<b>839,000</b>	<b>856,000</b>	<b>875,000</b>	<b>895,000</b>	<b>4,489,000</b>
<b>Safety</b>								
Self-Contained Breathing Apparatus Replacement	0	27,000	31,000	33,000	35,000	37,000	40,000	176,000
<b>Total Safety</b>	<b>0</b>	<b>27,000</b>	<b>31,000</b>	<b>33,000</b>	<b>35,000</b>	<b>37,000</b>	<b>40,000</b>	<b>176,000</b>
<b>Apparatus</b>								
Apparatus Replacement	0	1,442,000	4,500,000	6,000,000	6,000,000	6,000,000	6,000,000	28,500,000
<b>Total Apparatus</b>	<b>0</b>	<b>1,442,000</b>	<b>4,500,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>28,500,000</b>
<b>Equipment</b>								
Defibrillator Replacement	0	0	0	0	0	0	0	0
Firefighting Tools	0	191,000	203,000	209,000	215,000	222,000	230,000	1,079,000
Fitness Equipment	0	71,000	73,000	75,000	77,000	79,000	82,000	386,000
Medical Equipment	0	63,000	65,000	67,000	69,000	71,000	73,000	345,000
Turnout Replacement	0	266,000	500,000	515,000	530,000	545,000	560,000	2,650,000
<b>Total Equipment</b>	<b>0</b>	<b>591,000</b>	<b>841,000</b>	<b>866,000</b>	<b>891,000</b>	<b>917,000</b>	<b>945,000</b>	<b>4,460,000</b>
<b>Technology</b>								
Image Trend Software	0	0	121,000	125,000	129,000	133,000	137,000	645,000
Intterra Software	0	0	48,000	48,125	48,125	48,125	48,125	240,500
<b>Total Technology</b>	<b>0</b>	<b>0</b>	<b>169,000</b>	<b>173,125</b>	<b>177,125</b>	<b>181,125</b>	<b>185,125</b>	<b>885,500</b>
<b>Total Requirements</b>	<b>0</b>	<b>2,883,000</b>	<b>6,565,000</b>	<b>7,911,125</b>	<b>7,959,125</b>	<b>8,010,125</b>	<b>8,065,125</b>	<b>38,510,500</b>

# Portland Fire & Rescue

Public Safety Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000061	Accounting Technician	44,866	64,397	1.00	53,810	1.00	56,491	1.00	56,491
30003976	Administrative Specialist II - CPPW	73,029	104,208	5.00	408,554	5.00	408,554	5.00	408,554
30003004	Administrative Specialist III	80,558	114,982	1.00	114,837	1.00	114,837	1.00	114,837
30003979	Analyst II - CPPW	94,390	122,637	3.00	321,069	2.00	212,555	2.00	212,555
30003008	Analyst III	103,834	147,035	0.90	104,133	0.90	104,133	0.90	104,133
30003980	Analyst III - CPPW	103,834	147,035	3.00	381,940	2.00	256,506	2.00	256,506
30003012	Business Systems Analyst III	105,435	0	1.00	148,325	1.00	148,325	1.00	148,325
30002499	Carpenter-CL	79,290	87,402	1.00	79,290	1.00	81,266	1.00	81,266
30003981	Coordinator I (E) - CPPW	73,029	104,208	1.00	91,707	1.00	91,707	1.00	91,707
30003983	Coordinator II - CPPW	80,558	114,982	3.00	293,671	2.00	195,901	2.00	195,901
30003984	Coordinator III - CPPW	94,390	122,637	1.00	108,514	1.00	108,514	1.00	108,514
30003036	Deputy Director III	152,006	220,958	1.00	196,851	1.00	196,851	1.00	196,851
30000333	Development Services Technician II	72,405	92,352	2.00	180,253	2.00	183,726	2.00	183,726
30000116	Electrician	92,789	100,214	1.00	92,789	1.00	96,502	1.00	96,502
30003045	Emergency Medical Services Coordinator	103,834	147,035	1.00	147,035	1.00	147,035	1.00	147,035
30000819	EMS Specialist	122,415	132,691	3.00	399,390	3.00	402,902	3.00	402,902
30003047	Engineer III	114,192	163,322	1.00	74,963	1.00	74,963	1.00	74,963
30000071	Facilities Maintenance Technician	79,955	88,962	3.00	261,437	3.00	266,886	3.00	266,886
30000806	Fire Battalion Chief	151,269	158,153	15.00	2,267,522	15.00	2,364,263	15.00	2,364,263
30000803	Fire Captain	121,787	137,531	33.00	4,484,194	33.00	4,531,426	33.00	4,531,426
30000817	Fire Captain, Staff	0	145,783	2.00	291,566	2.00	291,566	2.00	291,566
30003057	Fire Chief	167,211	242,965	1.00	231,400	1.00	231,400	1.00	231,400
30003058	Fire Chief, Deputy	138,174	189,114	8.00	1,499,502	8.00	1,499,502	8.00	1,499,502
30003059	Fire Division Chief	152,006	220,958	2.00	417,165	2.00	417,165	2.00	417,165
30000793	Fire Fighter	78,323	104,087	441.00	43,634,835	451.00	45,361,381	451.00	45,361,381
30000795	Fire Fighter Specialist	60,349	109,024	5.00	348,969	5.00	305,802	5.00	305,802
30000808	Fire Inspector	110,437	120,560	25.00	2,833,106	25.00	2,946,902	25.00	2,946,902
30000811	Fire Inspector, Sr	121,787	137,531	8.00	1,036,734	8.00	1,089,571	8.00	1,089,571
30000812	Fire Inspector/Specialist	110,437	120,560	10.00	1,256,478	10.00	1,261,014	10.00	1,261,014
30000815	Fire Investigator	111,101	125,354	4.00	495,120	4.00	374,407	4.00	374,407
30000336	Fire Land Use Review Technician	76,253	97,302	1.00	77,823	1.00	77,823	1.00	77,823
30000798	Fire Lieutenant	110,437	120,560	107.00	12,430,779	107.00	12,783,576	107.00	12,783,576
30000801	Fire Lieutenant, Staff	117,063	0	5.00	638,970	5.00	638,970	5.00	638,970
30003060	Fire Marshal	152,006	220,958	1.00	212,784	1.00	212,784	1.00	212,784
30000800	Fire Training Officer	111,101	125,354	4.00	497,790	4.00	467,641	4.00	467,641
30000822	Harbor Pilot	110,437	120,560	10.00	1,183,055	10.00	1,191,407	10.00	1,191,407

# Portland Fire & Rescue

Public Safety Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30004002	Multimedia Specialist - CPPW	80,558	114,982	2.00	212,389	2.00	212,389	2.00	212,389
30000012	Office Support Specialist II	44,866	64,397	1.00	55,150	1.00	59,345	1.00	59,345
30000013	Office Support Specialist III	57,346	76,024	1.00	76,024	1.00	76,024	1.00	76,024
30000112	Painter	73,237	81,869	1.00	73,237	1.00	76,367	1.00	76,367
30003096	Public Information Manager	114,192	163,322	1.00	147,347	1.00	147,347	1.00	147,347
30003097	Public Information Officer	94,390	122,637	1.00	108,514	1.00	108,514	1.00	108,514
30003103	Supervisor I - E	94,390	122,637	2.00	223,330	2.00	223,330	2.00	223,330
30003104	Supervisor II	103,834	147,035	2.00	243,818	2.00	243,818	2.00	243,818
30002490	Utility Worker II-CL	64,230	69,056	3.00	202,342	3.00	203,538	3.00	203,538
30000131	Vehicle & Equipment Mechanic	73,902	82,805	8.00	605,153	8.00	649,618	8.00	649,618
<b>Total Full-Time Positions</b>				<b>772.90</b>	<b>82,236,769</b>	<b>743.90</b>	<b>81,235,532</b>	<b>743.90</b>	<b>81,235,532</b>
30003003	Administrative Specialist II	73,029	104,208	1.00	73,029	1.00	24,343	1.00	24,343
30003004	Administrative Specialist III	80,558	114,982	1.00	91,874	1.00	91,874	1.00	91,874
30003600	Community Health Medic	51,193	73,361	23.00	1,514,030	11.00	177,174	11.00	177,174
30003625	Community Health Nurse	94,390	122,637	2.00	257,067	2.00	64,267	2.00	64,267
30003626	Community Health Nurse Manager	114,192	163,322	1.00	163,322	1.00	40,830	1.00	40,830
30003700	Community Health Supervisor	103,834	147,035	4.00	494,498	2.00	62,663	2.00	62,663
30000793	Fire Fighter	78,323	104,087	6.00	469,938	6.00	323,286	6.00	323,286
<b>Total Limited Term Positions</b>				<b>51.00</b>	<b>4,172,087</b>	<b>24.00</b>	<b>684,216</b>	<b>24.00</b>	<b>684,216</b>
<b>Grand Total</b>				<b>823.90</b>	<b>86,408,856</b>	<b>767.90</b>	<b>81,919,748</b>	<b>767.90</b>	<b>81,919,748</b>

## Bureau of Emergency Communications

Public Safety Service Area

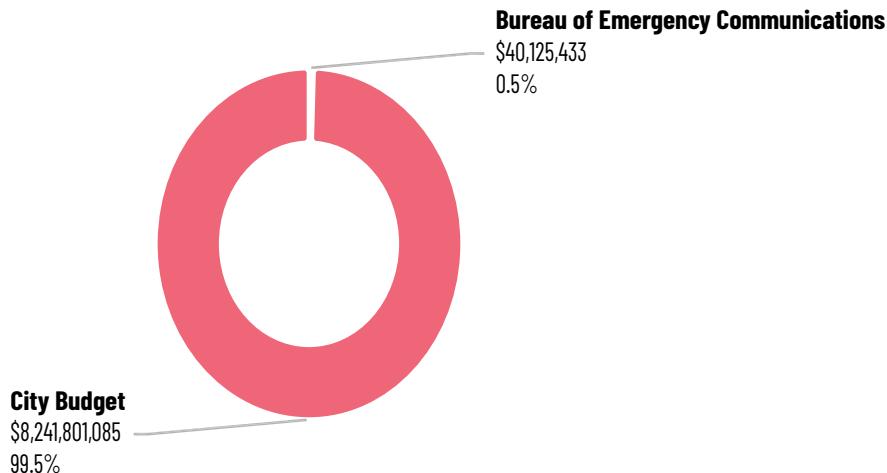
# Bureau of Emergency Communications

Public Safety Service Area

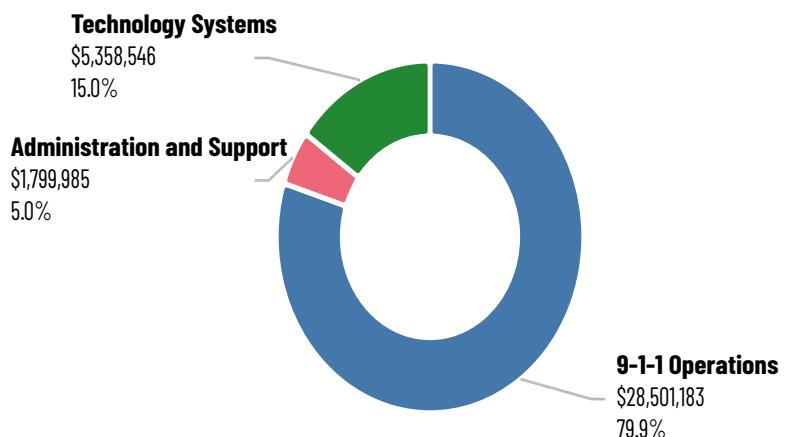
Mike Myers, DCA - Public Safety

Bob Cozzie, Director

**Percent of City Budget Graph**



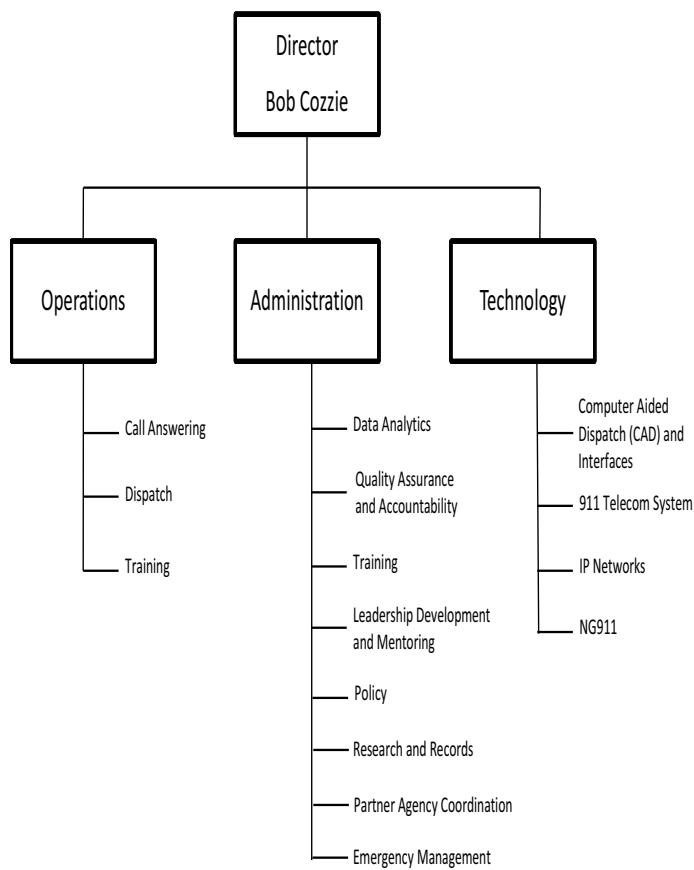
**Bureau Programs**



### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$36,427,641	\$39,325,433	\$2,897,792	8%
Capital	\$1,340,845	\$800,000	\$(540,845)	(40)%
<b>Total</b>	<b>\$37,768,486</b>	<b>\$40,125,433</b>	<b>\$2,356,947</b>	<b>6%</b>
Authorized Positions	169.90	169.90	—	—%

## Bureau of Emergency Communications



# Bureau Summary

## Bureau Mission

The mission of the Bureau of Emergency Communications is to work collaboratively with our community and public safety partners to ensure effective and timely 9-1-1 call answering and dispatching.

## Bureau Overview

Emergency Communications provides service to community members, visitors, and emergency response agencies throughout Multnomah County. The bureau's 9-1-1 and public safety dispatch operation is supported by three program areas:

**Operations:** Program includes call answering, dispatch, and bureau-wide training.

**Administration:** Program includes data analytics, quality assurance and accountability, leadership development and mentoring, business operations, policy, research and records, partner agency coordination, and emergency management.

**Technology:** Program includes Computer Aided Dispatch (CAD) and interfaces, 9-1-1 telephone system, internet protocol networks, and future technology enhancements such as Next Generation 9-1-1.

## Strategic Direction

The Bureau of Emergency Communications works collaboratively with its community and public safety partners to ensure effective and timely 9-1-1 call answering and dispatching. The bureau follows a strategic plan with five key initiatives that are supported directly through the FY 2024-25 budget.

- 1. Adequately staffed 9-1-1 workforce** — Budget includes plan for utilizing a training pipeline sub-fund to allow for trainee over-hiring to stay ahead of expected attrition.
- 1. Programs that improve processes and support employee development** — Resources are dedicated to technology and staffing that will allow the bureau to meet or exceed national standards, as well as a request to convert the limited term Quality Assurance Analysts into ongoing positions with additional 9-1-1 tax revenue.
- 1. Embody and normalize a culture of equity and anti-racism** — Resources are dedicated to staff equity training, language translation services, and community engagement.
- 1. Collaboration with community members and partner agencies** — Resources are dedicated to ensuring collaboration with partner agencies and regional partners, soliciting community input and guidance in establishing service levels, and expanded outreach with multi-cultural media outlets.
- 1. Secure, efficient, and resilient primary and backup facilities** — Budget includes an addition of 24/7 security.

## Summary of Budget Decisions

### Base Budget Adjustments

The base budget has been adjusted with anticipated overtime costs, premium pay, and holiday premiums. It also includes two doublefill Office Support Specialists to help with the increased public records requests.

### Realignments

The Adopted Budget converts two limited term positions to ongoing FTEs. These analysts are critical to sustain and expand the bureau's quality assurance program. The ongoing funding for these positions (\$345,715) is offset with an increase in 9-1-1 phone tax revenue.

## Capital Summary

### CIP Highlights

The Bureau of Emergency Communications is responsible for the operation, maintenance, and replacement of critical technology to support the 9-1-1 call answering and dispatching. The bureau's significant projects for FY 2024-25 include implementation of a Next Generation 9-1-1 Recording System and phone system upgrade. The bureau has just completed a Computed Aided Dispatch (CAD) system upgrade and a phone console replacement.

## **Bureau of Emergency Communications**

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Public Safety Service Area

### **Major Issues**

Emergency Communications does not have sufficient resources to support the development of an adequate backup facility or the expansion of its existing facility. While there is a need for additional staff to meet the demands of increased call volumes, the current facility has substantial space constraints.

Delays in implementation of new technology systems and upgrades have impacted one-time costs and service delivery levels.

### **Changes from Prior Years**

The bureau has created a capital savings sub-fund to allow for long-term saving for its future capital needs and is in the process of developing a memorandum of understanding for how the savings will be funded with its user agencies.

### **Funding Sources**

Capital projects are funded through General Fund resources and user agency contributions. Historically, user agencies have been billed based on actual expenses but in the coming fiscal year a memorandum of understanding will be presented to the User Board with a plan for annual contributions to be collected based on a ten-year rolling average of historical and planned capital expenses.

# Bureau of Emergency Communications

Public Safety Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Number of overtime hours	23,448	29,662	15,247	17,138	18,500
Total number of forced overtime hours	4,808	5,208	3,500	3,500	0
Total operational sick leave hours taken	22,212	18,704	20,000	0	0
Percentage of overtime hours attributed to emergency communications operations	88%	89%	89%	89%	90%
<b>OUTCOME</b>					
Average time to answer emergency 9-1-1 calls (in seconds)	60.00	56.00	42.00	30.00	10.00
Percentage of emergency 9-1-1 calls answered within 15 seconds	35.0%	38.0%	40.0%	60.0%	90.0%
Percentage of certified operations staff (non-trainees) retained	78.0%	86.3%	90.0%	90.0%	93.0%
Percentage of overall operations staff (including trainees) retained	76.1%	81.6%	85.0%	85.0%	85.0%
Percentage of emergency 9-1-1 calls answered within 20 seconds	39.0%	42.0%	50.0%	60.0%	95.0%
<b>OUTPUT</b>					
Total number of Certified Call Takers by Fiscal Year to take 9-1-1/Non-Emergency calls	91	90	113	113	138
Total number of Sr. Dispatchers by Fiscal Year to take 9-1-1/Non-Emergency calls and dispatch police, fire and medical responders	64	63	83	91	120
Total number of Certified Police Dispatchers by Fiscal Year to take 9-1-1/Non-Emergency calls and dispatch police responders	73	69	84	97	130
<b>WORKLOAD</b>					
Total number of nonemergency telephone calls	339,759	292,015	320,000	180,000	180,000
Total number of emergency 9-1-1 telephone calls	731,908	739,127	700,000	700,000	700,000
Total number of CAD incidents (including responder initiated activity for all partner agencies, Police, Fire, and Medical)	623,740	629,889	640,000	630,000	630,000
Total number of text sessions	4,170	5,621	6,000	6,000	6,000

# Bureau of Emergency Communications

Public Safety Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	398,440	417,868	456,600	378,072	378,072
Intergovernmental	11,779,442	12,298,892	12,653,957	13,477,875	13,477,875
Miscellaneous	31,335	98,444	62,417	72,000	72,000
<b>External Revenues Total</b>	<b>12,209,217</b>	<b>12,815,204</b>	<b>13,172,974</b>	<b>13,927,947</b>	<b>13,927,947</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	16,941,408	17,841,747	20,151,316	22,420,996	22,420,996
<b>Internal Revenues Total</b>	<b>16,941,408</b>	<b>17,841,747</b>	<b>20,151,316</b>	<b>22,420,996</b>	<b>22,420,996</b>
Beginning Fund Balance	4,426,892	5,998,710	4,444,196	3,776,490	3,776,490
<b>Resources Total</b>	<b>33,577,517</b>	<b>36,655,661</b>	<b>37,768,486</b>	<b>40,125,433</b>	<b>40,125,433</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	19,275,733	21,117,239	24,219,962	26,198,458	25,991,061
External Materials and Services	2,099,576	3,878,009	2,259,538	2,264,632	2,264,632
Internal Materials and Services	4,949,879	5,703,175	6,102,907	6,604,021	6,604,021
Capital Outlay	0	6,212	1,340,845	800,000	800,000
<b>Bureau Expenditures Total</b>	<b>26,325,188</b>	<b>30,704,635</b>	<b>33,923,252</b>	<b>35,867,111</b>	<b>35,659,714</b>
<b>Fund Expenditures</b>					
Debt Service	311,037	323,478	336,414	349,877	349,877
Contingency	0	0	2,139,509	2,436,550	2,436,550
Fund Transfers - Expense	942,812	1,180,905	1,369,311	1,471,895	1,679,292
<b>Fund Expenditures Total</b>	<b>1,253,849</b>	<b>1,504,383</b>	<b>3,845,234</b>	<b>4,258,322</b>	<b>4,465,719</b>
Ending Fund Balance	5,998,480	4,444,196	0	0	0
<b>Requirements Total</b>	<b>33,577,517</b>	<b>36,653,214</b>	<b>37,768,486</b>	<b>40,125,433</b>	<b>40,125,433</b>
<b>Programs</b>					
9-1-1 Operations	23,443,422	26,529,131	26,730,477	28,708,580	28,501,183
Administration & Support	1,110,811	1,070,638	1,318,236	1,799,985	1,799,985
BOEC-Operating Costs	(278)	—	—	—	—
Public Safety Systems Revitalization Program	115	—	—	—	—
Technology Systems	1,771,118	3,104,865	5,874,539	5,358,546	5,358,546
<b>Total Programs</b>	<b>26,325,188</b>	<b>30,704,635</b>	<b>33,923,252</b>	<b>35,867,111</b>	<b>35,659,714</b>

# Bureau of Emergency Communications

Public Safety Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised		Adopted		FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
		FY 2023-24	FY 2024-25	FY 2023-24	FY 2024-25					
<b>Safety</b>										
Next Generation 911 Recording System	0	840,845	0	0	0	0	0	0	0	0
Phone System Upgrade	0	500,000	800,000	0	0	0	0	0	0	800,000
<b>Total Safety</b>	<b>0</b>	<b>1,340,845</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>
<b>Total Requirements</b>	<b>0</b>	<b>1,340,845</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>

# Bureau of Emergency Communications

Public Safety Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003976	Administrative Specialist II - CPPW	73,029	104,208	1.90	114,795	1.90	114,795	1.90	114,795
30003979	Analyst II - CPPW	94,390	122,637	1.00	122,637	2.00	228,259	2.00	228,259
30003008	Analyst III	103,834	147,035	2.00	262,038	2.00	262,038	2.00	262,038
30003980	Analyst III - CPPW	103,834	147,035	1.00	125,434	1.00	125,434	1.00	125,434
30003012	Business Systems Analyst III	105,435	0	2.00	246,106	2.00	258,402	2.00	258,402
30003984	Coordinator III - CPPW	94,390	122,637	2.00	243,152	2.00	243,152	2.00	243,152
30003037	Director I	152,006	220,958	1.00	220,958	1.00	220,958	1.00	220,958
30000031	Emerg Commun Call Taker	59,912	74,199	10.00	665,632	10.00	677,923	10.00	677,923
30000034	Emerg Commun Dispatcher, Sr	73,072	95,085	115.00	9,011,327	115.00	9,761,681	115.00	9,761,681
30000035	Emerg Commun Police Dispatcher	70,385	91,469	2.00	161,854	2.00	163,573	2.00	163,573
30003041	Emergency Communications Ops Mgr	125,632	177,237	1.00	166,442	1.00	166,442	1.00	166,442
30003042	Emergency Communications Ops Sup I	94,390	122,637	14.00	1,633,115	14.00	1,633,115	14.00	1,633,115
30003043	Emergency Communications Ops Sup II	103,834	147,035	2.00	262,090	2.00	262,090	2.00	262,090
30003044	Emergency Communications Systems Admin	114,192	163,322	1.00	142,397	1.00	142,397	1.00	142,397
30000013	Office Support Specialist III	57,346	76,024	2.00	141,898	2.00	143,785	2.00	143,785
<b>Total Full-Time Positions</b>				<b>157.90</b>	<b>13,519,875</b>	<b>159.90</b>	<b>14,526,681</b>	<b>159.90</b>	<b>14,526,681</b>
30003976	Administrative Specialist II - CPPW	73,029	104,208	1.00	64,133	1.00	76,960	1.00	76,960
<b>Total Limited Term Positions</b>				<b>11.00</b>	<b>254,349</b>	<b>9.00</b>	<b>76,960</b>	<b>9.00</b>	<b>76,960</b>
30000034	Emerg Commun Dispatcher, Sr	73,072	95,085	1.00	79,361	1.00	82,649	1.00	82,649
<b>Total Part-Time Positions</b>				<b>1.00</b>	<b>79,361</b>	<b>1.00</b>	<b>82,649</b>	<b>1.00</b>	<b>82,649</b>
<b>Grand Total</b>				<b>169.90</b>	<b>13,853,585</b>	<b>169.90</b>	<b>14,686,290</b>	<b>169.90</b>	<b>14,686,290</b>

# Bureau of Emergency Management

Public Safety Service Area

Mike Myers, DCA - Public Safety

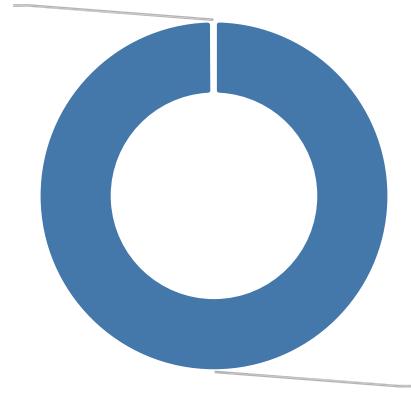
Shad Ahmed, Director

## Percent of City Budget Graph

**Portland Office of Emergency Management**

\$9,566,649

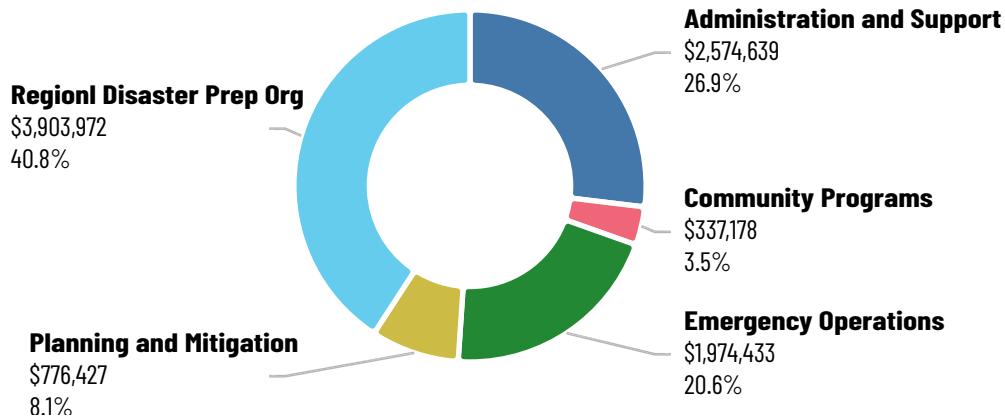
0.1%

**City Budget**

\$8,272,359,869

99.9%

## Bureau Programs

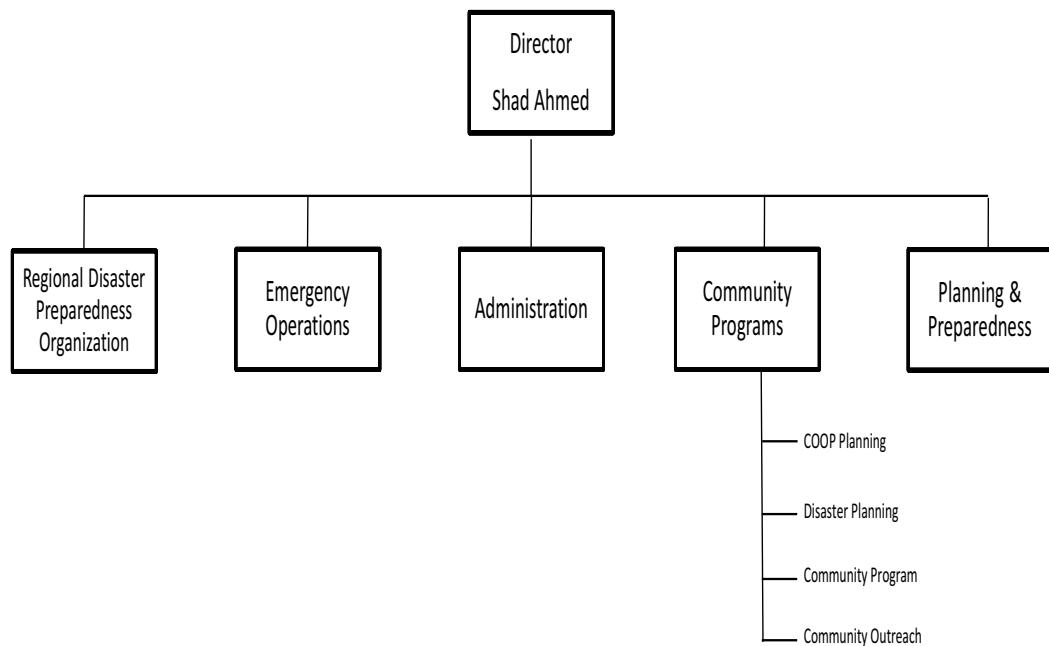
**Bureau Overview**

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$10,334,699	\$9,566,649	\$(768,050)	(7)%
Capital				
<b>Total</b>	<b>\$10,334,699</b>	<b>\$9,566,649</b>	<b>\$(768,050)</b>	<b>(7)%</b>
Authorized Positions	27.90	20.90	(7.00)	(25.09)%

# Bureau of Emergency Management

Public Safety Service Area

## Portland Bureau of Emergency Management



## Bureau Summary

### Bureau Mission

The Portland Bureau of Emergency Management (Emergency Management) leads the City's emergency management enterprise in service of the whole community to reduce risk and increase resilience. Emergency Management seeks to build and empower a resilient Portland by integrating preparedness and risk reduction into everyday decisions and activities of the whole community.

### Bureau Values/Guiding Principles

- ◆ People Focused: People are our most critical asset and who we place the highest emphasis in protecting. Every decision we make, must have people at the forefront.
- ◆ Equity Centered: We must ensure that our actions build foundations that support systemically excluded people in all aspects of our work.
- ◆ Risk Driven: We maximize our resources and impact by using data to understand and address risk.
- ◆ Adaptability: Change is the only constant; our team turns and evolves to meet the challenge of change.
- ◆ Integrity: We approach our work honestly with a strong focus on always doing what is right.
- ◆ Reliability: People depend on us, we cannot fail for them. We must always be there and supportive.
- ◆ Mission Oriented: Our mission is critical; we must always focus on achieving success.
- ◆ Collaborative: This work cannot be done alone. We must form a strong network focused on providing the best result.

### Bureau Overview

The bureau's mission is achieved through supporting citywide emergency response operations and developing and implementing plans, programs, and policies to advance Portland's capabilities in mitigation, preparedness, response, and recovery. The bureau's work focuses on service to the communities that face the greatest risk from disasters: Black, Indigenous, and other communities of color; immigrants; refugees; and people with disabilities. The previous strategic plan of the bureau centered around key objectives: developing strong systems to aid the city's emergency response, bolstering the city's resilience as an organization, and fostering community-led resilience efforts. Emergency Management is in the process of revising this plan during the current budget year, aligning with discussions and strategies presented during the charter reform transition work and updated Council priorities.

# Bureau of Emergency Management

Public Safety Service Area

## Strategic Direction

Emergency Management is in the process of revising the bureau's strategic plan during the current budget year. The previous strategic plan of the bureau centered around key objectives: developing strong systems to aid the city's emergency response, bolstering the city's resilience as an organization, and fostering community-led resilience efforts.

A number of changes the Bureau underwent will be reflected in FY 2024-25 program offers. The Planning and Mitigation program offer was merged partially into the new Preparedness and Response section. A new Emergency Services Section to encompass the Watch Command, Field Services, and Special Events will be created in FY 2024-25 to address mission expansion in these areas. A new Resilience program offer will also be created to house mitigation and recovery.

## Summary of Budget Decisions

### Additions

#### **Coordinator IV for Shelter Services**

The Adopted Budget includes 1.0 FTE and \$262,000 in ongoing General Fund discretionary resources to cover Coordinator IV position at Emergency Management. The Coordinator IV will increase the capability of Emergency Management to support volunteer training for extreme weather shelters. Emergency Management will also be provided \$73,000 in EMS funding to assist in building this capability.

### FY 2023-24 Carryover

#### **Crisis Information Management System**

The Adopted Budget includes \$500,000 in one-time General Fund resources to procure and implement a new Crisis Information Management System as the existing system is obsolete and inefficient. The funding will support activities designed to enhance real-time data sharing across bureaus and agencies, improve data security and privacy, Public Safety and streamline post-incident documentation. These enhancements will replace the interim Microsoft 365 solution, which lacked essential features such as broad user accessibility and adequate security for sensitive information. This program is being funded on a one-time basis with carryover from the FY 2023-24 Emergency Management budget.

#### **Disability Equity Program**

The Adopted Budget includes \$51,278 in one-time General Fund resources to support Emergency Management's initiatives aimed at serving people with disabilities during emergencies. This carryover will help PBEM improve its readiness and response programs to ensure that individuals with disabilities receive the necessary support during and after disasters. The funding is essential to prevent risks associated with non-compliance with the Americans with Disabilities Act (ADA), ensuring that the city maintains its commitment to its most at-risk communities. This program is being funded on a one-time basis with program carryover from the FY 2023-24 Emergency Management budget.

**Mitigation Program**

The Adopted Budget includes \$200,000 in one-time General Fund resources for Emergency Management to enhance the city's resilience against climate-related risks like severe weather, wildfires, floods, and landslides. This allocation will fund contracted services to develop projects and secure additional mitigation funds, addressing the bureau's current shortfall in dedicated staffing for coordination. This program is being supported on a one-time basis with carryover from the FY 2023-24 Emergency Management budget.

**Technical Assistant**

The Adopted Budget includes \$141,961 in one-time General Fund resources to hire a Technical Assistant to continue supporting Community-Based Organizations (CBOs). This program helps CBOs secure grants and conduct business with the City by offering services like grant writing, insurance procurement, and compliance assistance. Emergency Management is at the hiring stage for this position and expect to start the project next fiscal year. This position is being funded on a one-time basis with carryover from FY 2023-24 Emergency Management budget.

# Bureau of Emergency Management

Public Safety Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>OUTCOME</b>					
Number of participants in a Portland Bureau of Emergency Management class and exercise annually	85	208	150	150	300
% of NET volunteers that remain active in the program annually	98%	99%	95%	95%	99%
Percentage of completed improvement plan tasks completed within agreed upon timeframe	100%	100%	100%	100%	100%
Percentage of bureaus with updated COOP plan that meet established standard	70%	50%	75%	75%	90%
Percentage of participants who rate PBEM classes and exercises as good or excellent	94%	84%	90%	90%	90%
Percentage of neighborhoods with active NET teams.	93%	92%	95%	95%	95%
Percentage of the Regional Disaster Preparedness Organization's strategic plan objectives achieved or in progress	95%	NA	95%	95%	95%
<b>OUTPUT</b>					
Number of new PublicAlerts registrations	3,469	3,924	5,000	5,000	5,000
BEECN Program Deployment Readiness Index	48%	30%	50%	50%	80%
NET Program Diversity	19%	14%	25%	25%	33%
Outreach to historically underserved communities	25%	75%	100%	65%	65%
<b>WORKLOAD</b>					
Number of active NET Teams	88	87	89	89	90
Number of hours completed by participants in a Portland Bureau of Emergency Management class and exercise annually	1,148	706	900	900	2,000
Number of new Neighborhood Emergency Team volunteers trained per year	96	170	250	150	300
Percentage of PBEM plans that are up-to-date according to their published standards	58%	55%	60%	60%	90%

# Bureau of Emergency Management

Public Safety Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	5,251,187	(484,450)	4,706,555	4,220,472	4,220,472
Miscellaneous	(359)	0	0	0	0
<b>External Revenues Total</b>	<b>5,250,828</b>	<b>(484,450)</b>	<b>4,706,555</b>	<b>4,220,472</b>	<b>4,220,472</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,278,736	1,132,348	2,891,354	2,533,891	2,533,891
General Fund Overhead	2,003,149	2,941,217	2,648,480	2,812,286	2,812,286
Interagency Revenue	85,899	24,481	88,310	0	0
<b>Internal Revenues Total</b>	<b>3,367,784</b>	<b>4,098,046</b>	<b>5,628,144</b>	<b>5,346,177</b>	<b>5,346,177</b>
Beginning Fund Balance	(4,275,544)	(3,807,706)	0	0	0
<b>Resources Total</b>	<b>4,343,068</b>	<b>(194,110)</b>	<b>10,334,699</b>	<b>9,566,649</b>	<b>9,566,649</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	3,161,595	3,537,579	4,809,664	4,176,770	4,176,770
External Materials and Services	3,940,291	5,017,029	4,454,046	3,987,507	3,987,507
Internal Materials and Services	973,889	1,205,460	1,070,989	1,402,372	1,402,372
Capital Outlay	75,000	175,654	0	0	0
<b>Bureau Expenditures Total</b>	<b>8,150,774</b>	<b>9,935,722</b>	<b>10,334,699</b>	<b>9,566,649</b>	<b>9,566,649</b>
Ending Fund Balance	(3,807,706)	(10,129,832)	0	0	0
<b>Requirements Total</b>	<b>4,343,068</b>	<b>(194,110)</b>	<b>10,334,699</b>	<b>9,566,649</b>	<b>9,566,649</b>
<b>Programs</b>					
Administration & Support	1,518,619	785,268	1,501,299	2,574,639	2,574,639
Community Programs	922,484	890,458	1,312,426	337,178	337,178
Emergency Management	77	—	—	—	—
Emergency Operations	1,447,455	1,783,187	2,026,200	1,974,433	1,974,433
Exercises & Training	192	131	—	—	—
Planning & Mitigation	475,851	718,208	1,416,680	776,427	776,427
Public Information Office	471	744	—	—	—
Regionl Disaster Prep Org	3,779,126	5,757,727	4,078,094	3,903,972	3,903,972
Total Rewards	6,500	—	—	—	—
<b>Total Programs</b>	<b>8,150,774</b>	<b>9,935,722</b>	<b>10,334,699</b>	<b>9,566,649</b>	<b>9,566,649</b>

# Bureau of Emergency Management

Public Safety Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003004	Administrative Specialist III	80,558	114,982	1.00	63,165	1.00	80,558	1.00	80,558
30003977	Administrative Specialist III - CPPW	80,558	114,982	1.00	96,408	1.00	96,408	1.00	96,408
30003979	Analyst II - CPPW	94,390	122,637	2.00	205,733	1.00	97,219	1.00	97,219
30003983	Coordinator II - CPPW	80,558	114,982	4.00	409,791	3.00	299,322	3.00	299,322
30003029	Coordinator III	94,390	122,637	2.00	234,416	2.00	234,416	2.00	234,416
30003984	Coordinator III - CPPW	94,390	122,637	1.00	108,514	1.00	108,514	1.00	108,514
30003035	Deputy Director II	138,174	189,114	1.00	163,114	1.00	163,114	1.00	163,114
30003037	Director I	152,006	220,958	1.00	215,467	1.00	215,467	1.00	215,467
30003081	Manager I	114,192	163,322	3.00	428,189	3.00	428,189	3.00	428,189
30003082	Manager II	138,174	189,114	1.00	142,667	1.00	142,667	1.00	142,667
<b>Total Full-Time Positions</b>				<b>18.00</b>	<b>2,175,978</b>	<b>16.00</b>	<b>1,991,308</b>	<b>16.00</b>	<b>1,991,308</b>
30003975	Administrative Specialist I - CPPW	58,635	82,098	1.00	58,639	1.00	70,367	1.00	70,367
30003979	Analyst II - CPPW	94,390	122,637	1.00	96,512	1.00	115,814	1.00	115,814
30003983	Coordinator II - CPPW	80,558	114,982	6.00	444,449	1.00	98,218	1.00	98,218
30003984	Coordinator III - CPPW	94,390	122,637	1.00	97,223	1.00	116,667	1.00	116,667
30003986	Financial Analyst II - CPPW	94,390	122,637	0.90	76,669	0.90	92,003	0.90	92,003
<b>Total Limited Term Positions</b>				<b>9.90</b>	<b>773,492</b>	<b>4.90</b>	<b>493,069</b>	<b>4.90</b>	<b>493,069</b>
<b>Grand Total</b>				<b>27.90</b>	<b>2,949,470</b>	<b>20.90</b>	<b>2,484,377</b>	<b>20.90</b>	<b>2,484,377</b>

# Vibrant Communities Service Area

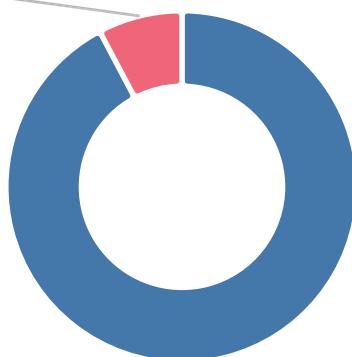
## Vibrant Communities Service Area

- Portland Parks and Recreation
- Portland Children's Levy
- Office of the Vibrant Communities DCA

### Percent of City Budget Graph

#### Vibrant Communities Service Area

\$650,312,931  
7.7%

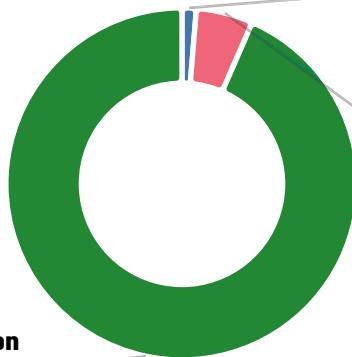


**City Budget**  
\$7,744,670,460  
92.3%

### Percent of Service Area Budget

#### Portland Parks & Recreation

\$607,790,136  
93.5%



**Office of Vibrant Communities**  
\$8,523,713  
1.3%

**Portland Children's Levy**  
\$33,999,082  
5.2%

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$510,178,360	\$592,828,363	\$82,650,003	16%
Capital	\$97,250,574	\$57,484,568	\$(39,766,006)	(41)%
<b>Total</b>	<b>\$607,428,934</b>	<b>\$650,312,931</b>	<b>\$42,883,997</b>	<b>(25)%</b>
Authorized Positions	833.81	851.81	18.00	0%

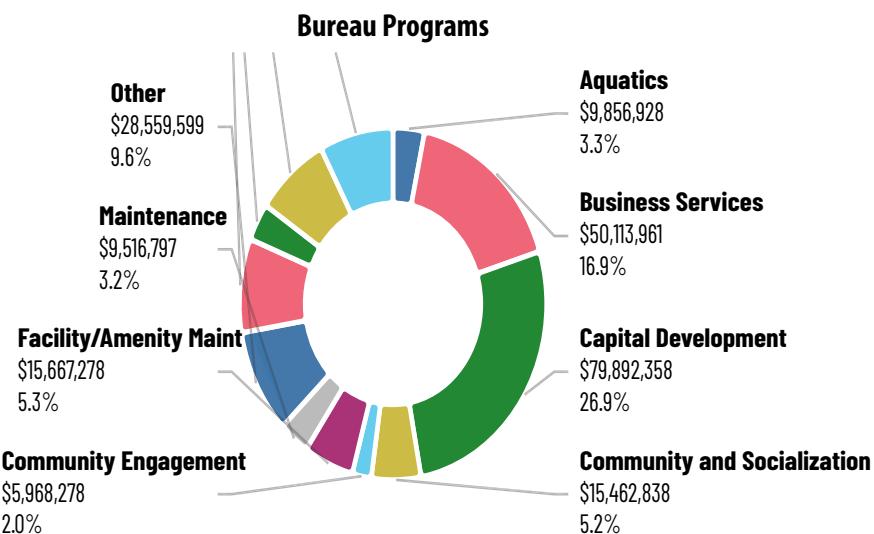
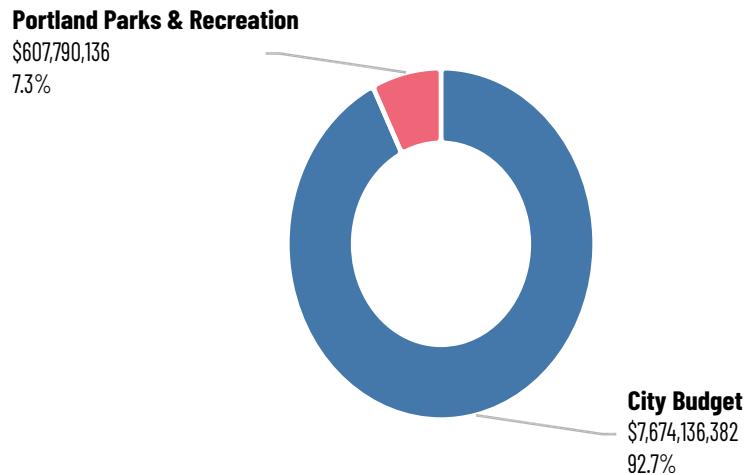
# Portland Parks and Recreation

Vibrant Communities Service Area

Sonia Schmanski, DCA - Vibrant Communities

Adena Long, Director

**Percent of City Budget Graph**



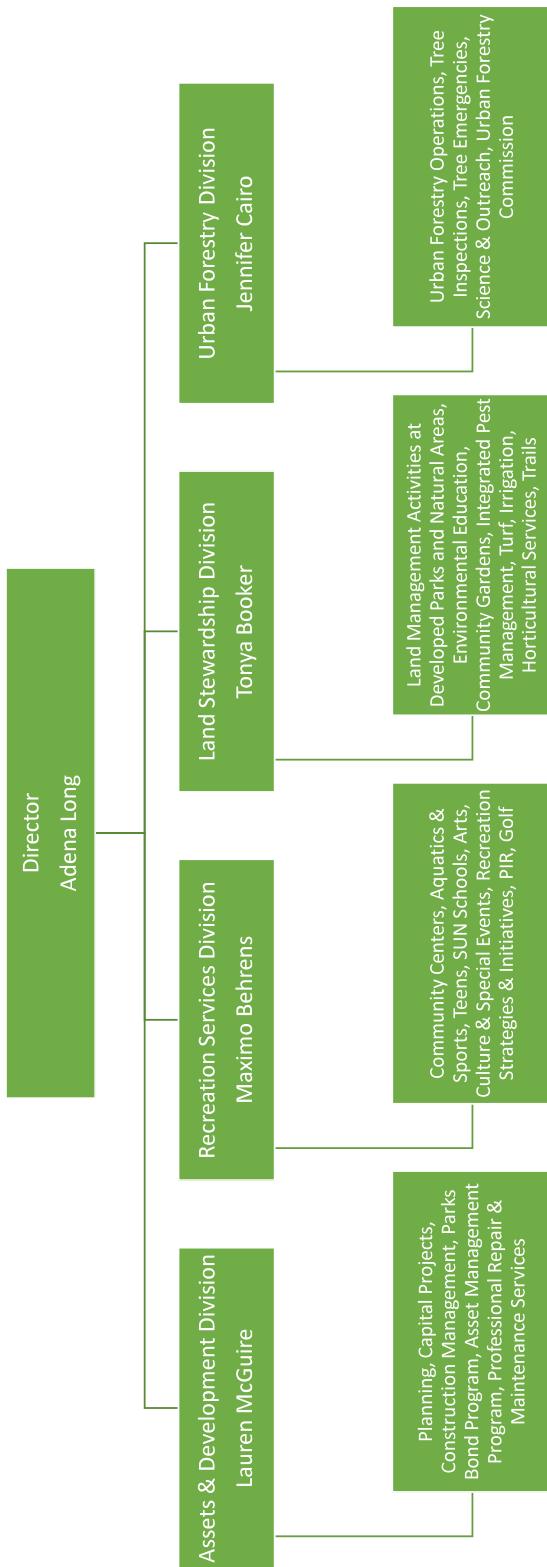
## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$466,851,548	\$550,305,568	\$83,454,020	18%
Capital	\$79,776,208	\$57,484,568	\$(22,291,640)	(28)%
<b>Total</b>	<b>\$546,627,756</b>	<b>\$607,790,136</b>	<b>\$61,162,380</b>	<b>11%</b>
Authorized Positions	821.21	836.21	15.00	1.83%

# Portland Parks and Recreation

Vibrant Communities Service Area

## Portland Parks & Recreation Organizational Structure



## Bureau Mission

PP&R's mission is to provide equitable access to welcoming places, programs, and services that improve community health and our environment.

## Bureau Overview

PP&R is responsible for a diverse portfolio of parks, natural areas, urban forest, and recreation facilities used extensively by Portlanders and visitors. The bureau manages nearly 12,000 acres, 15% of Portland's land area. The bureau operates 154 neighborhood parks, 11 indoor and outdoor pools, 12 community and art centers, six golf courses, 160 miles of regional trails, and a motor raceway. Additionally, PP&R provides services to Portlanders, including Summer Free For All, adaptive and inclusive recreation programming, management and regulatory responsibility for Portland's forest – over 4 million trees citywide, emergency tree services in public rights-of-way, and more.

### The Organization

PP&R manages one of the nation's most comprehensive parks and recreation systems, a system that is well-loved and well-used by Portlanders. In the 2019 Portland Insights Survey, 97% of people who responded said they visited a park or natural area in the last year. The bureau is supported by over 2,500 full-time and part-time employees, thousands of volunteers, the Portland Parks & Recreation Board (Parks Board), more than 200 Friends and Partner groups, and the Portland Parks Foundation, the latter of which is PP&R's philanthropic partner. Equity has been, and continues to be, at the forefront of PP&R's management decisions. The bureau has prioritized building new parks in underserved communities and made our workforce more reflective of Portland's growing diversity (35% of all workers identify as Black people, Indigenous people, or people of color). Bureau services are delivered through four divisions:

### Land Stewardship

This division includes all land management activities at developed parks and natural areas. Land management is divided into three units: a Westside group to manage developed parks west of the Willamette River, an Eastside group to manage developed parks east of the Willamette River, and City Nature, which manages natural areas and community-facing programs like Environmental Education, Community Gardens, Ecological Sustainable Landscapes, and Integrated Pest Management. In addition, the Land Stewardship team manages Turf & Irrigation and Horticultural Services.

### Recreation Services

This division is responsible for all recreation activities, including community and arts centers, the Summer Free For All program, aquatics, sports, urban park, and teen programming, as well as specialized recreation services for older adults, people with disabilities, and through the Schools Uniting Neighborhoods (SUN) program. This division also includes the Golf program and Portland International Raceway.

# **Portland Parks and Recreation**

Vibrant Communities Service Area

## **Urban Forestry**

This division is responsible for the planning and management of the City's urban forest and green assets. The division's responsibilities include tree maintenance operations and around-the-clock emergency service for fallen trees in public rights-of-way. Responsibilities also include education and enforcement of Title 11 regulations covering public and private trees. Urban Forestry also develops and promotes forest stewardship among city residents and manages the long-term planning of the City's forest resources.

## **Assets & Development**

This division supports the PP&R mission by engaging in visionary planning, excellent design and construction of new parks, and assessing, renovating and maintaining high-quality assets that deliver health and well-being benefits to all. This division is also responsible for implementation of the 2014 Park Replacement Bond program and the 2019 Metro Parks & Nature Local Share Bond program, as well as oversight, preparation, and administration of the bureau's Capital Improvement Plan.

The Parks Capital Projects Programs are responsible for the delivery of capital park development projects of varying sizes and funding sources. Capital Projects expand, repair, and/or renovate the built and natural assets in our park system. The Capital Projects Programs utilize expertise in landscape architecture, engineering, architecture, and construction management. Each Capital Project generally goes through phases of public input, design development, permitting, contracting, and construction, and finishes with asset handover to operations and maintenance teams. Capital Program Managers oversee several program areas including the Major Maintenance (MM) Program, 2014 Parks Bond, Metro Bond Local Share, the Play Pieces Program, and the Americans with Disabilities Act (ADA) Transition Plan. Additionally, Capital teams oversee the use of System Development Charges (SDCs), Costing, Scoping & Feasibility, Specifications, Details, & Standards, assist with the implementation of Non-Park Use Permits, and some parking fund implementation programs.

## **Base Budget Adjustments**

In addition to addressing the required 5% General Fund Current Appropriation Level (CAL) reduction of \$4.6 million, PP&R is also working to absorb a reduced Parks Local Option Levy (Parks Levy) forecast which predicts as much as \$6 million in reduced ongoing resources. This reduced forecast is the result of property tax compression, largely the result of real market declines for downtown properties. Combined, these impacts will require a multi-year effort to close the gap in PP&R's operating budget.

## **Decision Packages**

The following set of decision packages provide a net increase of \$27.9 million to operating and capital funds along with a net increase of 4.0 FTE positions.

**Parks Levy General Fund Blend Decision Packages****Add 3.0 FTE Positions to City Nature**

Within the Natural Area Maintenance Program this package creates 2.0 FTE Manager 1 positions and 1.0 FTE Analyst II position to resolve management and supervisory span of control issues resulting from the major expansion of the number of front-line positions created within the City Nature component of the Lands Stewardship Division since passage of the 2020 Portland Parks Levy. Funding for this package comes from the use of \$637,305 in additional ongoing General Fund blend resources.

**Create Weekend Unit Within Professional Repair and Maintenance Services, and Add 3.0 FTE Positions**

Within the Facility and Amenity Maintenance Program this package creates 1.0 FTE Plumber position, 1.0 FTE Electrician position, and 1.0 FTE Facilities Maintenance Technician to expand the capacity across the seven days of the week to facilitate activation of events on weekends.

**Realignment Decision Packages****Move Development Tree Permitting to a Single Permitting Authority within the Community and Economic Development Service Area**

Within the Tree Regulation Program this package eliminates the development-related tree permit sub-program from PP&R along with 7.0 FTE positions, \$1,571,069 in ongoing program revenue, and transfers an additional \$271,642 on a one-time basis to cover full indirect expense upon transfer of the program to the Portland Permitting & Development Bureau, which will take on the role of Title 11 Tree Code implementation for private development and associated public works permits. This is part of a City-wide realignment to unify permitting services that were housed across several bureaus intended to reduce confusion, improve efficiency and increase satisfaction for customers. Non-development tree permitting remains within PP&R's Urban Forestry Division. Funding for this package comes from increased dedication of \$402,132 from existing General Fund discretionary current appropriation resources.

**Move Non-Development Tree Permitting within the Urban Forestry Division**

Within the Tree Regulation Program this package realigns existing positions, expenses, and revenues between development and non-development tree permit management to accommodate the transfer of development tree permitting to the Single Permitting Authority. The loss of indirect cost recovery from development permits requires \$739,103 in additional General Fund blend resources.

**Add 2.0 FTE Capital Project Manager I Positions**

Within the Capital Development Program this package creates 2.0 FTE Capital Project Manager I positions to increase the Assets & Development Division's capacity to manage multiple existing asset maintenance projects and capacity expanding development projects. Funding for this package comes from an ongoing reallocation of \$278,696 in existing Capital Improvement Fund resources.

**Portland Clean Energy Fund Revenue Packages****Mt. Scott Community Center Energy Efficiency HVAC Renovation Project**

Within the Capital Development Program this package provides \$6.2 million of PCEF resources in exchange for \$6.2 million of major maintenance resources to replace the HVAC system at this community center with a higher efficiency system to reduce greenhouse gas emissions.

### **Parks Capital Project Funding with PCEF Resources**

Within the Capital Development Program this package provides \$4.35 million of PCEF resources in exchange for \$4.35 million of major maintenance resources for projects that reduce greenhouse gas emissions. The principal project is replacement of outdoor lighting with high-efficiency models that promote the additional environmental benefit of dark sky design features.

### **Sustainable Leaf Blower Replacement Project**

Within the Maintenance Program this package provides \$1.6 million of PCEF resources that will be used to fund replacement of gasoline-powered leaf blowers with electric models as well as create infrastructure improvements adequate to charge those units. This will contribute to the City's goal to reduce greenhouse gas emissions.

### **Fund 3.0 Limited-Term Arborist Trainee Positions**

Within the Tree Maintenance Program this package provides \$1.0 million of PCEF resources to fund Arborist trainee positions over a period of three years. This will expand opportunities to enter this profession and will increase Urban Forestry Division's ability to maintain and enhance the environmental benefits of Portland's Urban Tree Canopy.

### **Environmental Services Tree Program Transfer**

Within the Tree Maintenance Program this package provides \$1.4 million of PCEF resources per year over a period of five years to support a program transferred from the Environmental Services Bureau to perform planting and establishment of trees on private property.

### **Tree Protection & Care**

This package provides \$13.0 million of PCEF resources per year over a period of five years to preserve, maintain, and grow Portland's tree canopy. The funding will support the initial design and development of a street tree maintenance program, improve tree preservation and planting outcomes in city projects, expand tree education and communication programming, and reduce the cost of tree maintenance for residents through fee reductions and other financial support.

### **Urban Forestry Support with PCEF Resources**

Within the Tree Maintenance Program this package provides \$7.0 million of PCEF resources per year over a period of five years to fund the various functions that maintain and enhance the environmental benefits of Portland's Urban Tree Canopy. The package does not expand the program; it reduces General Fund discretionary resource support for the program by an equivalent amount.

## **Capital Summary**

### **City Comprehensive Plan**

PP&R's Capital Improvement Program is consistent with the existing City Comprehensive Plan (CCP) directives. The City's goal is to sustain a healthy parks and recreation system to make Portland a great place to live, work, and play. This is achieved by preserving existing facilities and providing new facilities to ensure access for all Portlanders and for visitors to the City.

**Objectives**

PP&R has a management framework called Healthy Parks, Healthy Portland, and the 6 outcomes for that framework are:

- ◆ Accessible, safe, clean, well-maintained public spaces
- ◆ Healthy ecosystems and climate change resilience
- ◆ Learning, play, and discovery
- ◆ Mental, emotional, and physical wellness
- ◆ Community and civic connection
- ◆ Jobs that support growth and belonging

The Healthy Parks, Healthy Portland values and outcomes are used to guide implementation of the Capital Program.

**Asset Management CIP Guidance**

For FY 2024-25, with expected funding limited to a fraction of annual industry standard required capital repair and maintenance for a \$2 billion asset portfolio, our system-wide asset management program detects and ranks Capital Improvement priorities based on Equity Scores, likelihood of asset failure, and consequence of asset failure, so that comprehensive consideration can be given to all assets and their beneficiaries.

PP&R's five-year CIP only presents projects that have anticipated funding within the five-year timeframe. This means it is a subset of all capital projects needed to maintain existing assets or expand the system. As part of its work to build a sustainable future, PP&R is exploring alternative funding sources to address the maintenance backlog, prevent further closures and community service reductions, and move the bureau closer to industry best practices for planned asset replacement. Ideally, adequate ongoing funding would enable systematic and proactive replacements to maintain a dependable system for all.

**Capital Improvement Program (CIP) Program Goals**

The CIP supports the bureau's mission through planning, designing, and building new parks and natural areas, as well as renovating existing parks and facilities.

The CIP is crucial to the implementation of Healthy Parks, Healthy Portland by:

- ◆ Supporting our values of equity and anti-racism.
- ◆ Building and renovating assets that close service gaps.
- ◆ Seismically retrofitting unreinforced masonry buildings, providing safer facilities.
- ◆ Implementing the ADA transition plan, providing more equitable access.

**Major Issues**

PP&R continues to face several key challenges related to performance, major maintenance funding, and operating and maintenance funding.

# **Portland Parks and Recreation**

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## **Capital Performance**

PP&R's growing capital maintenance backlog is resulting in asset condition worsening throughout the park system. PP&R additionally is underfunded to meet timeline goals for addressing ADA barriers throughout the park system. In FY 2022-23, the bureau invested just over a half percent of Total Asset Replacement Value on making facilities safer and more accessible due to lack of Major Maintenance Funding.

PP&R's major maintenance backlog is estimated at nearly \$600 million. Despite the utilization of a variety of funding sources, current underfunding results in a gap that will result in assets being taken out of service and those that remain in service becoming more expensive to rehabilitate as they degrade further. Current annual major maintenance General Fund allocation General Fund allocation is about \$5 million; to prevent the continual decline of Parks assets, the investment rate should be nearly twelve times that, or about \$60 million per year (3% Major Maintenance on backlog, plus Capital Replacement of 75-year life average life expectancy on a \$2 billion asset base).

Current Major Maintenance funding sources include annual General Fund Major Maintenance allocation, ad hoc grants, 2014 Parks Replacement Bond, 2019 Metro Parks & Nature Bond Local Share, 2019 Metro Parks & Nature Bond Trails grants, Build Portland funds, and Portland Park Foundation donations.

## **Certainty of Operating and Maintenance (O&M) Funds**

As new assets such as natural areas, playgrounds, trails, and new parks are placed into service, PP&R is required to identify resources to cover the O&M and Major Maintenance requirements through the annual budget, in compliance with City financial policy FIN 2.03, to ensure new assets are maintained and financially sustainable. The bureau has relied on the approval of ongoing additional O&M funds from the General Fund. New O&M funding needs are currently being covered temporarily by Parks Levy resources. Since the Parks Levy only exists for five years and there are City budgetary challenges, it is not a sustainable solution.

## **Changes from Prior Year**

Additional resources of \$6.2 million from the Portland Clean Energy Fund (PCEF) were awarded for the greenhouse gas reducing Mt Scott Community Center HVAC replacement project. An additional \$4.35 million of PCEF resources were exchanged for \$4.35 million of existing CIP funds to be spent largely on the replacement of obsolete lamp posts with energy efficient models.

**2014 Parks Replacement Bond:** The final project of 52 projects funded by the \$68M bond is near completion. This work has allowed PP&R to repair or replace facilities that were closed, at risk of closure or deficient.

**Build Portland Funding:** Using \$15 million in Build Portland resources, PP&R is addressing significant major maintenance needs with the renovation of the Mt. Scott Community Center.

**Metro Bond Funding:** The \$475 million Metro Regional Parks and Nature Bond was passed by voters on November 6, 2019. The main emphasis of this Bond is to increase park, trail, and nature access, particularly for communities of color, Indigenous people, people earning low incomes, and other marginalized groups.

The Local Share component of the 2019 Metro Parks & Nature Bond will provide up to \$31.8 million to make renovations and improvements in City of Portland Parks and Recreation Bureau natural areas and developed parks. Project allocations are being finalized, and spending has begun on five projects. Five additional projects will begin in mid FY 2023-24.

In a city-wide effort to revitalize the Downtown, the Capital Growth Program is focusing on several Downtown park projects such as Broadway Corridor/North Park Blocks, Old Town Skatepark, Darcelle XV Plaza, OMSI Greenway, and the South Park Blocks.

Portland Parks & Recreation received a one-time appropriation of \$15 million in State Lottery Grant Funding, complemented by \$76.5 million in SDC funding to catalyze the development of the North Portland Aquatic Center.

Portland Parks & Recreation recently acquired the following natural area properties to add to our portfolio:

- ◆ N. Edison/Baltimore Woods – 0.37 acres at 9849 N. Edison Street
- ◆ OK Enterprises -2.54 acres at 82-6 SE 82nd Ave.
- ◆ Rush/Clatsop Butte Property – 3.31-acres at 15019 SE Clatsop St.
- ◆ Halladay Property - .115 acres at SW Gaines

## **Capital Planning and Budgeting**

### **Capital Planning Process**

Portland Parks and Recreation maintains a database of current capital needs which is reviewed annually.

There are two general categories for Capital Planning:

- ◆ The Capital Growth Project Planning considers site-specific park plans, management plans, the Level of Service, equity, service variety, and households served to provide equitable service to a growing city.
- ◆ The Capital Major Maintenance Project Planning considers asset management methodologies including inventory and condition assessments, likelihood and consequence of failure, and staff technical knowledge to inform development of capital projects. Capital Project requests are also generated from community members, neighborhood associations, field staff, other public agencies, City Council, and the Commissioner's Office.

### **Funding Sources**

The primary revenue sources for the PP&R CIP Fund are System Development Charges and annual General Fund Major Maintenance funding. Additional revenue sources include local, state, and federal grants, the 2014 Parks Replacement Bond, 2019 Metro Parks and Nature Bond Local Share and Trail Program funds, Build Portland Bond funds, and Portland Parks Foundation donations.

## **Portland Parks and Recreation**

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Additional funding categories accessible to PP&R include:

- ◆ Trail Projects (\$40 million region-wide): The bureau has secured funding for two trail projects totaling \$4.2 million. Federal Funding: The bureau received \$4.8 million in Regional Flexible Funding to support a pedestrian and bicycle bridge crossing Columbia Boulevard.
- ◆ Land Acquisition (\$155 million region-wide) PP&R continues to look at these funding sources as a potential source for land acquisitions.
- ◆ Nature in Neighborhood Grants (\$40 million region-wide): A \$500,000 award to the Hoyt Arboretum Friends (HAF) will support a new accessible trail between the Stevens Pavilion parking lot and the Bristlecone Pine Trail. The project will also include support space for Parks and HAF outdoor education programming.
- ◆ Complex Community Projects (\$30 million region-wide): Potential future funding sources include the Metro 2019 Complex Community Project category for refurbishing the OMSI waterfront to enhance the Greenway Trail included in the OMSI District Development Plan.

## **Capital Project Delivery & Programs**

### **Project Delivery**

The bureau regularly updates Project Management tools such as implementing BlueBeam Review software to facilitate communication between Capital Program staff and Maintenance staff. Efforts were made this year to add new processes to improve project scoping, scheduling, handover to operations, and budgeting. Several standard City of Portland processes, such as City Council approvals, procurement timelines, and permit review schedules can add significant time to a project schedule. This increase in time often results in higher costs due to inflation thus decreasing our ability to provide new facilities or renovated facilities in our system.

### **Capital Program Descriptions**

Capital work is delivered by two Program areas focused on taking care of existing assets and providing new access in underserved areas of the city.

**Capital Renovation Program**

The Capital Renovation Program supports an equitable park system by renovating parks and park facilities, implementing emergency capital projects, and providing construction management for capital projects. The Program has the below-listed subprograms:

- ◆ Major Maintenance: An ongoing program that implements major maintenance and repair projects identified through the Asset Management and budget processes.
- ◆ Emergency Major Maintenance: An ongoing program that addresses urgent and emergency needs throughout the bureau's asset portfolio including landslides, failed boilers, and other projects.
- ◆ 2014 Parks Replacement Bond: Nearly complete, this program is implementing \$32M in bond funding to renovate and replace park assets via 52 distinct projects throughout the city. Projects include trail bridges, accessibility, playgrounds, restrooms, pool facilities, maintenance facilities, and Pioneer Courthouse Square.
- ◆ 2019 Metro Bond Local Share: Ten projects will implement up to \$31.8M in funding to increase access to nature, make safety and accessibility improvements, address priority restroom roof repairs, and more.
- ◆ ADA Transition Plan: An ongoing program that addresses barriers to access.
- ◆ Playground Parts Replacements: An ongoing program that replaces playground elements in partnership with donations from the Portland Parks Foundation.

**Capital Growth Program**

The Capital Growth Program is instrumental in creating and sustaining the healthy, equitable park system that makes Portland a great place to live through designing and building new parks. System Development Charges (SDC) fund projects that expand the capacity of the parks and recreation system to meet PP&R's equity commitments and keep pace with a growing city.

The SDC program collects fees from new development to help pay for capital projects that add capacity, like acquiring new land, developing new parks or facilities, or expanding existing parks or facilities. SDC funds cannot be used for operations or performing major maintenance activities on existing infrastructure. Since SDC revenues come from development, SDCs available for new capacity projects are impacted by market forces. As development within the City of Portland slows down, the available funding also declines. FY 2023-24 SDC fee revenue was just over \$26 million, and that rate of earning has slowed significantly due to a decline in new development in the city.

Periodically other funding sources are available, such as:

- ◆ Parking Revenues: This year, bureau parking revenues associated with Washington Park will help fund growth projects in Washington Park including wayfinding and other projects.
- ◆ Trail Grants: This year SDC funds provided grant match funding for grants from the 2019 Metro Bond and the Regional Flexible Fund Program.

# Portland Parks and Recreation

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## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Metric tons of carbon emissions generated by PP&R	NA	8,953	NA	8,953	5,000
Total number of PP&R Americans with Disabilities Act Transition Plan barriers removed	366	121	1,004	NA	NA
Total number of trees planted	2,455	3,495	NA	3,500	NA
Number of public liability claims per 100,000 people living in Portland	6.39	7.64	5.77	5.77	5.77
Percentage of community center square footage that is unreinforced masonry	58.60%	51.00%	58.60%	58.60%	NA
Percentage of employees who feel emotionally safe at work	NA	62.00%	NA	70.00%	70.00%
Percentage of employees who feel physically safe at work	NA	58.00%	NA	65.00%	65.00%
Percentage of employees who would recommend working at PP&R to a friend or family member	NA	67.00%	NA	75.00%	75.00%
Percentage of land covered by tree canopy	29.80%	30.00%	NA	NA	33.00%
Percentage of population living within 1 mile of a community garden	62.00%	67.00%	NA	NA	100.00%
Percentage of population living within 1/2 mile of a park with a fully operational playground	69.71%	70.00%	73.71%	NA	100.00%
Percentage of seasonal or casual workforce who are Black people, Indigenous people, and people of color	38.00%	36.00%	40.00%	NA	NA
Percentage of total barriers removed as identified in the PP&R Americans with Disabilities Act Transition Plan	17.40%	18.00%	29.20%	NA	NA
<b>EFFICIENCY</b>					
Number of workers compensation claims per 100 full time equivalent (FTE) employees	6.63	6.25	6.37	6.00	5.74
<b>OUTCOME</b>					
Total estimated attendance	874,780	1,159,801	875,000	1,160,000	1,160,000
Total scans for TeenForce passes	22,788	33,460	23,000	33,460	51,500
Percentage of participants accessing financial assistance	0.0%	26.0%	NA	NA	NA
Percentage of portfolio value spent on capital maintenance	0.6%	0.6%	1.0%	1.0%	3.0%
Percentage of built assets in good or very good condition	19.00%	13.00%	20.00%	NA	NA
Percentage of employees who agree they are provided with adequate training and education for their role.	NA	60.00%	NA	70.00%	70.00%
Percentage of population living within 1/2 mile of a park or natural area.	85.18%	85.00%	85.18%	NA	100.00%
Percentage of population living within 3 miles of a full-service community center	71.86%	72.00%	70.00%	NA	100.00%
Percentage of Portlanders who say cost is not a barrier to access	NA	NA	75.00%	NA	NA
<b>OUTPUT</b>					
Number of free meals served	173,197	99,432	175,000	100,000	NA
Number of partner agencies receiving grants from PP&R	0	24	NA	NA	NA
Total number of trees planted in priority neighborhoods	1,467	2,381	NA	NA	NA

# Portland Parks and Recreation

Vibrant Communities Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total volunteer hours	328,181	373,454	NA	374,000	NA
<b>WORKLOAD</b>					
Number of miles of regional trails	160	157	160	160	NA
Total dollar value of major maintenance backlog list	0	583,000,000	NA	583,000,000	NA
Percentage of work orders that are preventative	12%	13%	15%	NA	NA

# Portland Parks and Recreation

Vibrant Communities Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	44,687,626	47,987,993	47,900,000	46,594,160	46,594,160
Miscellaneous Fund Allocations	0	0	8,500,000	73,900,000	78,900,000
Licenses & Permits	2,562,942	2,525,571	4,628,041	1,743,613	1,743,613
Charges for Services	53,322,599	51,279,587	41,216,388	44,497,902	44,497,902
Intergovernmental	6,306,668	1,010,414	14,234,870	17,522,202	17,522,202
Bond & Note	1,512,727	20,590,500	637,500	292,527	292,527
Miscellaneous	7,505,786	13,287,707	7,978,439	7,769,296	9,469,296
<b>External Revenues Total</b>	<b>115,898,348</b>	<b>136,681,772</b>	<b>125,095,238</b>	<b>192,319,700</b>	<b>199,019,700</b>
<b>Internal Revenues</b>					
General Fund Discretionary	69,549,365	82,309,696	88,340,167	78,175,226	78,185,226
Fund Transfers - Revenue	37,886,690	45,452,239	75,130,143	83,769,146	84,111,340
Interagency Revenue	4,059,379	4,064,517	3,405,871	3,284,228	3,284,228
<b>Internal Revenues Total</b>	<b>111,495,434</b>	<b>131,826,451</b>	<b>166,876,181</b>	<b>165,228,600</b>	<b>165,580,794</b>
Beginning Fund Balance	189,980,519	224,154,399	272,130,703	243,189,642	243,189,642
<b>Resources Total</b>	<b>417,374,301</b>	<b>492,662,623</b>	<b>564,102,122</b>	<b>600,737,942</b>	<b>607,790,136</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	76,613,562	95,844,722	126,081,753	134,455,448	135,027,932
External Materials and Services	31,544,535	40,056,324	80,805,469	75,563,040	75,701,531
Internal Materials and Services	19,797,074	22,047,595	31,950,430	32,301,740	32,301,740
Capital Outlay	13,700,953	29,184,591	74,845,685	54,135,353	54,135,353
<b>Bureau Expenditures Total</b>	<b>141,656,123</b>	<b>187,133,232</b>	<b>313,683,337</b>	<b>296,455,581</b>	<b>297,166,556</b>
<b>Fund Expenditures</b>					
Debt Service	21,015,047	1,095,605	798,392	782,482	782,482
Contingency	0	0	171,991,935	223,831,762	229,838,677
Fund Transfers - Expense	30,549,823	30,356,336	77,463,534	79,503,058	79,837,362
<b>Fund Expenditures Total</b>	<b>51,564,870</b>	<b>31,451,941</b>	<b>250,253,861</b>	<b>304,117,302</b>	<b>310,458,521</b>
Ending Fund Balance	224,153,306	273,919,276	164,924	165,059	165,059
<b>Requirements Total</b>	<b>417,374,300</b>	<b>492,504,448</b>	<b>564,102,122</b>	<b>600,737,942</b>	<b>607,790,136</b>
<b>Programs</b>					
Aquatics	5,182,151	7,046,522	9,348,901	9,655,371	9,856,928
Arts	1,486,378	2,388,732	4,005,667	3,708,035	3,764,731
Asset Management	45,070	1,774,331	2,113,009	1,333,458	1,377,834
Business Services	26,732,670	41,658,961	66,060,308	49,673,087	50,113,961
Capital Development	22,516,416	38,454,775	102,802,191	79,609,308	79,892,358
Capital Program Mgmt & Controls	—	(385)	—	—	—
Community and Socialization	8,983,880	10,595,601	13,440,574	15,182,766	15,462,838
Community Engagement	4,718,328	4,424,082	5,288,194	5,886,195	5,968,278

# Portland Parks and Recreation

Vibrant Communities Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Employee Development	—	(4)	—	—	—
Facility/Amenity Maint	6,178,624	12,703,882	16,684,828	15,351,984	15,667,278
Leadership and Advocacy	1,229,327	121,539	106,699	396,845	415,345
Maintenance	9,374,502	4,130,283	140,633	9,252,543	9,516,797
Marketing & Communications	590,274	684,891	823,196	286,160	286,160
Natural Area Maint	2,800,792	4,163,411	5,755,412	5,500,899	5,610,423
Parks Maintenance	15,270,489	19,357,481	24,377,355	25,198,329	25,666,960
Plan Review	21,009	—	—	—	—
Planning	1,033,486	1,258,701	972,687	1,135,198	1,174,540
Property	2,327,970	241,998	85,591	1,783,443	1,831,189
Recreation Facility Operations	6,074,000	8,204,829	10,126,156	12,911,619	10,277,084
Sports and Games	14,026,990	17,897,576	25,701,256	22,896,333	23,091,588
Tree Maintenance	2,953,949	6,016,671	18,639,099	22,960,697	23,092,887
Tree Regulation	775,081	3,309,729	5,394,145	5,468,675	5,640,533
Urban Forestry Science and Outreach	694,004	1,090,478	1,017,297	3,955,554	4,009,882
Visitor Services	8,640,788	1,609,147	800,139	4,309,082	4,448,962
Watershed Management	(29)	—	—	—	—
Watershed Revegetation	(21)	—	—	—	—
Youth Program	(3)	—	—	—	—
<b>Total Programs</b>	<b>141,656,123</b>	<b>187,133,232</b>	<b>313,683,337</b>	<b>296,455,581</b>	<b>297,166,556</b>

# Portland Parks and Recreation

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## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
<b>Acquisitions</b>								
Non Central City Park Acquisitions Program	0	2,326,000	140,000	140,000	140,000	140,000	140,000	700,000
<b>Total Acquisitions</b>	<b>0</b>	<b>2,326,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>700,000</b>
<b>Technology</b>								
Work Order System	550,000	500,000	1,500,000	3,000,000	0	0	0	4,500,000
<b>Total Technology</b>	<b>550,000</b>	<b>500,000</b>	<b>1,500,000</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500,000</b>
<b>2019 Metro Bond Local Share</b>								
ADA & Path Renovations	500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Bristlecone Pine Trail Renovation	230,000	200,000	100,000	2,900,000	0	0	0	3,000,000
Columbia Blvd Crossing	0	100,000	300,000	500,000	700,000	1,000,000	400,000	2,900,000
ESPC LED Park Path Lighting	0	1,200,000	800,000	0	0	0	0	800,000
Forest Park Renovations	0	500,000	250,000	100,000	2,150,000	0	0	2,500,000
Nat Areas, Paths, Signs	0	0	580,000	580,000	580,000	580,000	580,000	2,900,000
Neighborhood Parks Restroom Roof Renovations	0	0	450,000	450,000	450,000	450,000	450,000	2,250,000
Rose City Golf Trails	5,000	100,000	500,000	500,000	1,000,000	0	0	2,000,000
Trail Bridge Replacements	150,000	0	550,000	550,000	550,000	550,000	400,000	2,600,000
Whitaker Ponds Dock Replacement	180,000	180,000	84,000	84,000	84,000	84,000	84,000	420,000
Wilkes Headwaters	620,000	500,000	500,000	500,000	1,000,000	1,000,000	500,000	3,500,000
<b>Total 2019 Metro Bond Local Share</b>	<b>1,685,000</b>	<b>3,280,000</b>	<b>4,614,000</b>	<b>6,664,000</b>	<b>7,014,000</b>	<b>4,164,000</b>	<b>2,914,000</b>	<b>25,370,000</b>
<b>2019 Metro Bond Trails</b>								
Will Grnwy: KelleyPt	65,000	0	50,000	50,000	50,000	50,000	1,697,908	1,897,908
<b>Total 2019 Metro Bond Trails</b>	<b>65,000</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>1,697,908</b>	<b>1,897,908</b>
<b>ADA Program</b>								
ADA Essex Park	350,000	200,000	150,000	50,000	0	0	0	200,000
ADA-Sellwood Park Access	0	0	0	0	0	0	0	0
George Park ADA Curb Ramps	0	0	0	0	0	0	0	0
Implement ADA Upgrades	400,000	100,000	1,021,250	1,002,381	1,080,709	1,108,331	1,136,659	5,349,330
SW Park & Lewis Curb Ramp	25,000	21,000	25,000	0	0	0	0	25,000
Tanner Springs ADA Barrier Remediation	0	50,000	50,000	0	0	0	0	50,000
<b>Total ADA Program</b>	<b>775,000</b>	<b>371,000</b>	<b>1,246,250</b>	<b>1,052,381</b>	<b>1,080,709</b>	<b>1,108,331</b>	<b>1,136,659</b>	<b>5,624,330</b>
<b>Growth Program</b>								
ARPA Trash Cans	0	206,673	0	0	0	0	0	0
Berrydale Park Skatepark	1,700,000	1,300,000	2,000,000	290,000	0	0	0	2,290,000
Broadway Corridor Park	60,000	60,000	50,000	50,000	3,000,000	7,000,000	1,000,000	11,100,000
Central City Park Development	0	1,500,000	4,475,276	4,275,276	2,475,276	2,475,276	2,475,276	16,176,380

# Portland Parks and Recreation

Vibrant Communities Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
Columbia Blvd Bridge @ Chimney Park	155,000	35,000	50,000	0	0	0	0	50,000
Columbia Children's Arboretum	3,300,000	450,000	50,000	0	0	0	0	50,000
Conway Property Development	500,000	500,000	100,000	300,000	600,000	3,500,000	0	4,500,000
Enhance Dawson Park Historical Elements	164,000	123,000	40,000	0	0	0	0	40,000
Errol Heights Park Development	12,600,000	5,400,000	50,000	0	0	0	0	50,000
Farragut Playground Improvements	1,700,000	800,000	25,000	0	0	0	0	25,000
Gateway Green Development	3,900,000	800,000	700,000	50,000	0	0	0	750,000
George Park Amenities	0	50,000	500,000	2,450,000	0	0	0	2,950,000
Kelley Point Picnic Improvements	450,000	200,000	500,000	3,000,000	3,000,000	0	0	6,500,000
Kenilworth Park Splash Pad	750,000	700,000	500,000	500,000	0	0	0	1,000,000
Lents Park Street Improvements	1,800,000	599,000	200,000	0	0	0	0	200,000
Midland Park Playground	350,000	350,000	500,000	1,900,000	100,000	0	0	2,500,000
Mill Park Development Phase I & II	10,200,000	7,000,000	2,000,000	1,150,000	0	0	0	3,150,000
Mt Scott Improvements SDC	1,025,000	414,619	0	11,000,000	0	0	0	11,000,000
Mt Tabor Park South Access Trail/ Bike Path	1,900,000	1,600,000	25,000	0	0	0	0	25,000
Non Central City Park Development Program	0	4,666,000	50,000	100,000	350,000	50,000	0	550,000
North PDX Pool	1,100,000	500,000	3,000,000	30,000,000	30,000,000	10,000,000	1,000,000	74,000,000
North PDX Pool-Lottery Grant	2,500,000	4,420,821	12,500,000	0	0	0	0	12,500,000
O'Bryant Square Rebuild	153,000	100,000	1,200,000	925,000	0	0	0	2,125,000
Old Town Skatepark	0	100,000	500,000	2,450,000	1,000,000	1,500,000	500,000	5,950,000
Parklane Park Development	21,000,000	13,000,000	8,500,000	50,000	10,000	0	0	8,560,000
PDX Heights Playground	0	0	10,000	10,000	50,000	200,000	330,000	600,000
Red Electric Trail - Alpenrose Segment	640,000	417,000	40,000	0	0	0	0	40,000
Thomas Cully Park Development Phase 2	7,700,000	76,819	700,000	0	0	0	0	700,000
Washington Park: Zoo Entries and Parking Lot	5,700,000	2,700,000	100,000	0	0	0	0	100,000
Wellington Park Splash Pad	100,000	100,000	100,000	950,000	50,000	0	0	1,100,000
<b>Total Growth Program</b>	<b>79,447,000</b>	<b>48,168,932</b>	<b>38,465,276</b>	<b>59,450,276</b>	<b>40,635,276</b>	<b>24,725,276</b>	<b>5,305,276</b>	<b>168,581,380</b>
<b>Major Maintenance Program</b>								
Adams Community Garden Access Road Repair	0	10,000	90,000	0	0	0	0	90,000
ARPA Maint Facility Fencing & Gates	0	1,132,000	0	0	0	0	0	0

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## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
Charles Jordan Mechanical Room Fire Protection	25,000	25,000	10,000	10,000	10,000	10,000	85,000	125,000
CJCC Roof Repair	170,000	1,600,000	0	0	0	0	0	0
Clatsop Butte: Utility Shed Demo	0	0	0	0	0	0	0	0
Cully Well Replacement	100,000	200,000	100,000	0	0	0	0	100,000
Demolish Columbia Pool Structure	10,000	35,000	1,100,000	640,000	0	0	0	1,740,000
Eastbank Esplanade Improvements	150,000	0	134,000	0	0	0	0	134,000
EPCC ESPC	200,000	0	0	0	0	0	0	0
EPCC Roof Repair	0	135,000	90,000	90,000	90,000	90,000	90,000	450,000
Evaluate Peninsula Park CC Roof	692,000	80,000	300,000	0	0	0	0	300,000
Farragut Park Basketball Court Repair	342,000	217,000	70,000	0	0	0	0	70,000
Firehouse Theatre Struct Investigation	0	0	50,000	0	0	0	0	50,000
Health, Safety, Environmental Capital Imprvmts	165,000	25,000	55,000	55,000	55,000	55,000	55,000	275,000
Irving Park Splash Pad	100,000	100,000	50,000	50,000	215,000	0	0	315,000
Kelley Point Gate	95,000	105,000	0	0	0	0	0	0
Lents Irrigation Replacement	100,000	0	10,000	10,000	10,000	270,000	0	300,000
Lents Park Tennis Ct	500,000	1,000,000	100,000	100,000	100,000	100,000	100,000	500,000
Light Pole Replacements	9,000,000	0	0	0	0	0	0	0
Luwuit View Play Surface	0	0	10,000	10,000	180,000	0	0	200,000
Major Maintenance	0	0	815,042	722,619	1,519,291	1,491,669	1,463,341	6,011,962
Major Maintenance Safety Repairs	0	0	0	0	0	0	0	0
McCoy Drainage	130,000	130,000	20,000	0	0	0	0	20,000
Mt Scott CC Improvements	6,275,000	11,700,000	6,000,000	1,750,000	0	0	0	7,750,000
Mt Scott Improvements	0	0	0	0	0	0	0	0
MTY Lands Trailer	0	0	5,000	245,000	0	0	0	250,000
MTY PRMS Office Build	0	0	75,000	0	0	0	0	75,000
Multnomah Arts Center Electric Service & Panel	172,000	0	50,000	0	0	0	0	50,000
NEW-Demo-FP Trolley Building	0	0	0	0	0	0	0	0
NEW-Demo-Kenilworth RR	0	0	0	0	0	0	0	0
NEW-Farragut Restroom Roof	0	181,000	50,000	0	0	0	0	50,000
NEW-MAC Pottery Barn Roof	0	50,000	50,000	0	0	0	0	50,000
Peninsula Energy Efficiency Upgrade	2,200,000	0	0	0	0	0	0	0
Peninsula Park Maint Bldg Roof	50,000	50,000	50,000	0	0	0	0	50,000
PTC Bubble Heater	75,000	75,000	75,000	0	0	0	0	75,000

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## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
Raymond Pk Play&Sewer	0	1,500,000	360,000	360,000	360,000	360,000	360,000	1,800,000
Remove Pier Park At-Risk Assets	70,000	60,000	5,000	0	0	0	0	5,000
Repair Critical Forest Park Infrastructure	450,000	168,000	300,000	700,000	99,000	0	0	1,099,000
Repair Ed Benedict Park Path/Trail/Sidewalk	0	42,276	0	0	0	0	0	0
Repair Lincoln Park Path/Trail	0	23,000	0	0	0	0	0	0
Repair Nike Basketball Courts	800,000	422,000	20,000	0	0	0	0	20,000
Riverview Nature Area Restoration	0	0	0	0	0	0	0	0
Ross Island HVAC	0	0	100,000	100,000	0	0	0	200,000
Salmon Street Fountain Electrical Repair	185,000	50,000	450,000	0	0	0	0	450,000
Southwest Community Center Natatorium	0	0	0	0	0	0	0	0
UF Staff Trailer	0	0	5,000	325,000	0	0	0	330,000
Upgrade Multnomah Arts Center Kitchen	319,000	75,000	175,000	0	0	0	0	175,000
W Powellhurst Park Sports Field	0	1,100,000	225,000	225,000	225,000	225,000	225,000	1,125,000
Washington Park Sewer Replacement	0	610,000	0	0	0	0	0	0
Waterfront Park Bioswale Reconfiguration	94,000	0	50,000	7,000	0	0	0	57,000
Westmoreland Irrigation Main	50,000	50,000	50,000	300,000	0	0	0	350,000
Westmoreland RR Replacement	700,000	580,000	50,000	0	0	0	0	50,000
Workspace Configuration	50,000	50,000	200,000	250,000	0	0	0	450,000
<b>Total Major Maintenance Program</b>	<b>23,269,000</b>	<b>21,580,276</b>	<b>11,349,042</b>	<b>5,949,619</b>	<b>2,863,291</b>	<b>2,601,669</b>	<b>2,378,341</b>	<b>25,141,962</b>
<b>2014 Parks Bond</b>								
Mt Tabor Yard Maintenance Facility	17,175,000	3,000,000	50,000	0	0	0	0	50,000
<b>Total 2014 Parks Bond</b>	<b>17,175,000</b>	<b>3,000,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<b>Playground/Parks Replacement Program</b>								
Play Piece Replacements	150,000	550,000	50,000	50,000	50,000	50,000	50,000	250,000
Replace Harney Play Structure	5,000	0	20,000	0	0	0	0	20,000
<b>Total Playground/Parks Replacement Program</b>	<b>155,000</b>	<b>550,000</b>	<b>70,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>270,000</b>
<b>Total Requirements</b>	<b>123,121,000</b>	<b>79,776,208</b>	<b>57,484,568</b>	<b>76,356,276</b>	<b>51,833,276</b>	<b>32,839,276</b>	<b>13,622,184</b>	<b>232,135,580</b>

# Portland Parks and Recreation

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## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	62,754	82,451	2.00	156,728	2.00	158,849	2.00	158,849
30000063	Accountant II	70,803	89,107	1.00	83,491	1.00	85,976	1.00	85,976
30000064	Accountant III	77,938	98,010	1.00	98,010	1.00	98,010	1.00	98,010
30003975	Administrative Specialist I - CPPW	58,635	82,098	2.00	129,064	2.00	129,064	2.00	129,064
30003976	Administrative Specialist II - CPPW	73,029	104,208	9.00	714,854	9.00	755,518	9.00	755,518
30003004	Administrative Specialist III	80,558	114,982	1.00	89,523	1.00	89,523	1.00	89,523
30003977	Administrative Specialist III - CPPW	80,558	114,982	1.00	99,944	1.00	99,944	1.00	99,944
30003978	Analyst I - CPPW	80,558	114,982	3.91	334,152	3.91	334,152	3.91	334,152
30003007	Analyst II	94,390	122,637	3.00	277,950	4.00	422,636	4.00	422,636
30003979	Analyst II - CPPW	94,390	122,637	18.00	1,935,502	18.00	1,935,502	18.00	1,935,502
30003008	Analyst III	103,834	147,035	3.00	361,775	3.00	361,775	3.00	361,775
30003980	Analyst III - CPPW	103,834	147,035	2.00	272,469	2.00	272,469	2.00	272,469
30003009	Analyst IV	114,192	163,322	1.00	140,358	1.00	140,358	1.00	140,358
30003925	Aquatics Coordinator	69,368	90,210	8.00	703,853	8.00	713,347	8.00	713,347
30003900	Aquatics Leader	54,517	70,886	13.25	788,356	13.25	818,835	13.25	818,835
30001737	Arborist I	65,083	69,971	3.00	204,444	3.00	206,252	3.00	206,252
30001738	Arborist II	64,189	73,320	8.00	546,123	8.00	597,686	8.00	597,686
30000248	Arborist III	74,984	85,238	11.00	896,511	11.00	913,658	11.00	913,658
30001739	Arborist IV	79,664	90,126	6.00	540,756	6.00	540,756	6.00	540,756
30002493	Automotive Equipment Oper I-CL	62,899	76,190	7.00	504,649	7.00	515,380	7.00	515,380
30001584	Botanic Spec I-Community Gardens	73,258	93,538	3.00	259,102	3.00	270,040	3.00	270,040
30000878	Botanic Spec I-Forestry	73,258	93,538	8.00	553,999	8.00	651,057	8.00	651,057
30000315	Botanic Spec I-Generalist	73,258	93,538	2.00	134,557	2.00	141,810	2.00	141,810
30001333	Botanic Spec I-Trails	73,258	93,538	1.00	76,960	1.00	76,960	1.00	76,960
30000316	Botanic Spec I-Youth & Comnty Programs	73,258	93,538	4.00	345,156	4.00	350,932	4.00	350,932
30000318	Botanic Spec II-Community Gardens	77,106	98,384	1.00	90,697	1.00	95,221	1.00	95,221
30000319	Botanic Spec II-Environmental Education	77,106	98,384	4.00	355,103	4.00	367,746	4.00	367,746
30001005	Botanic Spec II-Forestry	77,106	98,384	11.00	791,520	11.00	917,932	11.00	917,932
30000320	Botanic Spec II-Generalist	77,106	98,384	1.00	89,358	1.00	93,833	1.00	93,833
30000322	Botanic Spec II-Pest Mgmt	77,106	98,384	1.00	98,384	1.00	98,384	1.00	98,384
30003804	Botanic Spec III-Arboretum Collection	83,117	106,101	1.00	106,101	1.00	106,101	1.00	106,101

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## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003802	Botanic Spec III-Ntrl Resource Ecologist	83,117	106,101	5.00	530,505	5.00	530,505	5.00	530,505
30003803	Botanic Spec III-Rose Garden	83,117	106,101	1.00	106,101	1.00	106,101	1.00	106,101
30004025	Botanic Spec III-Trails	83,117	106,101	1.00	106,101	1.00	106,101	1.00	106,101
30000831	Botanic Technician I	54,018	72,405	8.00	500,347	8.00	523,286	8.00	523,286
30001383	Botanic Technician II	59,426	79,581	5.00	369,107	5.00	398,076	5.00	398,076
30003010	Business Systems Analyst I	81,661	0	5.00	505,992	5.00	516,338	5.00	516,338
30003011	Business Systems Analyst II	91,686	0	3.00	320,455	4.00	422,552	4.00	422,552
30003012	Business Systems Analyst III	105,435	0	2.00	256,185	2.00	266,948	2.00	266,948
30000330	CAD Technician III	87,048	111,176	1.00	103,118	1.00	108,334	1.00	108,334
30003013	Capital Project Manager II	98,134	125,237	4.00	409,266	4.00	462,285	4.00	462,285
30003014	Capital Project Manager III	103,834	147,035	11.00	1,500,469	11.00	1,500,469	11.00	1,500,469
30003015	Capital Project Manager IV	114,192	163,322	3.00	439,899	3.00	439,899	3.00	439,899
30000109	Carpenter, Apprentice	49,130	77,771	2.00	98,260	2.00	102,336	2.00	102,336
30002499	Carpenter-CL	79,290	87,402	10.00	863,091	10.00	873,783	10.00	873,783
30003022	City Forester	125,632	177,237	1.00	168,709	1.00	168,709	1.00	168,709
30000184	Code Specialist II	61,027	80,766	3.00	140,439	3.00	208,945	3.00	208,945
30000186	Code Specialist III	65,790	86,216	1.00	38,853	1.00	73,710	1.00	73,710
30002008	Community Garden Technician	59,426	79,581	3.00	208,128	3.00	215,922	3.00	215,922
30002495	Construction Equipment Operator-CL	61,859	78,998	5.00	415,065	5.00	267,277	5.00	267,277
30003981	Coordinator I (E) - CPPW	73,029	104,208	4.00	318,726	4.00	350,750	4.00	350,750
30003982	Coordinator I (NE) - CPPW	73,029	104,208	6.00	490,474	6.00	490,474	6.00	490,474
30003028	Coordinator II	80,558	114,982	3.00	282,269	4.00	412,629	4.00	412,629
30003983	Coordinator II - CPPW	80,558	114,982	35.00	3,457,414	35.00	3,462,344	35.00	3,462,344
30003029	Coordinator III	94,390	122,637	7.00	778,648	8.00	887,162	8.00	887,162
30003984	Coordinator III - CPPW	94,390	122,637	5.00	543,525	5.00	543,525	5.00	543,525
30003030	Coordinator IV	103,834	147,035	4.00	457,073	5.00	600,360	5.00	600,360
30003036	Deputy Director III	152,006	220,958	1.00	201,365	1.00	201,365	1.00	201,365
30000333	Development Services Technician II	72,405	92,352	5.00	374,470	5.00	371,377	5.00	371,377
30000334	Development Services Technician III	87,048	111,176	1.00	91,022	1.00	91,436	1.00	91,436
30003039	Director III	183,934	273,770	1.00	273,770	1.00	273,770	1.00	273,770
30000116	Electrician	92,789	100,214	5.00	453,491	6.00	593,860	6.00	593,860
30000121	Electrician/Instrument Technician	95,826	103,438	1.00	103,438	1.00	103,438	1.00	103,438
30000365	Engineer-Civil	114,442	139,090	1.00	127,199	1.00	133,543	1.00	133,543
30000361	Engineering Associate, Sr-Mechanical	98,987	126,152	1.00	98,987	1.00	101,390	1.00	101,390

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## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000324	Engineering Technician I	58,240	74,360	1.00	70,720	1.00	73,588	1.00	73,588
30000325	Engineering Technician II	72,405	92,352	1.00	79,768	1.00	82,199	1.00	82,199
30000326	Engineering Technician III	87,048	111,176	2.00	194,282	2.00	199,491	2.00	199,491
30002508	Facilities Maint Tech Apprentice-CL	56,056	88,733	2.00	144,789	2.00	147,119	2.00	147,119
30002487	Facilities Maintenance Technician-CL	83,949	93,413	6.00	560,478	6.00	560,478	6.00	560,478
30003986	Financial Analyst II - CPPW	94,390	122,637	2.00	210,999	2.00	235,330	2.00	235,330
30000127	General Mechanic	66,435	82,805	2.00	165,610	2.00	165,610	2.00	165,610
30000342	GIS Technician II	72,405	92,352	3.00	257,109	3.00	258,846	3.00	258,846
30000343	GIS Technician III	87,048	111,176	1.00	105,893	1.00	110,776	1.00	110,776
30000373	Graphics Designer III	87,048	111,176	1.00	111,176	1.00	111,176	1.00	111,176
30000085	Greenskeeper I	57,013	69,722	11.00	766,091	11.00	766,942	11.00	766,942
30000086	Greenskeeper II	64,189	73,320	6.00	430,789	6.00	434,470	6.00	434,470
30000087	Greenskeeper III	66,539	80,600	5.00	377,777	5.00	401,999	5.00	401,999
30002502	Horticulturist, Apprentice-CL	58,365	70,928	1.00	58,365	1.00	62,327	1.00	62,327
30002503	Horticulturist-CL	65,666	79,310	32.00	2,341,278	32.00	2,522,192	32.00	2,522,192
30000098	Maintenance Mechanic	69,888	78,146	18.00	1,403,485	19.00	1,479,584	19.00	1,479,584
30003752	Maintenance Mechanic, Trainee	56,784	61,152	1.00	56,784	1.00	58,968	1.00	58,968
30003079	Maintenance Supervisor I - E	94,390	122,637	20.00	2,120,686	20.00	2,120,686	20.00	2,120,686
30003080	Maintenance Supervisor II	103,834	147,035	4.00	486,563	4.00	486,563	4.00	486,563
30003081	Manager I	114,192	163,322	21.00	2,854,028	24.00	3,270,299	24.00	3,270,299
30003082	Manager II	138,174	189,114	1.00	156,437	1.00	156,437	1.00	156,437
30003083	Manager III	152,006	220,958	4.00	725,608	4.00	725,608	4.00	725,608
30003084	Mapping & GIS Supervisor	103,834	147,035	1.00	116,730	1.00	116,730	1.00	116,730
30000011	Office Support Specialist I	40,810	58,344	1.00	47,855	1.00	50,865	1.00	50,865
30000012	Office Support Specialist II	44,866	64,397	2.00	95,306	2.00	109,423	2.00	109,423
30000013	Office Support Specialist III	57,346	76,024	3.00	217,973	3.00	221,381	3.00	221,381
30000112	Painter	73,237	81,869	6.00	473,698	6.00	480,210	6.00	480,210
30001709	Park Ranger	51,626	68,432	31.00	2,137,175	31.00	2,086,957	31.00	2,086,957
30000185	Parking Code Enforcement Officer	58,656	77,022	2.00	135,679	2.00	138,061	2.00	138,061
30000084	Parks Maintenance Crew Leader	64,563	78,000	4.00	339,410	4.00	305,585	4.00	305,585
30002491	Parks Technician-CL	59,779	65,915	47.00	3,191,389	47.00	3,251,746	47.00	3,251,746
30000386	Planner II, City-Parks	96,179	111,342	2.00	194,520	2.00	213,205	2.00	213,205
30000392	Planner, Sr City-Environmental	103,397	119,642	1.00	119,642	1.00	119,642	1.00	119,642
30000394	Planner, Sr City-Parks	103,397	119,642	1.00	119,642	1.00	119,642	1.00	119,642
30000390	Planner, Supervising	114,192	163,322	1.00	157,914	1.00	157,914	1.00	157,914
30001159	Plumber	83,574	93,579	4.00	374,316	5.00	461,551	5.00	461,551
30003096	Public Information Manager	114,192	163,322	1.00	148,928	1.00	148,928	1.00	148,928

# Portland Parks and Recreation

Vibrant Communities Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003097	Public Information Officer	94,390	122,637	1.00	122,637	1.00	122,637	1.00	122,637
30000273	Recreation Coord I-Adaptive & Inclusive	62,088	75,504	3.00	223,538	3.00	226,637	3.00	226,637
30000278	Recreation Coord I-Arts	62,088	75,504	3.00	216,636	3.00	219,059	3.00	219,059
30000276	Recreation Coord I-Generalist	62,088	75,504	25.00	1,857,722	25.00	1,922,365	25.00	1,922,365
30000272	Recreation Coord I-Music	62,088	75,504	1.00	73,632	1.00	75,504	1.00	75,504
30000275	Recreation Coord I-Public Events Permit	62,088	75,504	10.00	708,596	10.00	725,683	10.00	725,683
30000280	Recreation Coord I-Senior Recreation	62,088	75,504	1.00	69,575	1.00	71,939	1.00	71,939
30000282	Recreation Coord I-Tennis	62,088	75,504	2.00	104,772	2.00	135,035	2.00	135,035
30001508	Recreation Coord I-Urban Parks	62,088	75,504	1.00	71,015	1.00	73,424	1.00	73,424
30000290	Recreation Coord II-Arts	64,730	78,728	1.00	64,730	1.00	67,974	1.00	67,974
30000979	Recreation Coord II-At-Risk Yth Outreach	64,730	78,728	2.00	157,456	2.00	157,456	2.00	157,456
30002034	Recreation Coord II-Educ & Enrichment	64,730	78,728	1.00	81,390	1.00	81,390	1.00	81,390
30000289	Recreation Coord II-Generalist	64,730	78,728	3.00	249,746	3.00	249,746	3.00	249,746
30000292	Recreation Coord II-Senior Recreation	64,730	78,728	1.00	84,178	1.00	84,178	1.00	84,178
30002036	Recreation Coord II-Special Events&Mktg	64,730	78,728	3.00	234,284	3.00	238,912	3.00	238,912
30002258	Recreation Facility Technician	41,184	47,715	6.00	271,606	6.00	276,894	6.00	276,894
30000263	Recreation Leader-FT-Arts	50,461	61,339	2.90	156,695	2.90	161,151	2.90	161,151
30000261	Recreation Leader-FT-Generalist	50,461	61,339	21.25	1,228,592	21.25	1,257,130	21.25	1,257,130
30002408	Recreation Leader-FT-Instructor	50,461	61,339	3.00	194,586	3.00	194,586	3.00	194,586
30000257	Recreation Leader-FT-Music	50,461	61,339	1.00	65,582	1.00	65,582	1.00	65,582
30000262	Recreation Leader-FT-Pre-School	50,461	61,339	13.90	727,156	13.90	738,143	13.90	738,143
30002411	Recreation Leader-FT-Teen	50,461	61,339	12.00	628,695	12.00	648,147	12.00	648,147
30000267	Recreation Leader-FT-Tennis	50,461	61,339	1.00	65,582	1.00	65,582	1.00	65,582
30003099	Risk Specialist I	72,238	0	2.00	181,464	2.00	189,597	2.00	189,597
30003100	Risk Specialist II	94,390	122,637	1.00	111,488	1.00	111,488	1.00	111,488
30000029	Service Dispatcher	48,110	69,410	5.00	97,069	5.00	122,275	5.00	122,275
30002485	Storekeeper/Acquisition Specialist III-CL	71,469	88,733	2.00	163,821	2.00	174,927	2.00	174,927
30003103	Supervisor I - E	94,390	122,637	38.00	3,921,903	39.00	4,066,589	39.00	4,066,589
30003104	Supervisor II	103,834	147,035	14.00	1,701,462	14.00	1,701,462	14.00	1,701,462
30000250	Tree Inspector	73,902	91,416	17.00	1,232,355	14.00	1,170,931	14.00	1,170,931
30003353	Tree Inspector, Senior	78,624	97,261	2.00	225,888	2.00	193,155	2.00	193,155
30000080	Turf Maintenance Technician	57,013	69,722	17.00	1,182,362	17.00	1,185,274	17.00	1,185,274

# Portland Parks and Recreation

Vibrant Communities Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30002489	Utility Worker I-CL	59,030	64,230	25.00	1,537,206	25.00	1,582,350	25.00	1,582,350
30000077	Utility Worker II	62,358	67,059	4.00	124,716	4.00	127,026	4.00	127,026
30002490	Utility Worker II-CL	64,230	69,056	10.00	652,686	10.00	683,300	10.00	683,300
30000123	Welder	74,173	82,971	1.00	87,402	1.00	87,402	1.00	87,402
<b>Total Full-Time Positions</b>				<b>804.21</b>	<b>67,338,525</b>	<b>815.21</b>	<b>70,107,919</b>	<b>817.21</b>	<b>70,286,403</b>
30003006	Analyst I	80,558	114,982	1.00	97,770	1.00	97,770	1.00	97,770
30000878	Botanic Spec I-Forestry	73,258	93,538	2.00	148,043	2.00	76,960	2.00	76,960
30001005	Botanic Spec II-Forestry	77,106	98,384	3.00	236,147	3.00	149,746	3.00	149,746
30003013	Capital Project Manager II	98,134	125,237	2.00	166,531	2.00	198,836	2.00	198,836
30003981	Coordinator I (E) - CPPW	73,029	104,208	2.00	143,364	2.00	127,014	2.00	127,014
30003028	Coordinator II	80,558	114,982	1.00	65,180	1.00	97,770	1.00	97,770
30003983	Coordinator II - CPPW	80,558	114,982	2.00	157,915	2.00	121,181	2.00	121,181
30003984	Coordinator III - CPPW	94,390	122,637	1.00	82,021	1.00	44,366	1.00	44,366
30000289	Recreation Coord II-Generalist	64,730	78,728	1.00	64,730	1.00	67,974	1.00	67,974
<b>Total Limited Term Positions</b>				<b>17.00</b>	<b>1,192,019</b>	<b>19.00</b>	<b>1,173,155</b>	<b>19.00</b>	<b>1,173,155</b>
<b>Grand Total</b>				<b>821.21</b>	<b>68,530,544</b>	<b>834.21</b>	<b>71,281,074</b>	<b>836.21</b>	<b>71,459,558</b>

# Portland Children's Levy

Vibrant Communities Service Area

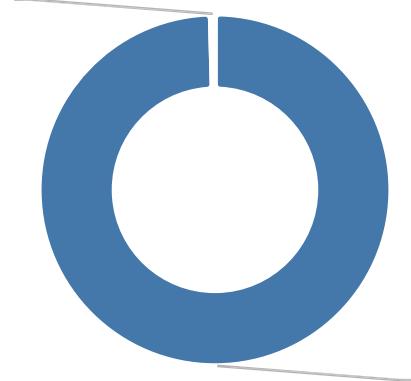
Sonia Schmanski, DCA - Vibrant Communities

Lisa Pellegrino, Director

**Percent of City Budget Graph****Portland Children's Levy**

\$33,999,082

0.4%

**City Budget**

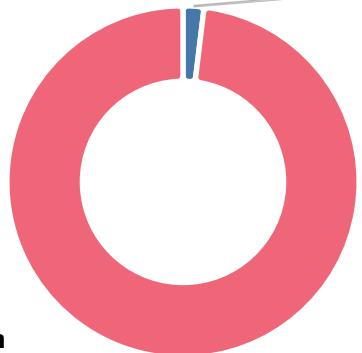
\$8,247,927,436

99.6%

**Bureau Programs****Administration and Support**

\$635,213

1.9%

**Investing in Children**

\$32,456,262

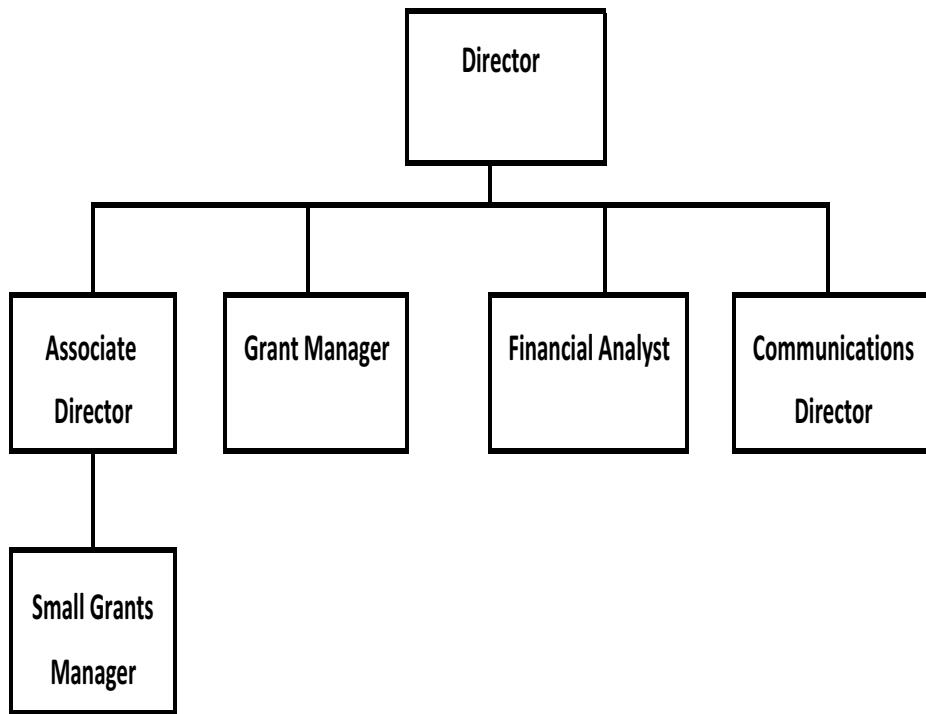
98.1%

**Bureau Overview**

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$37,912,459	\$33,999,082	\$(3,913,377)	(10)%
Capital				
<b>Total</b>	<b>\$37,912,459</b>	<b>\$33,999,082</b>	<b>\$(3,913,377)</b>	<b>(10)%</b>
Authorized Positions	7.60	7.60	—	—%

# **Portland Children's Levy**

Vibrant Communities Service Area



## Bureau Summary

### Bureau Mission

The mission of the Portland Children's Levy (PCL) is to prepare children for school, support children's success inside and outside of school, and eliminate racial and ethnic disparities in children's well-being and school success. As prescribed by its authorizing legislation, PCL invests in programs that support children's early development and readiness for kindergarten, prevent child abuse and neglect and support vulnerable families, support children and youth in foster care, connect children and youth with caring adult role models, provide safe and constructive after-school and summer activities, and expand access to healthy, nutritious food for children and their families.

### Bureau Overview

The Portland Children's Levy contracts with nonprofit providers and other governments to provide services to children throughout Portland. Funding comes from the proceeds of a five-year property tax levy most recently approved by voters in 2023. Funding categories as provided in the ballot measure language are Early Childhood, Child Abuse Prevention and Intervention, After School, Mentoring, Foster Care, and Hunger Relief.

Programs must demonstrate that they are cost effective and have a proven record of success to be eligible for consideration for funding. The Children's Levy Allocation Committee awards grants through a competitive process, and City Council reviews and approves all recommended allocations. The 5-member Allocation Committee includes a City of Portland commissioner; a Multnomah County commissioner; two members appointed by the mayor (one from the business community and one citizen with knowledge and experience on children's issues); and a citizen member appointed by the County Commission. No more than 5% of the fund may be spent on administration of the fund. The fund is audited annually to ensure compliance.

### Strategic Direction

Strategic direction for the FY 2019-20 funding round was set through a community engagement process conducted by Empress Rules Equity Consulting designed to gather community input on current needs of children and families and preferred community solutions. The Community Engagement Report recommendations focus on equity and inclusion and demonstrate community preference for services that are culturally relevant and responsive, listen and respond to the voice and preferences of youth and families, pay attention to accessibility and address barriers to access, and employ staff who are of and are grounded in the cultural communities they serve. Funding applications in each program area reflected these preferences and weighted scoring toward organizations and programs that met these criteria.

Report recommendations also informed development of programmatic strategies. All funded programs address at least one programmatic strategy detailed below:

## **Portland Children's Levy**

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Vibrant Communities Service Area

**Early Childhood:** Provide affordable, high quality preschool programs with small adult-to-child ratios and a focus on quality standards; enhance parent/family support of child development and nurturing; support families, childcare providers, and teachers with guiding child behavior.

**Child Abuse Prevention/Intervention:** Enhance parenting skills to promote healthy child development; intervene to lessen harms and prevent future risk; connect families to needed resources and supports for stabilization.

**Foster Care:** Enhance support and training for foster parents to promote healthy child development; provide individualized support to promote child and youth well-being.

**After School:** Provide intensive academic support and tutoring; support healthy relationship building, positive behavior, and social emotional skill development; provide engaging enrichment opportunities.

**Mentoring:** Support youth's academic success and positive development.

**Hunger Relief:** Provide food for pickup at a variety of community locations including schools; provide mobile food banks or pantries and/or home delivery of food to children and families experiencing food insecurity; provide training and education on nutrition, cooking, food budgeting, smart shopping, accessing local food resources, gardening for food production, and community gardening resources to children and their caregivers.

In April and May 2020, PCL completed a competitive funding round for large grants in all program areas as required by the ballot measure authorizing the Levy. In June 2020, City Council approved grants totaling up to \$68,399,601 over three fiscal years beginning July 1, 2020. In January 2023, PCL offered funded programs the option to be considered for a 2-year renewal grant. After reviewing renewal requests and performance data, the Allocation Committee made renewal recommendations to City Council in Spring 2023. City Council approved those recommendations for grants totaling \$58,146,740 in May 2023. Current grant commitments can be viewed on the Portland Children's Levy website.

Children's Levy also developed a small grants fund to improve equitable access to Levy funding as recommended in a 2019 Portland State University study. The Committee allocated \$1 million over three years to pilot this fund with a focus on funding organizations arising out of communities, serving children and families not served in PCL's larger grants, and building capacity of smaller organizations.

In November 2020, the Portland Children's Levy Allocation Committee recommended \$1 million in funding for eight programs in the new Small Grants Fund. In December 2020, City Council approved these recommendations for 3-year grants, seven of which began in January 2021. One grantee elected not to accept the grant award.

After reviewing renewal requests and performance data in November 2023, the PCL Allocation Committee recommended renewal of all 7 of the original Small Grants Fund grants for an additional 2.5 years for a total of \$1,090,583. City Council approved those recommendations in December 2023. The renewal grants began in January 2024 and are funded through June 2026.

# Portland Children's Levy

Vibrant Communities Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Administrative cost as percentage of cumulative tax revenue	4.7%	4.8%	5.0%	5.0%	5.0%
<b>OUTCOME</b>					
Number of children served in Hunger Relief programs	17,000	15,572	10,000	10,000	10,000
Percent of children in early childhood services programs who met age appropriate developmental milestones	80	88	85	85	85
Percentage of foster youth served who met academic goals	96	93	85	85	85
Percentage of parents participating in child abuse prevention and intervention programs who met parenting goal	87	89	80	80	80
Percentage of youth in after-school programs who met youth development goals	95	90	80	80	80
Percentage of youth in mentoring programs who met school engagement goals	97	90	85	85	85
<b>OUTPUT</b>					
Number of children served	9,383	9,750	9,000	9,000	9,000
<b>WORKLOAD</b>					
Number of administrative cost audits	1	1	1	1	1
Number of grant contracts managed	92	92	87	85	NA

# Portland Children's Levy

Vibrant Communities Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	22,685,695	24,348,830	24,402,210	23,733,470	23,733,470
Miscellaneous	153,611	454,915	0	0	0
<b>External Revenues Total</b>	<b>22,839,306</b>	<b>24,803,745</b>	<b>24,402,210</b>	<b>23,733,470</b>	<b>23,733,470</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	379,962	350,242	392,498	400,000	400,000
<b>Internal Revenues Total</b>	<b>379,962</b>	<b>350,242</b>	<b>392,498</b>	<b>400,000</b>	<b>400,000</b>
Beginning Fund Balance	14,561,327	9,748,863	13,117,751	9,865,612	9,865,612
<b>Resources Total</b>	<b>37,780,595</b>	<b>34,902,850</b>	<b>37,912,459</b>	<b>33,999,082</b>	<b>33,999,082</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	858,551	1,076,528	1,319,572	1,503,483	1,503,483
External Materials and Services	27,091,874	20,626,593	28,280,255	31,520,705	31,520,705
Internal Materials and Services	56,307	56,978	63,436	67,287	67,287
<b>Bureau Expenditures Total</b>	<b>28,006,732</b>	<b>21,760,099</b>	<b>29,663,263</b>	<b>33,091,475</b>	<b>33,091,475</b>
<b>Fund Expenditures</b>					
Contingency	0	0	8,224,196	882,607	882,607
Fund Transfers - Expense	25,000	25,000	25,000	25,000	25,000
<b>Fund Expenditures Total</b>	<b>25,000</b>	<b>25,000</b>	<b>8,249,196</b>	<b>907,607</b>	<b>907,607</b>
Ending Fund Balance	9,748,863	13,117,751	0	0	0
<b>Requirements Total</b>	<b>37,780,595</b>	<b>34,902,850</b>	<b>37,912,459</b>	<b>33,999,082</b>	<b>33,999,082</b>
<b>Programs</b>					
Administration & Support	1,005,701	1,259,027	1,443,847	635,213	635,213
Investing in Children	27,000,781	20,501,072	28,219,416	32,456,262	32,456,262
Portland Children's Levy	250	—	—	—	—
<b>Total Programs</b>	<b>28,006,732</b>	<b>21,760,099</b>	<b>29,663,263</b>	<b>33,091,475</b>	<b>33,091,475</b>

# Portland Children's Levy

Vibrant Communities Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25		
		Min	Max	No.	Amount	No.	Amount	No.	Amount	
30003979	Analyst II - CPPW	94,390	122,637	2.90	323,957	2.90	323,957	2.90	323,957	
30003008	Analyst III	103,834	147,035	1.00	134,493	1.00	134,493	1.00	134,493	
30003983	Coordinator II - CPPW	80,558	114,982	0.80	45,382	0.80	83,200	0.80	83,200	
30003984	Coordinator III - CPPW	94,390	122,637	1.00	117,520	1.00	117,520	1.00	117,520	
30003986	Financial Analyst II - CPPW	94,390	122,637	0.90	109,849	0.90	109,849	0.90	109,849	
30003081	Manager I	114,192	163,322	1.00	148,658	1.00	148,658	1.00	148,658	
<b>Total Full-Time Positions</b>					<b>7.60</b>	<b>879,859</b>	<b>7.60</b>	<b>917,677</b>	<b>7.60</b>	<b>917,677</b>
<b>Grand Total</b>					<b>7.60</b>	<b>879,859</b>	<b>7.60</b>	<b>917,677</b>	<b>7.60</b>	<b>917,677</b>

# Office of the Vibrant Communities DCA

Vibrant Communities Service Area

## Office of the Vibrant Communities DCA

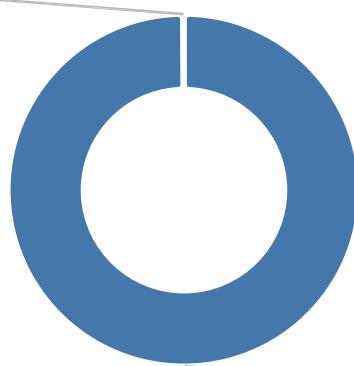
Vibrant Communities Service Area

Sonia Schmanski, DCA - Vibrant Communities

**Percent of City Budget Graph**

### Office of Vibrant Communities

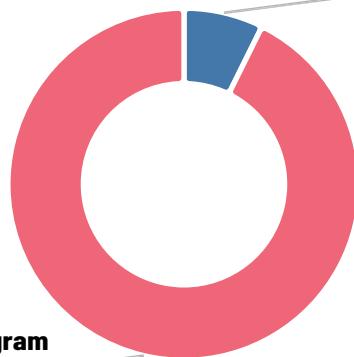
\$8,523,713  
0.1%



**City Budget**  
\$8,273,402,805  
99.9%

**Bureau Programs**

**CAOs Office**  
\$623,679  
7.3%



### Special Appropriations-City Arts Program

\$7,900,034  
92.7%

### Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$5,414,353	\$8,523,713	\$3,109,360	57%
Capital				
<b>Total</b>	<b>\$5,414,353</b>	<b>\$8,523,713</b>	<b>\$3,109,360</b>	<b>57%</b>
Authorized Positions	5.00	8.00	3.00	60.00%

## Bureau Mission

The Office of Vibrant Communities includes both the Office of the Deputy City Administrator of Vibrant Communities and the Office of Arts & Culture. The mission of the Office of Arts & Culture is to place the arts at the heart of Portland's public life by supporting a broad range of creative expressions — including music, performance art, visual art, and more. The Office actively fulfills its mission by creating a vibrant Portland where Oregonians and visitors alike can gather, celebrate, shop, learn, dine, and immerse themselves in the rich arts and cultural experiences that Portlanders and the city offer.

## Bureau Overview

The Office of Vibrant Communities includes the Deputy City Administrator which oversees the Service Area. The Office of Arts & Culture is responsible for managing the City of Portland's arts-related investments. This includes managing the shared public art collection with Multnomah County and overseeing the distribution of city resources from the 2% For Art Fund, General Fund, and Arts Education and Access Fund. Additionally, the program manages contractual agreements with small grants administrators and other service providers to cultivate a flourishing arts ecosystem.

### The Organization

### Equity & Inclusion

The Vibrant Communities Service Area considers equity work to be the work of the entire service area. The Equity & Inclusion manager, currently housed in Portland Parks & Recreation, works collaboratively with the entire service area, as well as with internal and external advisory committees, to ensure policies, programs, and services are culturally responsive and meet the City's racial equity goals. The Equity & Inclusion team developed the Equity and Anti-Racism Lens, engages the public, and coordinates with the City's Office of Equity & Human Rights and the Bureau of Human Resources.

### Vibrant Communities Support Services

While currently still budgeted within Portland Parks & Recreation, this division is transitioning to report into the Vibrant Communities Service Area. It provides central services that support the entire service area. Vibrant Communities Support Services collaborates and coordinates with local and regional partners, provides policy direction for the bureau, manages an extensive volunteer program, coordinates marketing and communications, and provides customer service and park security. The division also manages bureau finances, including budget development, system development charges, and financial planning, reporting and oversight; coordination of the Parks Local Option Levy (Parks Levy); fundraising, grants, and partnerships; workforce development and training; emergency management; health, safety, and environmental oversight; technology; performance and analysis; and property acquisition and business development.

## **Office of the Vibrant Communities DCA**

Vibrant Communities Service Area

### **Base Budget Adjustments**

The City Arts Program also received a 5% reduction in General Fund allocation. Although the staffing model will increase by 2 FTE, the City Arts Program will utilize existing budget to support the arts transition to a direct service model. The City Arts Program is also exploring additional administrative savings to meet this financial constraint, as guided by the Mayor's Office.

Despite the City of Portland's substantial arts-related investments, which provide most of the funding for individual artists, performance venues, and arts organizations of various sizes in the tri-county region, the current General Fund allocation is already constrained. The City's General Fund and Arts Education and Access Fund allocations are insufficient to meet the existing annual demand or increasing number of arts funding requests within the City's expanding arts and entertainment system. Due to the City's limited arts allocation overall, the City is only able to fund about 700 of the 1,600 artists and organizations who apply for arts funding each year.

While the General Fund allocation decreases, there is also loss in the real value of the Arts Income Tax, which funds the Arts Education and Access Fund. The Arts Income Tax has declined in impact because it is a flat \$35 tax that hasn't increased in real dollar terms since the passage of the measure in 2012. Since its adoption, the Arts Income Tax has lost nearly one-third of its value due to the lack of inflation adjustment.

## **Summary of Budget Decisions**

The following set of decision packages provides a net increase of 3.0 FTE positions.

### **Charter Change Realignments**

#### **Create Deputy City Administrator for Vibrant Communities and Add 2.0 FTE Positions**

Within the Vibrant Communities Service Area this package establishes the office of its Deputy City Administrator to provide leadership for the City Arts and Culture Program, the Portland Children's Fund, and Portland Parks & Recreation. It creates 1.0 FTE Deputy City Administrator position and 1.0 FTE Administrative Specialist III position funded with \$354,873 in ongoing General Fund overhead and \$268,806 in ongoing General Fund discretionary resources.

### **Realignments**

#### **Expand City Arts & Culture Organizational Structure and Add 2.0 FTE Positions**

Within the City Arts & Culture Program this package adds 1.0 FTE Manager I position, and 1.0 FTE Analyst III position. This will enable the program to assume the responsibilities of providing grants to the arts community and managing public art which became within its scope of work upon the elimination of the contract with the Regional Arts & Culture Council which previously performed that work. This is funded with transfer of \$394,079 within existing resources.

**Transfer 1.0 FTE Position from City Arts & Culture to the Grants Management Division**

Within the City Arts & Culture Program this package transfers 1.0 FTE Analyst IV position so that it may be transferred to the City's Grants Management Division to perform work directly tied to this program and be more closely aligned with the type of work performed within the organization. Funding of \$236,308 from existing resources will be transferred to the Grant Management Division to support the expense of the position.

**FY 2023-24 Program Carryover****Office of Arts & Culture Monuments Program**

The FY 2024-25 Adopted Budget includes \$100,000 in one-time General Fund resources for the Office of Arts & Culture to complete the public engagement and installation activities related to the Portland Monuments Project.

# Office of the Vibrant Communities DCA

Vibrant Communities Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	0	0	0	3,500,000	3,500,000
Intergovernmental	25,000	0	673,014	0	0
Miscellaneous	0	100,000	0	0	0
<b>External Revenues Total</b>	<b>25,000</b>	<b>100,000</b>	<b>673,014</b>	<b>3,500,000</b>	<b>3,500,000</b>
<b>Internal Revenues</b>					
General Fund Discretionary	3,157,538	4,622,271	4,741,339	4,668,840	4,668,840
General Fund Overhead	0	0	0	354,873	354,873
Fund Transfers - Revenue	0	10,000	0	0	0
Interagency Revenue	0	0	0	0	0
<b>Internal Revenues Total</b>	<b>3,157,538</b>	<b>4,632,271</b>	<b>4,741,339</b>	<b>5,023,713</b>	<b>5,023,713</b>
Beginning Fund Balance	0	(10,912,540)	0	0	0
<b>Resources Total</b>	<b>3,182,538</b>	<b>(6,180,269)</b>	<b>5,414,353</b>	<b>8,523,713</b>	<b>8,523,713</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	197,068	307,637	946,744	1,574,470	1,574,470
External Materials and Services	3,884,666	4,446,354	4,430,435	6,829,349	6,829,349
Internal Materials and Services	29,235	28,281	37,174	119,894	119,894
<b>Bureau Expenditures Total</b>	<b>4,110,969</b>	<b>4,782,271</b>	<b>5,414,353</b>	<b>8,523,713</b>	<b>8,523,713</b>
Ending Fund Balance	(10,912,540)	(10,962,540)	0	0	0
<b>Requirements Total</b>	<b>(6,801,571)</b>	<b>(6,180,269)</b>	<b>5,414,353</b>	<b>8,523,713</b>	<b>8,523,713</b>
<b>Programs</b>					
Administration & Support	1,261	197	—	—	—
CAO's Office	—	—	100,000	623,679	623,679
Special Appropriation - Parks, Rec & Culture	3,976,144	73,347	—	—	—
Special Appropriations COCL/PCCEP	—	2,500	—	—	—
Special Appropriations-City Arts Program	133,565	4,706,226	5,314,353	7,900,034	7,900,034
<b>Total Programs</b>	<b>4,110,969</b>	<b>4,782,271</b>	<b>5,414,353</b>	<b>8,523,713</b>	<b>8,523,713</b>

# Office of the Vibrant Communities DCA

Vibrant Communities Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003008	Analyst III	103,834	147,035	1.00	140,338	1.00	114,900	1.00	114,900
30003981	Coordinator I (E) - CPPW	73,029	104,208	1.00	88,618	1.00	88,618	1.00	88,618
30003984	Coordinator III - CPPW	94,390	122,637	3.00	321,527	3.00	321,527	3.00	321,527
<b>Total Full-Time Positions</b>				<b>5.00</b>	<b>550,483</b>	<b>8.00</b>	<b>1,068,871</b>	<b>8.00</b>	<b>1,068,871</b>
<b>Grand Total</b>				<b>5.00</b>	<b>550,483</b>	<b>8.00</b>	<b>1,068,871</b>	<b>8.00</b>	<b>1,068,871</b>



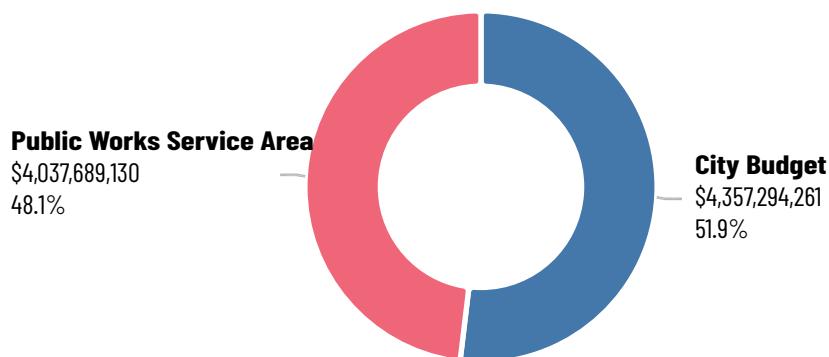
## **Public Works Service Area**

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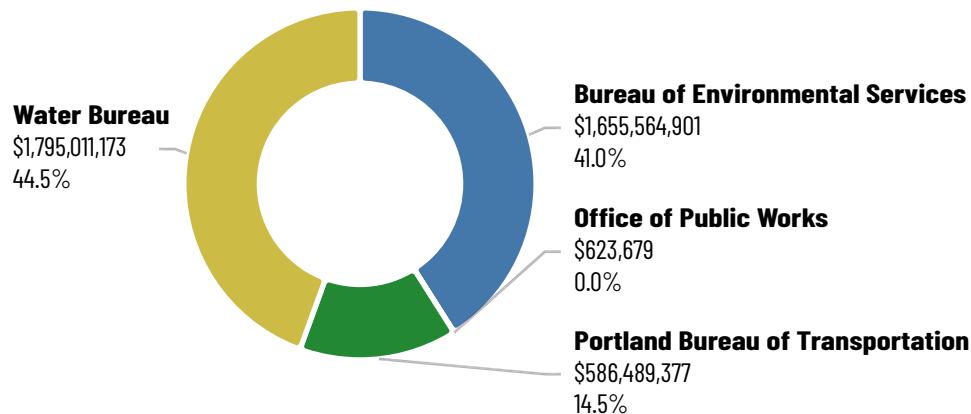
## Public Works Service Area

- Bureau of Environmental Services
- Portland Water Bureau
- Portland Bureau of Transportation
- Office of the Public Works DCA

### Percent of City Budget Graph



### Percent of Service Area Budget



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$2,549,616,641	\$3,073,888,050	\$524,271,409	21%
Capital	\$691,507,135	\$963,801,080	\$272,293,945	39%
<b>Total</b>	<b>\$3,241,123,776</b>	<b>\$4,037,689,130</b>	<b>\$796,565,354</b>	<b>60%</b>
Authorized Positions	2,398.70	2,375.70	(23.00)	(0)%

# Office of the Public Works DCA

Public Works Service Area

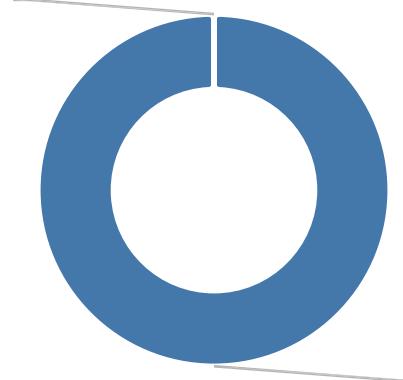
Priya Dhanpal, DCA - Public Works

## Percent of City Budget Graph

### Office of Public Works

\$623,679

0.0%

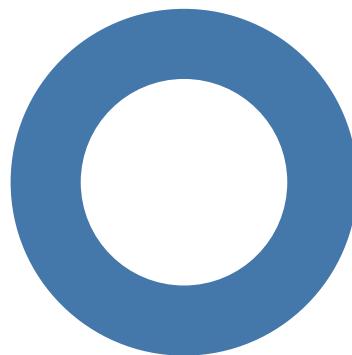


### City Budget

\$8,281,302,839

100.0%

## Bureau Programs



### CAOs Office

\$623,679

100.0%

## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$0	\$623,679	\$623,679	0%
Capital				
<b>Total</b>	<b>\$0</b>	<b>\$623,679</b>	<b>\$623,679</b>	<b>0%</b>
Authorized Positions	—	2.00	2.00	—%

## Bureau Mission

The Public Works Service Area includes the Bureau of Environmental Services (BES), Portland Water Bureau (PWB), and Portland Bureau of Transportation (PBOT). Although the bureaus operate three distinct lines of business, the common themes of the bureau's missions as one service area include the following:

- ◆ Manage wastewater and stormwater infrastructure to protect public health and the environment.
- ◆ Serve excellent water every minute of every day.
- ◆ Plan, build, manage, and maintain an effective and safe transportation system that provides people and businesses access and mobility

The three bureaus accomplish their missions while upholding the following common guiding values and principles:

- ◆ Serve the community, our customers and partners
- ◆ Honor the legacy of careful stewardship of natural resources, infrastructure, and public trust.
- ◆ Cultivate a diverse, collaborative, healthy and engaged workforce.
- ◆ Advance equity in our workplace, business practices, and service delivery.
- ◆ Financial stewardship. Manage assets and infrastructure by making judicious investments, while providing strength and flexibility for the future.
- ◆ Communicate with transparency and clarity.
- ◆ Foster innovative, sustainable, and resilient solutions for a growing city.

## Bureau Overview

The Public Works Service Area includes three of the largest bureaus in the City, comprising about half of the entire City's budget, a third of the City's positions, and 95% of its assets. Every Portlander interacts with Public Works on a daily basis.

BES operates and maintains Citywide sanitary sewer and stormwater collection systems and serves a population of approximately 648,097. The bureau is also the City's lead agency for watershed protection and restoration and recovery of threatened salmon and steelhead species. The bureau is funded primarily by retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, system development charges, permit-related fees, and reimbursements for services provided to other bureaus.

PWB has two divisions: the Water and Hydroelectric Power Divisions. The Water Division ensures that the water system can provide a sufficient quantity of high-quality water to satisfy the existing and future needs of the community. Nearly one million people, almost one-quarter of the state's population, are served from the Bull Run/Columbia South Shore Water Systems. Retail customers use about 60 percent of the water sold, and wholesale customers use the remaining 40 percent. Retail water sales account for approximately 90 percent of water sales revenue; wholesale makes up approximately 10 percent of revenues. The bureau's

Hydroelectric Power Division is responsible for all aspects of the Portland Hydroelectric Project (PHP) administration and operations. The Hydroelectric Power Division is responsible for regulatory issues and power sales related to hydroelectric projects at two dams in the Bull Run watershed and the Vernon Station Hydroelectric Project.

PBOT connects people to the places they want to go. PBOT's system of roads, sidewalks, bike lanes, transit, and trails get Portlanders from place to place easily, safely, and sustainably. Portland's efficient, safe, and sustainable transportation system serves as a foundation for the high quality of life Portlanders enjoy.

## **Strategic Direction**

The Public Works Service Area was created due to the change in the form of government and has not yet developed the infrastructure for a combined strategic direction. As such, the Strategic Direction of the area will be influenced by the external pressures facing the City. Public Works is experiencing the same economic pressure that plagues the rest of the City bureaus. Inflation, higher construction costs, and additional operating needs have increased the cost of delivering services. Each of the bureaus worked diligently to meet the requirements of the budget direction while delivering on the promise to continue to maintain compliance with regulatory bodies, maintain critical aging assets, and manage cost and revenue pressures.

## **Summary of Budget Decisions**

### **Addition**

### **Public Works Deputy City Administrator**

The Adopted Budget includes \$623,679 in ongoing General Fund resources and 2.0 FTE to fund one Deputy City Administrator and an administrative assistant in the Office of Public Works. Implementation of the voter-approved Charter reforms and changes to the City's government include establishment of service areas to organize governance and delivery of services to the public. Funding these positions and the DCAs in the other service areas will allow the City to have an executive leadership team to provide consistent and coordinated leadership across the service areas and to effectively manage the bureaus within their service area.

# Office of the Public Works DCA

Public Works Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>Internal Revenues</b>					
General Fund Discretionary	0	0	0	268,806	268,806
General Fund Overhead	0	0	0	354,873	354,873
<b>Internal Revenues Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>623,679</b>	<b>623,679</b>
Beginning Fund Balance					
<b>Resources Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>623,679</b>	<b>623,679</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	0	583,679	583,679
External Materials and Services	0	0	0	10,000	10,000
Internal Materials and Services	0	0	0	30,000	30,000
<b>Bureau Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>623,679</b>	<b>623,679</b>
Ending Fund Balance					
<b>Requirements Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>623,679</b>	<b>623,679</b>
<b>Programs</b>					
CAO's Office	—	—	—	623,679	623,679
<b>Total Programs</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>623,679</b>	<b>623,679</b>

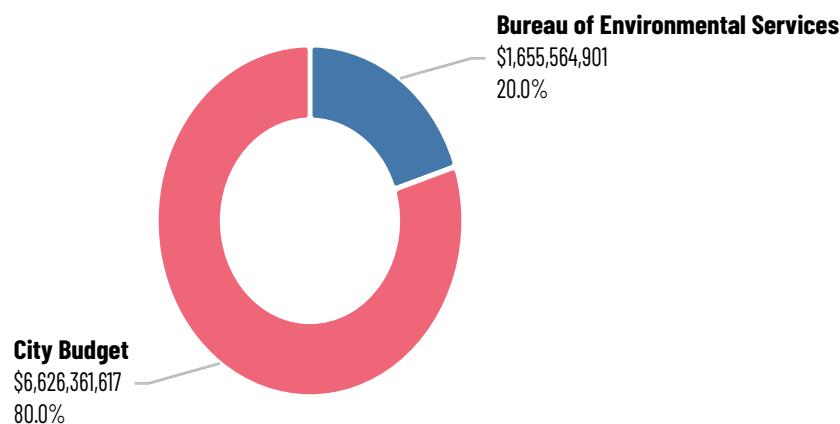
# Bureau of Environmental Services

Public Works Service Area

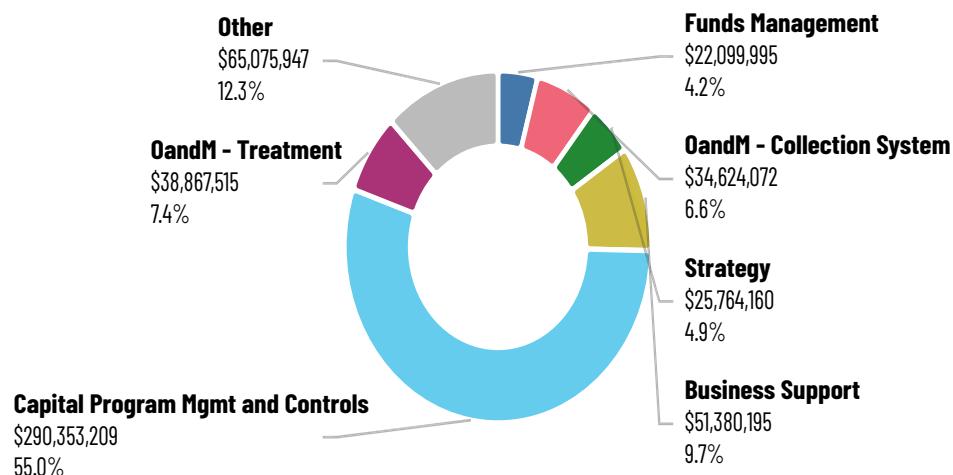
Priya Dhanpal, DCA - Public Works

Dawn Uchiyama, Director

**Percent of City Budget Graph**



**Bureau Programs**



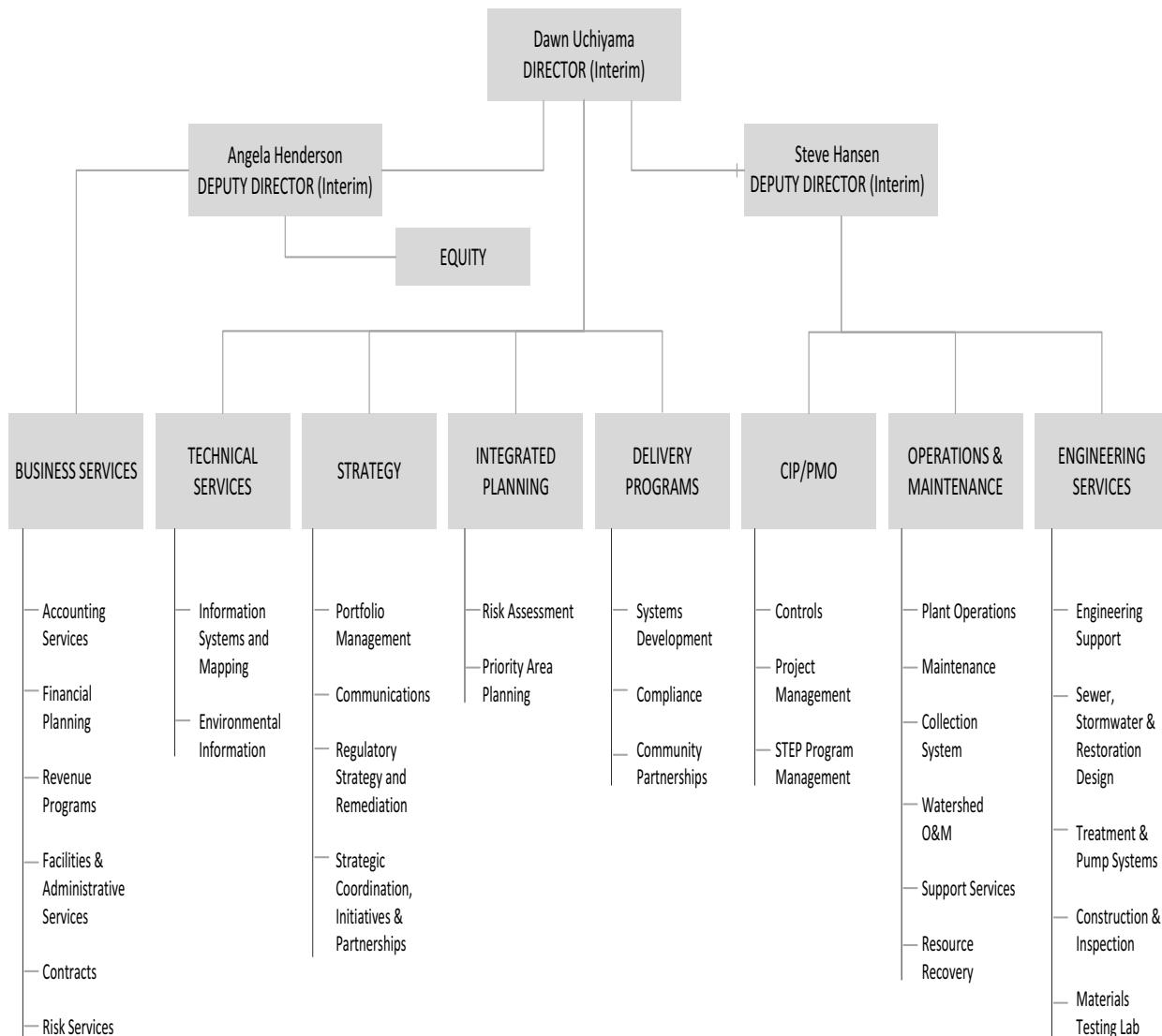
## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,215,759,139	\$1,374,284,901	\$158,525,762	13%
Capital	\$311,560,000	\$281,240,000	(\$30,320,000)	(10)%
<b>Total</b>	<b>\$1,527,319,139</b>	<b>\$1,655,524,901</b>	<b>\$128,205,762</b>	<b>8%</b>
Authorized Positions	669.00	671.00	2.00	0.30%

# Bureau of Environmental Services

Public Works Service Area

## BUREAU OF ENVIRONMENTAL SERVICES



## Bureau Summary

### Bureau Mission

The Bureau of Environmental Services (BES) manages Portland's wastewater and stormwater infrastructure to protect public health and the environment.

BES's strategic vision is to be a mission-driven, high-performance organization, leading the City in preserving and restoring the health of Portland's watersheds.

We value:

- ◆ Our **customers and partners**
- ◆ Portlanders' sense of **connection to their waterways**
- ◆ Conscientious **stewardship** of our watersheds, wastewater and stormwater infrastructure, and financial resources
- ◆ A diverse, collaborative, healthy and engaged **workforce**
- ◆ **Leadership** among our employees and in our City and community
- ◆ **Equity** in our workplace, business practices, and service delivery
- ◆ Clear **communication** and transparency
- ◆ **Innovative, sustainable, and resilient** solutions

### Bureau Overview

The bureau operates and maintains Citywide sanitary sewer and stormwater collection systems and serves a population of approximately 648,097. The bureau is also the City's lead agency for watershed protection and restoration and recovery of threatened salmon and steelhead species. The bureau is funded primarily by retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, system development charges, permit-related fees, and reimbursements for services provided to other bureaus. In FY 2024-25 the bureau will join with the Portland Water Bureau and the Portland Bureau of Transportation to become the Public Works Service Areas.

### Strategic Direction

In February 2018, the bureau completed a comprehensive update to its 10-Year Strategic Plan. The bureau is actively using the Strategic Plan and Asset Management standards and best practices to prioritize operational and capital investments, to identify and utilize performance measures, and to assist with ongoing course correction. The strategic initiatives identified in the Strategic Plan have been used to guide development of this FY 2024-25 Adopted Budget. Fully connecting the circuit between budget development, ongoing performance review, and adjustments to strategic prioritization will occur over multiple budget cycles.

## Bureau of Environmental Services

Public Works Service Area

The program narratives included in this Adopted Budget – including any budgetary adjustments – describe connections to strategic goals and priorities. The bureau expects that future budgets will continue to improve connections between measurable program outcomes and meaningful performance metrics that reflect priorities identified in the bureau's Strategic Plan and recently adopted Equity Plan.

BES recently completed a comprehensive assessment of our organizational alignment and processes to promote optimal delivery of bureau and community priorities. This assessment included reviewing current resources, processes and best practices, and bureau leadership is continuing to work through organizational realignments and process improvements. Much of the organizational realignment has been established and this will be the third year it is presented in the Adopted Budget. This is an ongoing effort as the organizational structure is refined. Additional decisions may be made throughout the budget process and the bureau acknowledges the need to remain flexible throughout FY 2024-25.

As part of the bureau-wide reorganization and process improvement effort, the bureau is establishing a portfolio framework built around the lines of service the bureau delivers to our community. Rather than the four historic categories of capital work (Treatment, Maintenance & Reliability, Surface Water, and Systems Development), the bureau now organizes its work into seven service portfolios:

- ◆ Wastewater Resource Recovery
- ◆ Collection System Pumping
- ◆ Sanitary and Combined Collection
- ◆ Stormwater Management
- ◆ Restoration and Remediation
- ◆ Non-Process Properties and Facilities
- ◆ Support/Miscellaneous

This framework allows for a more direct linkage between regulatory requirements and other City and community drivers for the services BES provides and the range of specific investments being made to deliver those services. It also allows BES to better align its capital and operating investments to ensure it is best delivering its services in the most coordinated and efficient way possible.

The bureau has a strong financial position, as shown by the bureau's credit ratings being reaffirmed with stable outlooks by both Moody's and by Standard & Poor's in April 2023. This financial position is an important component of future organizational alignment and investment strategies.

## Base Budget Adjustments

The FY 2024-25 Adopted Budget for operating and capital expenditures is \$531.2 million, which is \$15.6 million – or 2.9% lower than the FY2023-24 Revised Budget – and includes 669 full-time equivalent positions, including 2 contract conversion positions added in the FY 2023-24 Fall budget adjustment. The FY 2024-25 Adopted Budget includes 11 new operating funded positions supporting the highest priority

areas of the bureau and several staff reallocations to the new Portland Permitting & Development group. The majority of the budget decrease is within the \$286.9 million capital program, a decrease of \$24.6 million (8.6%) as the bureau continues with the Secondary Treatment Expansion Program with much of the project required to be completed by the end of calendar year 2024.

The operating portion of the Requested Budget, reflecting program costs of \$244.3 million, is 3.7% or \$9.0 million higher than the FY 2023-24 Revised Budget of \$235.3 million. The increase includes: the Utility License Fee paid to the General Fund is expected to increase by \$790,000 due to the increase in sewer rate revenues resulting from rate increases; the bureau is allocating \$5 million to address non-capitalizable work within the capital improvement program; increases in Personal Services reflecting the impact of current year cost-of-living and merit adjustments (budgeted in contingency rather than the personal services line item), as well as increased retirement and health benefits of \$4.6 million; and, other current service level adjustments supporting bureau operations. The typical single-family residential sewer and stormwater bill for FY 2024-25 is anticipated to increase by \$4.44 per month, or 5.15%, to support this Requested Budget and the long-term forecast.

The FY 2024-25 Adopted Budget includes support of approximately \$14.1 million dollars from the Portland Clean Energy Community Benefits Fund (PCEF) for natural area work supporting carbon sequestration. With the PCEF support, the bureau will be able to offset the increased cost pressures for ratepayer funds.

The FY 2024-25 Adopted Budget considered the two budget guidance memorandums from the mayor, as well as any inputs received by the Commissioner in charge and Portland Utility Board. In accordance with that guidance, BES submitted, and Council approved, a rate of increase of 5.15% for the typical single-family residential customer. The rate of increase is consistent with the projected rates of increase from the bureau's multi-year financial plan presented in FY 2023-24. The rate of increase is necessary for the bureau to begin to address higher current and expected costs over the next few years related to environmental remediation, deferred capital investment, increased capital construction costs, as well as manage commitments to other large projects including Secondary Treatment Expansion Project (STEP) and Tryon Creek Wastewater Treatment Plant. With the current expenses and those anticipated, this increase will put the bureau on more stable financial footing and will ultimately help to keep future rates of increase lower and more predictable than they otherwise would be if the bureau waits to begin taking action. This budget balances lowest possible rate increases over an extended timeframe against long-term system risk to encourage system sustainability and intergenerational equity for all Portlanders.

## **Decision Packages – Portland Clean Energy Fund and Portland Permitting and Development**

The FY 2024-25 Adopted Budget includes support of approximately \$14.1 million dollars per year from the Portland Clean Energy Community Benefits Fund (PCEF) for the provision of stormwater management services that support carbon sequestration. With the PCEF support, the bureau is able to mitigate increased pressure on ratepayer funds. The Adopted Budget contains two program areas

## Bureau of Environmental Services

### Public Works Service Area

receiving PCEF support. They include Watershed, Natural Systems, Restoration and Biological Sciences and Stormwater management, Blue/Green Infrastructure, and Revegetation. The programs total \$14.1 million per year and are targeted towards stormwater management and regulatory compliance that connect directly to the City Climate Emergency Workplan. Without the PCEF funding support, the bureau could be proposing reductions to these programmatic areas. With PCEF support, the Bureau is poised for more stable financial and regulatory footing to begin to address large cost increases related to environmental remediation work, replacement of the Tryon Creek Wastewater Treatment Plant, and high-risk critical infrastructure investment and maintenance. PCEF will operate as a five-year bridge, allowing BES time and capacity to secure stable long-term funding.

The Adopted Budget also includes movement of 21 FTE from BES Systems Development to support the standing up of the new Portland Permitting & Development (PP&D) bureau that will provide a single point of contact for all permitting activity.

## Capital Summary

The Capital Improvement Program is divided into seven portfolios:

- ◆ Wastewater Resource Recovery: This portfolio funds projects located at the treatment plants. Both treatment plants operate within the framework of the Federal Clean Water Act. Specific requirements for removal of pollutants from wastewater before the treated effluent is discharged into the Columbia or Willamette Rivers are contained in the National Pollution Discharge Elimination System permit for each plant.
- ◆ Collection System Pumping: This portfolio funds maintenance, repair, rehabilitation, equipment replacement, and pump station upgrades for the 98 active pump stations and associated force mains located system wide. This portfolio also funds development of new pump stations and associated force mains to serve growth and development within the city.
- ◆ Sanitary and Combined Collection: Projects in this portfolio area address major maintenance requirements of the sewer collection system and includes over 1,900 miles of sanitary and combined sewers ranging in diameter from four inches to 20 feet, and nearly 450 miles of stormwater pipes. Additionally, this portfolio expands the city's sewer collection system in support of the implementation of Metro's 2040 Plan and the City's 2035 Comprehensive Plan.
- ◆ Restoration and Remediation: Restoration projects protect and improve the function of surface water and natural areas to support watershed and ecologic health and address riverine flooding. Remediation projects reduce risks to people and the environment and manage liabilities from environmental contamination. This portfolio advances numerous City plans, goals and obligations, including the Portland Watershed Management Plan, the Endangered Species Act (ESA), the City's Municipal Separate Storm Sewer System (MS4) Discharge Permit, participation in the National Floodplain Insurance Program, ODEQ and Environmental Protection Agency (EPA) cleanup requirements, and addressing inequitable impacts of system conditions.
- ◆ Stormwater Management: This portfolio funds projects that provide collection, conveyance, control and treatment of stormwater to protect public, ecologic, and watershed health and improve safety and livability. This portfolio addresses inequitable impacts of system conditions, advances the goals of the Portland Watershed Management Plan, and is guided by the City's commitments under a number of regulatory obligations including the City's Municipal Separate Storm Sewer System (MS4) Discharge and Underground Injection Control (UIC) permits.
- ◆ Non-Process Properties & Facilities: The primary objective of this portfolio is to provide the properties and facilities that support the general function of the bureau. Capital investments proposed under this portfolio support bureau processes and its workforce to ensure effective, productive, safe, healthy, and equitable work environments.
- ◆ Support/Miscellaneous: This portfolio captures cost affecting multiple portfolios including the Bureau's Owner controlled Insurance Program, feasibility studies, software implementation, and the Advanced Metering

Infrastructure project with Water Bureau.

## CIP Highlights

The Bureau projects an ongoing need to increase delivery of annual CIP projects over the next ten years, driven by several factors including aging infrastructure and deferred maintenance (estimated at \$6 billion and growing), regulatory requirements, public input, the City's Comprehensive Plan, City Council priorities, evolving operational needs, and updated BES system plans. The FY 2024-25 CIP Budget of \$281.3 million is a 9.7% decrease compared to last year's budget. This overall decrease is primarily fueled by updated projections of construction activities under the Secondary Treatment Expansion Program (STEP), which has a large impact on the CIP until FY 2026-27. The program is currently at its peak expenditure rate and is planned to sustain it until FY 2025-26 after which it will level off to completion. The program is required per an agreement with Oregon DEQ to increase secondary wet weather treatment capacity for captured CSO flows sent to the Columbia Boulevard Treatment Plant (CBWTP) during storm events. The STEP program also includes long overdue solids processing upgrades for effective plant operation and to meet permit requirements. The overall program budget stands at \$631 million with peak construction in FY 2023-24 and FY 2024-25 before concluding in FY 2025-26. The subsequent years of the overall CIP are anticipated to level out around \$158 million in FY 2027-28 and FY 2028-29, then scale up again to meet other asset needs.

Other work underway at the CBWTP continues to address deferred maintenance, long-term capacity issues, and to address permit requirements. The Wastewater Resource Recovery portfolio comprises almost 41% of the total CIP for the next five years at \$403 million, including STEP. The next big project for the Bureau is anticipated to be the CBWTP Wet Weather Clarifier and Hypochlorite Replacements project. This estimated \$100 million project planned for FY 2023-24 through FY2030-31 improves eight wet weather clarifiers and replaces the plant's hypochlorite disinfection system to enhance operational and asset resilience, upgrade degraded equipment and consistently comply with regulated effluent discharge requirements.

The Collections System Pumping portfolio covers the Bureau's nearly 100 pump stations citywide and is budgeted at \$183 million over the next five years. The bureaus' investment strategy is shifting to include more focus on this portfolio and the Treatment portfolio. As feasibility and planning efforts mature, we anticipate more work in future years, particularly around the Inverness Pump Station corridor. The current key project, Inverness Pumpstation Force Main, addresses inspection, design, and implementation of improvements to the system and is estimated at \$51 million over the next five years.

The Sanitary and Combined Collection portfolio, which includes projects for capital repair and replacement of collection pipes in the sanitary and combined sewer systems, makes up \$62.6 million in the FY 2024-25 Adopted Budget and \$251.6 million in the five-year CIP (26% of the total). Also in this portfolio is a series of projects designed to address the risk of basement sewer backups and street flooding due to pipe capacity, as well as expansion of city's sewer collection system to accommodate new development. Carolina Trunk is one of the critical projects to address particularly high risk and high consequence potential pipe failure under the I-5 freeway and is expected to be completed by 2027.

Approximately \$5.7 million is budgeted in FY 2024-25 for the Restoration and Remediation portfolio (with \$37.1 million total in the five-year CIP). These projects address high priority, regulatory-driven projects that meet multiple watershed health objectives. These projects will help address highly flood susceptible areas in SE Portland. Additionally, \$8 million has been allocated to the Stormwater Management portfolio which addresses deficiencies in the separated stormwater system. The Stormwater Management portfolio comprises \$30.7 million of the total CIP over the five-year term. On January 24, 2024, the City Council approved Ordinance 191602, which authorizes settlement of environmental claims brought by the State of Oregon Department of Environmental Quality. The settlement pertains to environmental cleanup and natural resource damages in the Columbia Slough based on the City's operation of its stormwater and sanitary conveyance systems. The proposed settlement requires the construction of 15 stormwater treatment facilities over the next 15 years, of which several are completed or underway. These facilities make up \$18.6 million, or 61%, of the Stormwater Management portfolio over the five-year term.

Non-Process Facility work includes \$7.5 million in FY 2024-25 and \$21.6 million over the five-year period. Most of the effort in this portfolio is going towards addressing site safety and security requirements. Like many cities across the US, BES has experienced a dramatic increase in safety and security related incidents at many of our remote pump stations and natural area facilities. We are committed to providing a safe working environment for staff and protecting investments in bureau infrastructure.

The remainder of the CIP, \$58.2 million in FY 2024-25, goes towards bureau support initiatives including software implementation, and city-wide funds such as the City's Community Opportunity and Enhancement Program, which is budgeted within the CIP as an operating expense. The largest component in this portfolio is the Automated Metering Infrastructure project, which intends to replace water and sewer meters across the city with smart automated units. \$40.3 million is included in the five-year budget with an overall price tag of \$48 million for BES. The total project cost of \$96 million is being split with the Water bureau.

### Major Issues

Environmental Services has a regular inspection program to determine pipe condition. The use of video technology allows the bureau to focus repair and replacement efforts on pipes that are in the worst condition. Much of the City's collection system is in good or fair condition, but it is a high priority to address those areas of our system that are in poor condition, especially those assets that also serve as a critical infrastructure based on the BES Resiliency Master Plan. Continuing a long-term, programmatic approach to pipe repair and replacement through the Large-Scale Sewer Rehabilitation Program and the supporting integrated planning process are a priority for the bureau.

Capital maintenance and upgrades to the two wastewater treatment plants and 98 pump stations located throughout the collection system are also a high priority. These urgent and highly complex projects, featured prominently over the next five to ten years, weigh heavily in decision making around resource allocation to other portfolios in the CIP. The STEP program, mentioned above, is the largest single capital program (suite of projects) for the bureau since the Combined Sewer Overflow (CSO) program. It is progressing in the design phase and planned for construction completion by the end of 2024 as required in a Mutual Agreement Order with Department of Environmental Quality. For Tryon Creek Wastewater Treatment Plant (TCWTP), the major capital projects are on-hold pending the City of Lake Oswego's competitive solicitation for the construction and operation of a replacement treatment plant that will be owned by the City of Lake Oswego. Portland contributed \$6 million in FY 2022-23 to the purchase of real estate required for the replacement treatment plant, and plant design has achieved the 90% completion level. While this procurement process is occurring, investment in TCWTP will focus on immediate reliability needs and replacement of assets at high risk of failure. If the ongoing replacement plant project is cancelled, TCWTP is projected to require over \$90 million in capital investment over the next ten years, including improvements to replace obsolete facilities, increase efficiency of the overall plant processes, and prepare the plant for meeting anticipated permit requirements.

## Changes from Prior Year

In comparing this adopted five-year CIP to last year's 2024-2028 CIP, the four common years (2025-2028) have increased by \$96.9 million across the four years. The primary drivers were:

- ◆ STEP program and peak expenditure moving from FY 2023-24 into FY 2024-25.
- ◆ Updated forecast based on reevaluation of program prioritization and conditions. Due to City-wide budget constraints, the bureau's immediate CIP emphasis continues to be toward projects addressing imminent threats or risk to human health and safety, asset failure, and projects addressing regulatory compliance. Projects with longer term risks and benefits, or with reduced urgency, have been postponed where possible.
- ◆ Market conditions/inflation have driven up the costs at all stages of capital delivery. It costs more to deliver the same work and updated estimates for large programs such as the Large-Scale Sewer Rehabilitation Program and Pump Station Program reflect this trend.

While all projects in the five-year CIP are in FY 2024-25 dollars, inflationary assumptions are incorporated into the five-year financial forecast.

## Connections to City Goals, Priorities and Plans

The City's 2035 Comprehensive Plan guides future development through a set of goals and policies across a broad range of urban issues. One of those policy areas is public facilities and services, which provides guidance on how the City spends money to maintain and construct physical facilities and public services necessary to support the approved land use patterns. Goals and policies in the plan address wastewater and stormwater facilities, systems and services, as well as flood management and watershed health.

The CIP reflects BES's commitment to protecting public health, safety and the environment in Portland, meeting the objectives of the City's 2035 Comprehensive Plan, and incorporating City equity goals and BES strategic initiatives. The bureau's Integrated Planning Group (IPG) serves to connect Bureau strategic goals and community objectives to the prioritization and implementation of programs and CIP projects. Using asset management standards of practice, the IPG assesses risk across systems owned and managed by the Bureau and develops integrated solutions which optimize opportunities and community benefits. IPG oversees the Bureau's resiliency efforts (climate and seismic), including coordination with other bureaus' resiliency planning, recommends changes to standards and processes to achieve resiliency goals and provides guidance for incorporating resilient solutions into capital projects. Capital project planning at BES includes an analysis of the capacity of the existing system as compared to densities in the Comprehensive Plan and analysis of asset condition to recommend projects that protect the City's infrastructure investment for current and future system users.

## Criteria

The CIP development strategy is focused on strategic and comprehensive portfolio delivery to address goals and priorities discussed above, within a prescribed regulatory framework. Scoring criteria to prioritize projects are based on an asset management approach and weighted to account for the likelihood and consequence of failure of the asset if the proposed project is not completed. Criteria includes impacts to human health and safety, business and residential customers, and impacts to public infrastructure such as streets. Service levels for the likelihood and consequence scoring are based on established system plans, where available (e.g., the 2012 Combined and Sanitary System Plan), and are being revisited and updated in the coming years as part of the bureau's Strategic Plan and organizational transition efforts. Additional prioritization is given to those projects mandated by federal and state laws and those projects that address City Council direction, including collaborative projects between BES and other bureaus.

Equity considerations (for example, impacts on vulnerable communities) are built into the system planning processes that feed projects into CIP development. For example, in planning for both the combined sewer system and the stormwater system, projects are ranked and prioritized against all other needs within that system based on multiple factors of risk, including equity impacts on vulnerable communities. That information follows through to the CIP development (scoring) process, where benefits and burdens on communities of color, underserved and marginalized communities can be raised and included in the decision-making to fund a capital project. Although equity considerations are not yet explicitly and consistently factored into the scoring criteria, the ongoing BES organizational transition work includes efforts to align equity considerations across system planning, portfolio management, and the CIP prioritization processes.

## Capital Planning Process

Annually, BES prepares a one-, five-, and ten-year CIP. The CIP is developed using a multi-step process to identify, develop, review, and rank projects for funding and scheduling priority. This process ensures that the core needs of the sewer, drainage, treatment, and surface water systems and the community they serve are appropriately funded and scheduled. Projects originate from recommendations in BES system plans (discussed above), urgent and emergency projects to address asset failures, regulatory mandates, watershed planning, and inter-bureau collaborations. BES stakeholder and subject matter expert review team composed of staff in Operations & Maintenance, Integrated Planning, Strategy, Engineering, and Project Management Office investigates, and ranks all proposed CIP projects in accordance with identified CIP criteria, to evaluate relative priorities across all systems and project types. The PMO's CIP Program Controls Team evaluates all the information from the review, works with bureau project and program managers to refine cost and schedule data, and submits a recommendation to the Bureau Director for approval of the CIP. The Portland Utility Board (PUB) is provided with periodic updates through the CIP development process, including the annual and five-year CIP. PUB provides oversight and input on the overall CIP as well as specific projects or programs. The CIP planning process also includes "feasibility projects" that are funded with initial pre-design budgets only, in order to support more robust project scope and cost information to include in future CIP requests.

## Funding Sources

Planned CIP outlays total \$910 million (excluding inflation) over the five-year forecast interval FY 2024-25 through FY 2028-29. The majority of resources to fund CIP outlays come from bond proceeds and transfers from the sewer operating fund. A brief description of the resources needed to finance this requirement follows:

- ◆ Fees, Charges, and Permits. This source of funding includes an estimate of reimbursements for engineering, administration, and construction management services charged to local improvement districts and for permit sewer construction. Also included are anticipated revenues from construction and/or engineering services for projects initiated by other local government agencies such as the Portland Bureau of Transportation and the Port of Portland.
- ◆ Cash Transfers from the Sewer System Operating Fund. Current sewer system net income from service fees and charges will also be used to fund CIP outlays. The availability of current income to fund CIP expenditures mostly results from meeting debt service coverage requirements on outstanding bonds. For planning purposes, the bureau maintains coverage ratios of at least 1.50 on first lien debt, at least 1.30 on combined first and second lien debt, and an ongoing operating reserve of 300 days' operating expenses for unforeseen financial needs. After making debt service payments, amounts in excess of those required to maintain planned operating reserves are available to fund capital improvements. Cash transfers from the Operating Fund to the Construction Fund are projected to total \$365 million over the five-year forecast interval.
- ◆ Bond Proceeds. Based on current planning assumptions, the bureau's five-year CIP anticipates \$675 million (nominal dollars) in additional borrowings over the next five fiscal years, some of which will also fund improvements beyond the 5-year CIP in FY 2027-28. Debt service requirements for future bond sales have been calculated assuming level debt service. Interim short-term financing may be used in lieu of or in combination with long-term financings. The forecast reflects an average annualized coupon rate of 5.0% for bonds sold with the bureau's planning standard debt service coverage ratios of 1.50 and 1.30, as mentioned previously.

## Asset Management and Replacement Plan

As discussed above, BES estimates the replacement value of the bureau's assets at approximately \$24.0 billion, with over \$14.9 billion of that in the nearly 2,000-mile sanitary and combined sewer pipe system. While 69% of system assets are in very good, good, or fair condition, a significant amount of pipe is in poor or very poor condition. The bureau estimates that roughly \$2.5 billion of the bureau's assets are in poor or very poor condition. These asset reinvestment needs require significant increases to capital project delivery throughput. This need is a key driver behind the Bureau's reorganization to integrate planning efforts and increase efficiency in project delivery.

## Net Operating and Maintenance Costs

Each capital project includes estimated operating and maintenance costs or savings, which are considered during project prioritization and CIP development. To the extent possible, these ongoing operating impacts are included in budget decision-making. Historically, bureau operating budgets have generally not kept pace with the growing volume of infrastructure repair and maintenance needs and the increasing inventory of surface stormwater management facilities. As part of ongoing process improvements, the bureau aims to better integrate these estimates into the long-term financial forecast in future budget cycles.

# Bureau of Environmental Services

Public Works Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Amount of time loss, in hours per employee, due to injuries and illnesses	1.92	1.32	2.21	2.00	3.10
Cost to operate and maintain the treatment plants per million gallons treated	\$1,007	\$1,099	\$1,000	\$1,234	NA
Construction management costs as a percentage of total construction costs	13%	13%	12%	12%	12%
Percent of CIP budget spent	70%	93%	85%	87%	95%
Percent of methane beneficially used	50%	30%	95%	95%	100%
Percentage of urgent public health and safety related service requests responded to within two-hour timeframe	97%	95%	90%	90%	NA
Percent of BES building permit reviews that meet the City's turnaround goals for reviewing permits	95.0%	95.0%	85.0%	85.0%	85.0%
Percentage of Level I/Phase I Environmental Assessments completed on time	84.0%	70.0%	0.0%	85.0%	90.0%
<b>OUTCOME</b>					
Number of combined sewer overflow events	7	4	4	4	4
Number of participants in community events, workshops, stewardship, and restoration events	5,007	8,782	NA	7,000	10,000
Number of sanitary sewer overflows	131	136	135	140	NA
Number of stormwater flooding events due to system capacity	93	112	80	80	NA
Sanitary Sewer Overflows per 100 Miles of Main	3	3	3	5	NA
Watershed Health Index for water quality	5.50	5.40	NA	5.50	8.00
Percent of dollars awarded to disadvantaged, minority-owned and women-owned(D/M/W) firms in professional services	31.2%	35.0%	30.0%	30.0%	30.0%
Percentage of industrial enforcement tests in full compliance	98.9%	99.0%	99.0%	99.0%	NA
Average single family household bill as a percent of median income	1.31%	1.27%	1.32%	1.25%	NA
<b>OUTPUT</b>					
Feet of streambank restored (not cumulative)	8,175	2,980	NA	12,000	12,000
Number of bureau education programs delivered	206	343	350	400	400
Number of education and engagement activities and events about Portland Harbor Superfund	23	43	NA	56	67
Number of green streets inspected	2,921	2,522	2,750	2,800	5,500
Number of trees planted	6,458	7,712	5,750	5,750	5,750
Tons of biosolids beneficially used	9,247	11,400	13,500	14,000	15,000
Maintain bureaus combined first and second lien debt service coverage ratio at 1.3 or greater	1.53	1.39	1.47	1.47	1.40
Maintain the bureaus first lien debt service coverage ratio at 1.5 or greater	9.45	8.59	6.46	6.05	NA
Percentage of biochemical oxygen demand removed	92.1%	93.0%	85.0%	85.0%	NA
<b>WORKLOAD</b>					
Amount of wastewater processed annually (in million gallons)	29,148	25,504	28,000	30	NA
Linear feet of sanitary and combined sewer pipe repaired or replaced to improve condition and capacity	24,500	24,641	65,000	65,000	65,000
Number of lab analyses performed each year	52,820	56,389	55,000	55,000	NA

# Bureau of Environmental Services

Public Works Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous Fund Allocations	0	0	0	14,332,840	14,332,840
Licenses & Permits	1,838,330	2,045,980	1,821,000	1,966,000	1,966,000
Charges for Services	404,364,107	415,151,876	405,358,141	428,283,591	428,283,591
Intergovernmental	418,298	427,377	1,203,092	1,425,677	1,425,677
Bond & Note	0	531,666,437	0	289,000,000	289,000,000
Miscellaneous	4,364,977	10,432,833	12,042,500	16,203,500	16,203,500
<b>External Revenues Total</b>	<b>410,985,712</b>	<b>959,724,502</b>	<b>420,424,733</b>	<b>751,211,608</b>	<b>751,211,608</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	387,200,277	398,570,616	535,644,596	546,055,210	546,055,210
Interagency Revenue	2,622,301	1,974,994	3,187,630	1,616,045	1,616,045
<b>Internal Revenues Total</b>	<b>389,822,578</b>	<b>400,545,610</b>	<b>538,832,226</b>	<b>547,671,255</b>	<b>547,671,255</b>
Beginning Fund Balance	493,963,412	390,571,780	568,114,544	356,682,038	356,682,038
<b>Resources Total</b>	<b>1,294,771,702</b>	<b>1,750,841,892</b>	<b>1,527,371,503</b>	<b>1,655,564,901</b>	<b>1,655,564,901</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	90,766,025	98,590,718	109,427,887	112,781,034	117,615,907
External Materials and Services	98,973,613	105,618,301	135,623,293	131,833,205	133,464,897
Internal Materials and Services	45,707,956	49,622,752	62,755,296	68,857,222	68,857,222
Capital Outlay	100,946,959	158,405,920	239,317,857	213,883,000	208,227,067
<b>Bureau Expenditures Total</b>	<b>336,394,553</b>	<b>412,237,691</b>	<b>547,124,333</b>	<b>527,354,461</b>	<b>528,165,093</b>
<b>Fund Expenditures</b>					
Debt Service	177,055,110	369,267,396	142,435,490	154,843,698	154,843,698
Contingency	0	0	267,927,778	394,529,450	393,783,497
Fund Transfers - Expense	390,798,178	406,635,738	545,649,737	558,357,520	558,292,841
Debt Service Reserves	0	0	24,234,165	20,479,772	20,479,772
<b>Fund Expenditures Total</b>	<b>567,853,288</b>	<b>775,903,134</b>	<b>980,247,170</b>	<b>1,128,210,440</b>	<b>1,127,399,808</b>
Ending Fund Balance	390,523,860	562,699,454	0	0	0
<b>Requirements Total</b>	<b>1,294,771,701</b>	<b>1,750,840,279</b>	<b>1,527,371,503</b>	<b>1,655,564,901</b>	<b>1,655,564,901</b>
<b>Programs</b>					
Funds Management	85,651	409,457	20,318,995	22,099,995	22,099,995
O&M - Collection System	27,548,126	31,048,300	45,055,133	34,624,072	34,624,072
Strategy	11,966,149	12,732,304	26,815,558	25,764,160	25,764,160
Administration	3,557	2,496	—	—	—
Asset Systems Management	(10,901,694)	(11,112,983)	—	—	—
Bureau Support	653,222	632,489	—	—	—
Business Support	40,385,025	47,962,677	49,108,800	49,748,503	51,380,195
Capital Program Mgmt & Controls	173,105,368	236,713,709	313,278,928	296,009,142	290,353,209
Collection System	1,915,628	1,803,229	—	—	—

# Bureau of Environmental Services

Public Works Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Communications	10,399	1,186	—	—	—
Construction Services	4,566	7,076	—	—	—
Del Prog - Env Compliance	6,882,844	7,466,198	8,362,309	9,238,598	9,238,598
Del Prog - Systems Dev	4,402,390	4,441,603	5,571,045	8,207,151	10,485,306
Design	5,221,135	5,748,060	3,023,965	2,157,907	2,157,907
Downspout Disconnection	80	—	—	—	—
DP - Comm Partnerships	4,686,722	4,410,408	4,614,324	3,837,115	6,393,833
Employee Development	134,052	96,843	—	—	—
Eng Svcs - Constr & MTL	4,127,419	4,170,919	2,636,793	560,616	560,616
Engineering	556	2,324	—	—	—
Env. Monitoring & Investigation	71,883	49,023	—	—	—
Environmental Compliance	24,954	(5,817)	—	—	—
Finance	4,740,132	515,391	—	—	—
Healthy Working Rivers	7	—	—	—	—
Information Management	74,782	280,748	—	—	—
Integrated Planning	5,949,798	6,546,544	6,217,168	9,643,397	9,643,397
Leadership	3,047,322	3,585,924	4,972,784	6,706,877	6,706,877
Maintenance	350,773	541,781	80,000	—	—
Materials Test Lab	(19,472)	72,342	35,000	—	—
O&M - Treatment	27,053,457	28,570,203	39,345,327	38,867,515	38,867,515
O&M - Watershed	5,760,221	6,074,645	6,348,911	7,348,333	7,348,333
Pollution Prevention	616	—	—	—	—
Portland Harbor	(102,068)	4,975	—	—	—
Science, Fish & Wildlife	92,688	221	—	—	—
Source Control	353	—	—	—	—
Stormwater Retrofit	46	—	—	—	—
Sustainable Stormwater	130,340	88,302	—	—	—
Systems Development	578,333	516,121	—	—	—
Tech Svcs - Env Info	6,274,477	6,761,432	7,782,437	8,152,764	8,152,764
Tech Svcs - Info Sys, Map	8,815,407	8,435,623	3,536,856	4,388,316	4,388,316
Terminal Reservoirs	887	—	—	—	—
Treatment	3,232,855	3,586,414	20,000	—	—
Wastewater	17,538	46,705	—	—	—
Watershed	3,048	—	—	—	—
Watershed Management	57,491	21,828	—	—	—
Watershed Revegetation	7,490	8,994	—	—	—
<b>Total Programs</b>	<b>336,394,553</b>	<b>412,237,691</b>	<b>547,124,333</b>	<b>527,354,461</b>	<b>528,165,093</b>

# Bureau of Environmental Services

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
<b>Maintenance and Reliability</b>								
SEI Grand Avenue Risers	352,499	1,180,000	1,500,000	0	0	0	0	1,500,000
<b>Total Maintenance and Reliability</b>								
CBWTP SCADA Overhaul	0	0	500,000	2,000,000	4,000,000	4,000,000	9,000,000	19,500,000
<b>Total Sewage Treatment Systems</b>								
OCIP Phase VII	0	0	500,000	2,000,000	4,000,000	4,000,000	9,000,000	19,500,000
<b>Support</b>								
Advanced Metering Infrastructure	0	1,000,000	1,000,000	1,000,000	3,894,000	19,840,000	14,544,000	40,278,000
CIP Planning Shell	1,047,851	500,000	0	0	0	0	0	0
Infor IPS Implementation	1,714,462	5,200,000	6,741,153	3,600,000	0	0	0	10,341,153
Owner Controlled Insurance Program Phase V	3,340,382	120,000	0	0	0	0	0	0
Owner Controlled Insurance Program Phase VI	6,206,453	200,000	200,000	200,000	200,000	100,000	0	700,000
<b>Total Support</b>	<b>12,309,148</b>	<b>7,320,000</b>	<b>8,241,153</b>	<b>5,100,000</b>	<b>4,394,000</b>	<b>20,340,000</b>	<b>15,044,000</b>	<b>53,119,153</b>
<b>Citywide Projects</b>								
Community Opportunities & Enhancement Program (COEP)	0	1,903,213	1,000,000	530,000	580,000	680,000	750,000	3,540,000
<b>Total Citywide Projects</b>	<b>0</b>	<b>1,903,213</b>	<b>1,000,000</b>	<b>530,000</b>	<b>580,000</b>	<b>680,000</b>	<b>750,000</b>	<b>3,540,000</b>
<b>Wastewater Resource Recovery</b>								
Automation Network Reliability	885,428	240,000	0	0	0	0	0	0
CBWTP Blower System/Building Improvements	874,794	980,000	3,000,000	3,500,000	11,000,000	13,500,000	9,000,000	40,000,000
CBWTP Digester 2-4 Upgrade	28,995	0	800,000	1,500,000	2,000,000	2,000,000	2,200,000	8,500,000
CBWTP Digester Gas Combustion System REP	2,317,010	1,970,000	3,500,000	500,000	0	0	0	4,000,000
CBWTP Digesters 1-4 Upgrade	948,864	1,200,000	0	0	0	0	0	0
CBWTP Fiber System Reliability	1,406,607	370,000	0	0	0	0	0	0
CBWTP Headworks Screens Improvements	11,484,814	6,520,000	2,037,470	100,000	0	0	0	2,137,470
CBWTP Organic Waste Receiving Facility	6,384,229	1,960,000	3,000,000	600,000	0	0	0	3,600,000
CBWTP Outfall Surge Modifications	0	0	0	0	200,000	800,000	5,000,000	6,000,000
CBWTP Portsmouth Feeder Replacement	0	590,000	0	0	0	0	0	0
CBWTP Process Heating Replacement	415,226	530,000	400,000	4,000,000	5,000,000	200,000	0	9,600,000

# Bureau of Environmental Services

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
CBWTP Reuse System Replacement	0	0	500,000	1,500,000	500,000	0	0	2,500,000
CBWTP Secondary Treatment Expansion Program	255,485,819	184,925,883	130,215,934	58,000,000	15,500,000	0	0	203,715,934
CBWTP WWCL & Hypochlorite Modification	389,734	1,580,000	2,000,000	506,000	6,040,000	10,040,000	35,040,000	53,626,000
REHAB REPAIR & MODIFICATIONS FY22-26 (Shell)	1,453,603	5,360,000	8,061,123	8,650,000	5,250,000	10,000,000	10,000,000	41,961,123
Repair, Rehabilitation, and Modification - Shell	37,906,723	1,990,330	3,550,115	350,000	400,000	600,000	0	4,900,115
<b>Total Wastewater Resource Recovery</b>	<b>319,981,846</b>	<b>208,216,213</b>	<b>157,064,642</b>	<b>79,206,000</b>	<b>45,890,000</b>	<b>37,140,000</b>	<b>61,240,000</b>	<b>380,540,642</b>
<b>Collection System Pumping</b>								
Alderwood Pump Station Replacement	183,246	1,000,000	900,000	1,000,000	4,000,000	4,000,000	0	9,900,000
Facilities Security Improvement - Shell	1,724,107	280,000	280,000	300,000	330,000	410,000	500,000	1,820,000
Fiber Expansion for Inverness PS & POSH Fiber Rings	349,225	470,000	0	0	0	0	0	0
Force Ave Pump Station Remodel	1,723,554	1,260,000	2,250,000	2,350,000	2,000,000	100,000	0	6,700,000
Inverness Pump Station Force Main Improvements	1,983,090	3,180,000	3,201,070	8,000,000	15,000,000	20,000,000	5,000,000	51,201,070
NE 47th Ave Pump Station	0	0	0	0	100,000	500,000	800,000	1,400,000
Pump Station Improvement Program - Shell	34,723,130	1,310,000	12,000,000	11,004,000	10,100,000	1,100,000	0	34,204,000
Pump Station Improvement Program, FY20-FY24 - Shell	10,820,842	3,544,390	6,950,000	12,700,000	11,450,000	10,250,000	15,000,000	56,350,000
Terwilliger Northgate Lift Station	395,476	1,020,000	0	0	0	1,000,000	2,500,000	3,500,000
<b>Total Collection System Pumping</b>	<b>51,902,670</b>	<b>12,064,390</b>	<b>25,581,070</b>	<b>35,354,000</b>	<b>42,980,000</b>	<b>37,360,000</b>	<b>23,800,000</b>	<b>165,075,070</b>
<b>Sanitary and Combined Collection System</b>								
Beech, Essex, Oak Predesign	186,546	140,000	0	0	0	0	0	0
Burlingame Basin I&I Evaluation	0	40,000	0	0	0	0	0	0
CC Integrated RDII Pre-Design	0	950,000	0	0	0	0	0	0
Council Crest RDII Primary	0	0	680,000	40,000	40,000	40,000	40,000	840,000
Downtown Old Town (DTOT) Pipe Rehab	27,908,542	2,825,415	8,700,850	600,000	6,400,000	10,800,000	11,000,000	37,500,850
ECOPIP Integrated Solutions Delivery	87,594	80,000	0	0	0	0	0	0
Fanno Creek Infiltration and Inflow	1,577,099	40,000	40,000	40,000	40,000	40,000	40,000	200,000
GSI Establishment Umbrella FY23&24	0	80,000	70,000	80,000	80,000	80,000	80,000	390,000

# Bureau of Environmental Services

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
Large Diameter Sewer Rehab Phase II	1,198,161	1,910,000	600,000	0	0	0	0	600,000
Large Diameter Sewer Rehabilitation	21,010,894	7,980,769	24,673,254	40,505,000	12,000,000	0	0	77,178,254
Lower Northwest Sewer Capacity Project	224,626	0	1,200,000	0	0	0	0	1,200,000
LSSR Program Management (Primary)	1,481,052	470,000	0	0	0	0	0	0
Maintenance Capital - Construction - Shell	8,101,556	790,000	980,333	750,000	820,000	970,000	1,000,000	4,520,333
Maintenance Capital Contract FY20-25 - Shell	13,216,359	3,150,000	6,287,418	6,000,000	7,500,000	8,500,000	9,500,000	37,787,418
Oak A - Sandy Trunk	1,087,411	1,230,000	2,814,030	14,800,000	5,800,000	0	0	23,414,030
Party Sewers	16,875,879	3,150,000	6,855,144	1,500,000	1,500,000	1,500,000	1,500,000	12,855,144
PBOT Interagency Reimbursement - Shell	3,790,259	280,000	250,000	260,000	290,000	300,000	300,000	1,400,000
Permit Reimbursement - Shell	922,202	160,000	40,000	40,000	40,000	40,000	40,000	200,000
Phase 3 Pipe Rehabilitation	93,399,376	9,790,000	1,900,000	20,000	12,800,000	7,000,000	4,500,000	26,220,000
Phase 4 Small-Diameter Pipe Rehab	1,002,343	950,000	50,000	0	6,000,000	0	0	6,050,000
Public Works Permit Projects	478,517	390,000	350,000	350,000	350,000	350,000	350,000	1,750,000
Sewer Easements on Existing Sewers - Shell	22,734	40,000	20,000	20,000	20,000	20,000	20,000	100,000
Sewer Extensions for High Risk Septic - Shell	4,772,612	470,000	100,000	100,000	100,000	100,000	100,000	500,000
Stark and Buckman Reconstruction & GS	10,629,637	8,660,000	7,075,234	4,500,000	1,000,000	0	0	12,575,234
Sunnyside South Recon/Green Streets	6,399,372	6,080,000	0	0	0	0	0	0
Urgent System Capacity Program, FY22-26	1,807,128	1,180,000	1,500,000	2,500,000	1,500,000	1,500,000	2,000,000	9,000,000
<b>Total Sanitary and Combined Collection System</b>	<b>216,179,899</b>	<b>50,836,184</b>	<b>64,186,263</b>	<b>72,105,000</b>	<b>56,280,000</b>	<b>31,240,000</b>	<b>30,470,000</b>	<b>254,281,263</b>
<b>Stormwater Management</b>								
1% For Green - Shell	3,436,663	390,000	200,000	205,000	200,000	200,000	200,000	1,005,000
Broadway Corridor Reconstruction	1,199,031	4,730,000	160,000	0	0	0	0	160,000
Citywide Sump Rehab & Replacement	1,757,000	160,000	0	0	0	0	0	0
CMP Culvert Replacement - Shell	39,903	280,000	420,000	1,910,000	0	0	0	2,330,000
Columbia Slough Outfalls	11,125,576	2,820,000	4,570,336	2,950,000	4,900,000	3,400,000	3,000,000	18,820,336
Drainage Improvement - Shell	289,740	200,000	40,000	40,000	40,000	40,000	40,000	200,000

# Bureau of Environmental Services

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised	Adopted	FY 2023-24	FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
		FY 2023-24	FY 2024-25							
Errol Heights Stormwater LID	1,932,147	1,580,000	290,000	0	0	0	0	0	0	290,000
Fanno/Tryon Creeks Water Quality Implementation	14,692,770	2,180,000	0	0	0	0	0	0	0	0
Outer Powell Stormwater Improvements	921	160,000	0	0	0	0	0	0	0	0
Revegetation Stormwater Establishment Umbrella	141,565	100,000	0	0	0	0	0	0	0	0
Stormwater Facilities Subsidence Repair	0	790,000	0	0	0	0	0	0	0	0
Stormwater Investments and Interbureau Projects	1,341,565	1,480,000	1,350,000	104,000	0	0	0	0	0	1,454,000
Sump Rehab and Replc program FY23-27	577,297	1,180,000	1,060,000	1,130,000	1,240,000	1,460,000	1,500,000	1,500,000	6,390,000	
West Portland Town Center Sys Dev	65,531	40,000	40,000	40,000	40,000	40,000	40,000	40,000	200,000	
<b>Total Stormwater Management</b>	<b>36,599,709</b>	<b>16,090,000</b>	<b>8,130,336</b>	<b>6,379,000</b>	<b>6,420,000</b>	<b>5,140,000</b>	<b>4,780,000</b>	<b>30,849,336</b>		
<b>Restoration and Remediation</b>										
Willamette R. and Columbia Sl. Water Resources Development	888,000	390,000	500,000	500,000	1,000,000	2,000,000	5,000,000	9,000,000		
Culverts Phase 3	44,086	0	300,000	0	0	0	0	0	300,000	
Johnson Creek Oxbow	1,605,581	1,500,000	900,000	400,000	5,500,000	10,000,000	0	0	16,800,000	
Johnson Creek Willing Seller Phase 2	11,665,166	390,000	0	0	0	0	0	0	0	0
Marine Drive Levee Outfall Decommission	355,511	240,000	0	0	0	0	0	0	0	0
Reveg NA Establishment Umbrella FY 23+24	0	80,000	70,000	80,000	80,000	100,000	100,000	100,000	430,000	
Springwater Wetland	2,112,572	2,480,000	1,500,000	0	0	0	0	0	1,500,000	
Watershed Investment Program	9,450,118	390,000	1,000,000	0	0	0	0	0	1,000,000	
West Lents Floodplain Restoration	1,372,598	2,170,000	1,500,000	1,300,000	5,300,000	30,000	0	0	8,130,000	
<b>Total Restoration and Remediation</b>	<b>27,493,632</b>	<b>7,640,000</b>	<b>5,770,000</b>	<b>2,280,000</b>	<b>11,880,000</b>	<b>12,130,000</b>	<b>5,100,000</b>	<b>37,160,000</b>		
<b>Non-process Property and Facilities</b>										
Capital Maintenance - Non-Process Facilities - Shell	6,739,446	390,000	350,000	380,000	410,000	490,000	400,000	400,000	2,030,000	
CBWTP Blower Roof HVAC	0	40,000	0	0	0	0	0	0	0	0
CBWTP N. Portland Rd Smart Gate	3,129	240,000	0	0	0	0	0	0	0	0
Dodd Building Rehabilitation	556,923	2,360,000	490,000	0	0	0	0	0	490,000	

## Bureau of Environmental Services

Public Works Service Area

### CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
Non-Process CBWTP/Pump Station Facilities Shell	904,812	790,000	2,147,944	2,500,000	3,150,000	2,000,000	2,000,000	11,797,944
Water Pollution Control Lab Site Work	728,213	2,100,000	5,278,592	1,300,000	0	0	0	6,578,592
WPCL Air Handler Replacement	5,022,455	390,000	0	0	0	0	0	0
<b>Total Non-process Property and Facilities</b>	<b>13,954,978</b>	<b>6,310,000</b>	<b>8,266,536</b>	<b>4,180,000</b>	<b>3,560,000</b>	<b>2,490,000</b>	<b>2,400,000</b>	<b>20,896,536</b>
<b>Total Requirements</b>	<b>678,774,381</b>	<b>311,560,000</b>	<b>280,240,000</b>	<b>207,134,000</b>	<b>175,984,000</b>	<b>150,520,000</b>	<b>152,584,000</b>	<b>966,462,000</b>

# Bureau of Environmental Services

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	70,803	89,107	2.00	178,214	2.00	178,214	2.00	178,214
30000064	Accountant III	77,938	98,010	1.00	98,010	2.00	179,317	2.00	179,317
30003001	Accounting Supervisor	103,834	147,035	1.00	141,981	1.00	141,981	1.00	141,981
30003002	Administrative Specialist I	58,635	82,098	1.00	70,366	1.00	70,366	1.00	70,366
30003975	Administrative Specialist I - CPPW	58,635	82,098	1.00	72,904	1.00	72,904	1.00	72,904
30003976	Administrative Specialist II - CPPW	73,029	104,208	4.00	343,288	4.00	345,924	4.00	345,924
30003004	Administrative Specialist III	80,558	114,982	2.00	188,312	2.00	188,312	2.00	188,312
30003977	Administrative Specialist III - CPPW	80,558	114,982	3.00	277,368	3.00	277,368	3.00	277,368
30003978	Analyst I - CPPW	80,558	114,982	7.00	727,790	9.00	923,330	9.00	923,330
30003007	Analyst II	94,390	122,637	1.00	120,973	1.00	120,973	1.00	120,973
30003979	Analyst II - CPPW	94,390	122,637	21.00	2,253,862	21.00	2,327,580	21.00	2,525,430
30003008	Analyst III	103,834	147,035	7.00	871,806	7.00	928,470	7.00	928,470
30003980	Analyst III - CPPW	103,834	147,035	11.00	1,469,653	12.00	1,595,087	12.00	1,595,087
30003009	Analyst IV	114,192	163,322	3.00	406,993	3.00	406,993	3.00	406,993
30002494	Auto Equip Oper II: Tractr-Trailr- CL	64,958	78,208	1.00	78,208	1.00	78,208	1.00	78,208
30000320	Botanic Spec II-Generalist	77,106	98,384	5.00	418,111	5.00	425,717	5.00	425,717
30000321	Botanic Spec II-Ntrl Resource Ecologist	77,106	98,384	1.00	98,384	1.00	98,384	1.00	98,384
30003802	Botanic Spec III-Ntrl Resource Ecologist	83,117	106,101	4.00	419,216	4.00	424,286	4.00	424,286
30003379	Botanic Technician II-Green Infrastructure	59,426	79,581	4.00	272,524	4.00	297,104	4.00	297,104
30003010	Business Systems Analyst I	81,661	0	1.00	85,758	1.00	90,043	1.00	90,043
30003011	Business Systems Analyst II	91,686	0	5.00	562,068	5.00	580,922	5.00	580,922
30003012	Business Systems Analyst III	105,435	0	6.00	739,880	6.00	771,977	6.00	771,977
30000329	CAD Technician II	72,405	92,352	8.00	668,253	8.00	679,671	8.00	679,671
30000330	CAD Technician III	87,048	111,176	3.00	333,528	3.00	333,528	3.00	333,528
30000399	Capital Project Manager I	87,048	111,176	3.00	300,209	3.00	310,027	3.00	310,027
30003013	Capital Project Manager II	98,134	125,237	9.00	1,032,898	9.00	1,046,529	9.00	1,046,529
30003014	Capital Project Manager III	103,834	147,035	7.00	889,449	7.00	899,862	7.00	899,862
30003015	Capital Project Manager IV	114,192	163,322	1.00	142,002	1.00	142,002	1.00	142,002
30000700	Communications Engineer	100,547	134,763	1.00	141,502	1.00	141,502	1.00	141,502
30003981	Coordinator I (E) - CPPW	73,029	104,208	1.00	74,276	1.00	77,813	1.00	77,813
30003982	Coordinator I (NE) - CPPW	73,029	104,208	1.00	104,208	1.00	104,208	1.00	104,208
30003028	Coordinator II	80,558	114,982	2.00	226,948	2.00	226,948	2.00	226,948
30003983	Coordinator II - CPPW	80,558	114,982	18.00	1,759,248	18.00	1,759,248	18.00	1,759,248

# Bureau of Environmental Services

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003029	Coordinator III	94,390	122,637	5.00	591,885	5.00	591,885	5.00	591,885
30003984	Coordinator III - CPPW	94,390	122,637	8.00	910,645	8.00	910,645	8.00	910,645
30003030	Coordinator IV	103,834	147,035	1.00	131,414	1.00	131,414	1.00	131,414
30003036	Deputy Director III	152,006	220,958	1.00	174,460	1.00	190,320	1.00	190,320
30003039	Director III	183,934	273,770	1.00	267,322	1.00	267,322	1.00	267,322
30000116	Electrician	92,789	100,214	12.00	1,202,569	12.00	1,202,569	12.00	1,202,569
30000121	Electrician/Instrument Technician	95,826	103,438	3.00	310,314	3.00	310,314	3.00	310,314
30000401	Electronic Systems Technician	75,213	95,930	2.00	165,818	2.00	171,157	2.00	171,157
30003046	Engineer II			7.00	1,031,932	7.00	1,031,932	7.00	1,031,932
30003047	Engineer III	114,192	163,322	20.00	3,064,155	20.00	3,083,975	19.00	3,247,297
30003048	Engineer, Chief	152,006	220,958	1.00	208,728	1.00	208,728	1.00	208,728
30000365	Engineer-Civil	114,442	139,090	25.00	3,366,209	24.00	3,312,731	24.00	3,590,911
30000366	Engineer-Electrical	114,442	139,090	1.00	139,090	1.00	139,090	1.00	139,090
30000367	Engineer-Geotechnical	114,442	139,090	2.00	266,812	2.00	273,188	2.00	273,188
30000357	Engineering Associate, Sr-Chemical/Envir	98,987	126,152	1.00	116,110	1.00	121,909	1.00	121,909
30000358	Engineering Associate, Sr-Civil	98,987	126,152	15.00	1,700,385	13.00	1,511,142	13.00	2,015,750
30000359	Engineering Associate, Sr-Electrical	98,987	126,152	3.00	345,621	3.00	361,340	3.00	361,340
30000361	Engineering Associate, Sr-Mechanical	98,987	126,152	2.00	199,776	2.00	209,176	2.00	209,176
30000353	Engineering Associate-Civil	81,286	109,013	5.00	456,840	5.00	469,986	5.00	469,986
30003050	Engineering Manager	138,174	189,114	5.00	901,265	5.00	901,265	5.00	901,265
30003051	Engineering Supervisor	125,632	177,237	15.00	2,455,566	15.00	2,455,566	15.00	2,455,566
30000325	Engineering Technician II	72,405	92,352	23.00	1,901,417	17.00	1,402,885	23.00	1,887,629
30000326	Engineering Technician III	87,048	111,176	14.00	1,506,711	11.00	1,189,296	11.00	1,856,352
30004000	Enviro Regulatory Coordinator - CPPW	103,834	147,035	5.00	637,126	5.00	637,126	5.00	637,126
30000662	Environmental Program Coordinator	85,301	113,734	9.00	962,416	9.00	982,831	9.00	982,831
30003376	Environmental Regulatory Coordinator	103,834	147,035	5.00	638,665	5.00	638,665	5.00	638,665
30000339	Environmental Specialist-Generalist	87,048	111,176	29.00	3,080,422	28.00	3,026,513	28.00	3,209,387
30003052	Environmental Supervisor	103,834	147,035	7.00	885,186	7.00	885,186	7.00	885,186
30000337	Environmental Technician I	54,018	72,405	2.00	97,067	2.00	123,469	2.00	123,469
30000338	Environmental Technician II	72,405	92,352	26.00	2,143,510	28.00	2,378,613	28.00	2,563,317
30002487	Facilities Maintenance Technician-CL	83,949	93,413	2.00	177,362	2.00	180,711	2.00	180,711
30002037	Field Science Specialist	87,048	111,176	6.00	663,654	6.00	667,056	6.00	667,056

# Bureau of Environmental Services

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## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30002038	Field Science Technician	72,405	92,352	5.00	399,092	5.00	425,228	5.00	425,228
30003986	Financial Analyst II - CPPW	94,390	122,637	2.00	216,528	2.00	216,528	2.00	216,528
30003056	Financial Analyst III	103,834	147,035	1.00	115,066	1.00	115,066	1.00	115,066
30003987	Financial Analyst III - CPPW	103,834	147,035	1.00	120,120	1.00	120,120	1.00	120,120
30000342	GIS Technician II	72,405	92,352	5.00	429,229	5.00	433,882	5.00	433,882
30000343	GIS Technician III	87,048	111,176	6.00	651,914	6.00	656,027	6.00	656,027
30000373	Graphics Designer III	87,048	111,176	1.00	111,176	1.00	111,176	1.00	111,176
30000340	Hydrogeologist	98,696	125,923	1.00	125,923	1.00	125,923	1.00	125,923
30000157	Industrial Maintenance Millwright	0	93,454	31.00	1,501,995	31.00	93,454	31.00	93,454
30000155	Industrial Maintenance Millwright, Appr	56,077	88,774	1.00	88,774	1.00	88,774	1.00	88,774
30000114	Industrial Painter	75,525	84,573	1.00	84,573	1.00	84,573	1.00	84,573
30000239	Instrument Technician	92,789	100,214	12.00	1,138,479	12.00	1,191,432	12.00	1,191,432
30003233	Instrument Technician, Apprentice	60,133	95,202	2.00	145,088	2.00	173,277	2.00	173,277
30002505	Laboratory Analyst II-CL	67,267	88,795	6.00	507,415	6.00	522,205	6.00	522,205
30002506	Laboratory Analytical Specialist- CL	76,461	101,483	6.00	604,338	6.00	608,898	6.00	608,898
30002507	Laboratory Coordinator-CL	79,331	111,966	3.00	335,898	3.00	335,898	3.00	335,898
30003074	Laboratory Manager	114,192	163,322	1.00	130,749	1.00	130,749	1.00	130,749
30000313	Landscape Architect	98,134	125,237	3.00	343,449	3.00	343,449	3.00	343,449
30003079	Maintenance Supervisor I - E	94,390	122,637	1.00	108,244	1.00	108,244	1.00	108,244
30003081	Manager I	114,192	163,322	9.00	1,305,326	8.00	1,149,700	8.00	1,465,819
30003082	Manager II	138,174	189,114	16.00	2,628,715	15.00	2,468,222	17.00	2,473,089
30003083	Manager III	152,006	220,958	6.00	1,166,775	6.00	1,166,775	6.00	1,166,775
30003084	Mapping & GIS Supervisor	103,834	147,035	1.00	147,035	1.00	147,035	1.00	147,035
30000345	Materials Testing Technician II	72,405	92,352	5.00	439,554	5.00	447,602	5.00	447,602
30000346	Materials Testing Technician III	87,048	111,176	1.00	111,176	1.00	111,176	1.00	111,176
30000011	Office Support Specialist I	40,810	58,344	1.00	52,395	1.00	55,624	1.00	55,624
30000012	Office Support Specialist II	44,866	64,397	2.00	118,207	2.00	121,537	2.00	121,537
30000013	Office Support Specialist III	57,346	76,024	4.00	266,740	4.00	271,752	4.00	271,752
30000390	Planner II. City-Water Resources	96,179	111,342	4.00	430,205	2.00	212,440	4.00	435,124
30000398	Planner, Sr City-Water Resources	103,397	119,642	5.00	581,965	5.00	587,269	5.00	587,269
30003090	Planner, Supervising	114,192	163,322	2.00	275,704	2.00	275,704	2.00	275,704
30003096	Public Information Manager	114,192	163,322	1.00	151,653	1.00	151,653	1.00	151,653
30003097	Public Information Officer	94,390	122,637	1.00	122,637	1.00	122,637	1.00	122,637
30000228	Public Works Inspector	80,912	92,498	18.00	1,594,212	18.00	1,623,379	18.00	1,623,379
30000229	Public Works Inspector, Sr	87,734	103,397	14.00	1,400,569	14.00	1,411,957	14.00	1,411,957
30003099	Risk Specialist I	72,238	0	1.00	72,238	1.00	74,048	1.00	74,048

# Bureau of Environmental Services

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003100	Risk Specialist II	94,390	122,637	4.00	467,335	4.00	467,335	4.00	467,335
30003102	Statistician	103,834	147,035	1.00	128,419	1.00	128,419	1.00	128,419
30002484	Storekeeper/Acquisition Specialist II-CL	63,211	77,334	3.00	203,131	3.00	230,530	3.00	230,530
30002485	Storekepr/Acquisition Specialist III-CL	71,469	88,733	1.00	88,733	1.00	88,733	1.00	88,733
30003103	Supervisor I - E	94,390	122,637	8.00	901,203	8.00	901,203	8.00	901,203
30003104	Supervisor II	103,834	147,035	10.00	1,253,272	9.00	1,131,093	11.00	1,131,093
30003951	Systems Analyst, Senior	103,834	147,035	1.00	127,712	1.00	127,712	1.00	127,712
30000163	Wastewater Operations Specialist	89,794	104,666	5.00	498,356	5.00	509,267	5.00	509,267
30000161	Wastewater Operator II	74,963	93,454	43.00	3,785,453	43.00	3,881,193	43.00	3,881,193
30003825	Wastewater Operator III	89,794	104,666	3.00	299,648	3.00	311,866	3.00	311,866
<b>Total Full-Time Positions</b>				<b>669.00</b>	<b>72,138,514</b>	<b>660.00</b>	<b>70,457,989</b>	<b>671.00</b>	<b>73,664,997</b>
<b>Grand Total</b>				<b>669.00</b>	<b>72,138,514</b>	<b>660.00</b>	<b>70,457,989</b>	<b>671.00</b>	<b>73,664,997</b>

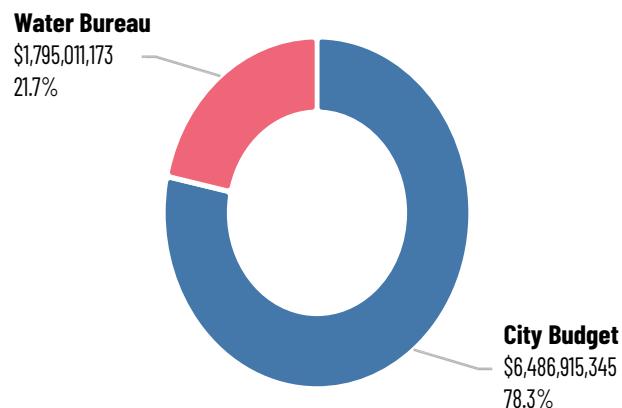
# Portland Water Bureau

Public Works Service Area

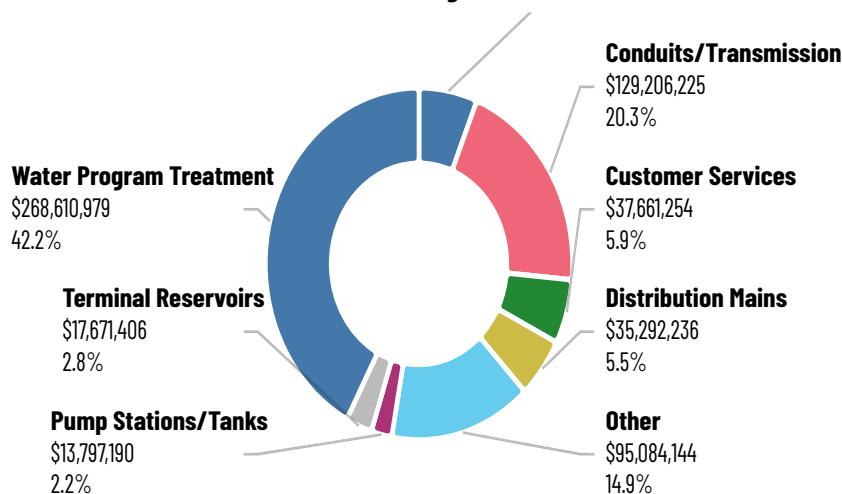
Priya Dhanpal, DCA - Public Works

Gabriel Solmer, Director

**Percent of City Budget Graph**



**Bureau Programs**



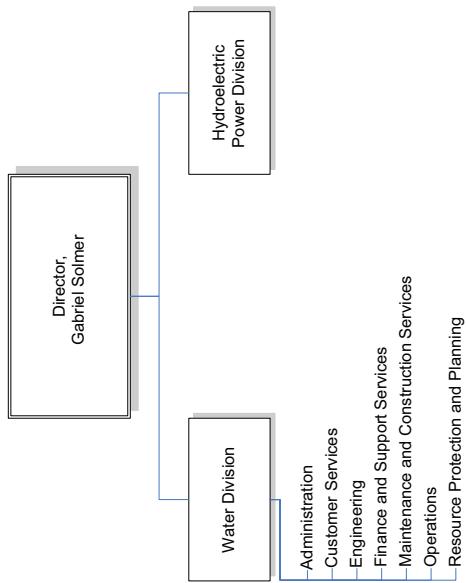
## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$989,467,292	\$1,308,410,973	\$318,943,681	32%
Capital	\$165,205,451	\$486,600,200	\$321,394,749	195%
<b>Total</b>	<b>\$1,154,672,743</b>	<b>\$1,795,011,173</b>	<b>\$640,338,430</b>	<b>55%</b>
Authorized Positions	665.70	658.70	(7.00)	(1.05)%

# Portland Water Bureau

Public Works Service Area

## Portland Water Bureau



## Bureau Summary

### Bureau Mission

The Guiding Statements of the Portland Water Bureau (Water Bureau) include the following:

**Mission:** To serve excellent water every minute of every day.

**Vision:** The water the community loves is safe and abundant for generations to come.

**Equity:** Work to uproot systemic inequities and their impacts on bureau employees and the people they serve. Commit to the difficult—and essential—work of transforming Water Bureau policies, practices, and culture to better serve historically and currently oppressed communities.

**Values:**

- ◆ Honor the bureau's responsibility. Take part in a long legacy of careful stewardship of natural resources, infrastructure, and public trust. Never forget that water is essential.
- ◆ Serve the community. Know people depend on the bureau. Be dedicated to listening, communicating, and acting with compassion.
- ◆ Work well. Strength lies in the skills, expertise, and creativity bureau employees bring to work every day. Work hard, work safely, and adapt.
- ◆ Use money wisely. Work to control costs while maintaining high standards. Invest to make the water system stronger, more flexible, and better prepared for challenges ahead.
- ◆ Build relationships. Recognize the power of collaboration—with customers, coworkers, and partner organizations. Relationships guide the bureau's work.

### Bureau Overview

The Water Bureau has two divisions: the Water and Hydroelectric Power Divisions. The Water Division is responsible for construction, maintenance, and operation of Portland's municipal water system. The bureau's Hydroelectric Power Division is responsible for all aspects of the Portland Hydroelectric Project (PHP) administration and operations.

#### Water Division

The Water Division ensures that the water system can provide a sufficient quantity of high-quality water to satisfy the existing and future needs of the community. Nearly one million people, almost one-quarter of the state's population, are served from the Bull Run/Columbia South Shore Water Systems. Retail customers use about 60 percent of the water sold, and wholesale customers use the remaining 40 percent. Portland has wholesale contracts with 19 cities, special districts, and private water companies surrounding Portland. Retail water sales account for approximately 90 percent of water sales revenue; wholesale makes up approximately 10 percent of revenues. The Water Division is organized around 22 water programs that encompass all of the division's work.

#### Hydroelectric Power Division

The Hydroelectric Power Division is responsible for regulatory issues and power sales related to hydroelectric projects at two dams in the Bull Run watershed and the Vernon Station Hydroelectric Project.

## Strategic Direction

On August 2017, the bureau began to develop a five-year Strategic Plan emphasizing a Risk-Management approach. The two-year collaborative effort led to a published plan in the Summer of 2019, representing staff at all levels of the bureau, 14 different regional and national utility managers, and key community leaders. The 2020-2024 Strategic Plan has guided the work of the bureau in articulating its overall mission, values, vision, and commitment to equity. The strategic plan also contains a framework for risk management goals, objectives, and strategies going forward. The bureau has been committed to focusing on the five risk management goals identified in the process: (1) System Reliability, (2) Community Relationships, (3) Workforce and Culture, (4) Organizational Processes and (5) Accountability and Leadership. Over the past three years, the bureau has either addressed or mitigated nearly all of the identified risks. The Strategic Plan continues to be an adaptable road map for informing bureau direction, equity impact, programming, budgeting, work plans, and strategic risk.

## Summary of Budget Decisions

### Base Budget Adjustments

#### Affordability

The FY 2024-25 Adopted Budget includes a Smart Discount Program that utilizes machine learning algorithms to analyze various factors and data to proactively identify eligible customers for financial assistance, thereby eliminating the application process. The Program will offer targeted, percentage-based discounts based on the factors and data analyzed. The Bureau plans to implement the Program in Fall 2024 and run through FY 2025-26. The Program will be reviewed and analyzed throughout its implementation and refined accordingly. At the conclusion of the Program, the Program will be evaluated to determine the continuation.

#### Federal Energy Regulatory Commission (FERC) Relicensing

Portland Hydroelectric Power (PHP) is currently operating under a FERC license that will expire in 2029. PHP will need to complete a relicensing process to be able to continue to operate its facilities. A Notice of Intent and a Pre-Application Document was filed with FERC in December 2023 to initiate relicensing. The FY 2024-25 Adopted Budget includes a 50% cost sharing between the Water Bureau and Hydroelectric Power division (now funded with PCEF) for the relicensing process.

### Decision Packages

#### Portland Clean Energy Fund (PCEF)

The FY 2024-25 Adopted Budget includes PCEF funding for approved projects. The Water Bureau received \$500,000 of ongoing and \$4.5 million of one-time funding for various energy efficiency and renewable energy projects. The Hydroelectric Power Division received \$1.2 million for five years to support the FERC relicensing process, and \$3.5 million of one-time funding for electrical upgrades to powerhouse 1 and 2.

## Portland Permitting and Development

The Adopted Budget also includes movement of 6 FTE from PWB to support the standing up of the new Portland Permitting & Development (PP&D) bureau that will provide a single point of contact for all permitting activity.

## CIP Summary

### CIP Highlights

The Water Bureau's Capital Improvement Plan (CIP) for FYs 2024-29 outlines the substantial investment needs of approximately \$2.22 billion in the water system. For the FY 2024-25 CIP, the bureau has earmarked a budget of \$487 million, prioritizing the reliable functioning of the drinking water system, adherence to federal and state regulations, enhancement of system resilience, and the replacement of aging assets.

The Treatment Program stands out as the largest investment, comprising 62% of the five-year total. This program focuses on enhancing water quality and meeting regulatory standards. A significant portion of approximately \$1,380 million is allocated for the construction of a new filtration plant to eliminate the microorganism Cryptosporidium.

The Transmission and Terminal Storage Program, representing about 20% of the CIP, encompasses pipeline projects aimed at supplying raw and treated water to support the Bull Run Filtration plant. Additionally, efforts continue to finalize surface work on the Washington Park Reservoir 3 Project. Over \$430 million designated for these two projects, with most of the funds allocated primarily for pipeline construction.

The Distribution Program, constituting approximately 23% of the total budget, involves substantial investments. Notably, the construction of the largest project, the \$100 million Willamette River Crossing, is scheduled to begin in FY 2026-27.

The Supply Program, although accounting for approximately 1% of the CIP, includes vital improvements such as road enhancements for staff, supplies, and equipment transportation. Moreover, it addresses the replacement and enhancement of critical equipment like electrical control equipment and valve improvements at various facilities.

The Customer Service and Regulatory Compliance Programs collectively make up the remaining percentage of the budget, focusing on initiatives like customer metering improvements, security enhancements, and emergency management projects.

### Major Issues

Over the next five years, the Portland Water Bureau remains committed to upholding water quality and environmental standards, while placing a strong emphasis on critical infrastructure maintenance and bolstering system reliability and resilience. Specifically, efforts will persist in advancing the construction of a water filtration treatment facility designed to meet the stringent treatment requirements for Cryptosporidium. However, the project has encountered challenges due to construction inflation, impacting its budgetary allocations. \$300 million has been added to the program total.

In alignment with the statewide Oregon Resilience Plan, the City of Portland is proactively enhancing its water and sewer systems to withstand natural hazards such as earthquakes, floods, and landslides. Following the plan's guidance, the city is undertaking measures to fortify essential system components, enabling better resilience and quicker recovery in the face of such events. These initiatives aim to safeguard the continuity of a safe and reliable water supply for residents. Because of the increases in the BRFP program, implementation of the Seismic Improvement Plan will be completed over a longer period.

## Changes from the Prior Year

The Five-Year Capital Improvement Plan (CIP) for FY 2024-25 is anticipated to require approximately \$2.22 billion in funding. This reflects an increase to encompass the full construction window within the five-year plan, along with an additional allocation for the Bull Run Filtration Project (BRFP). Notably, this represents an approximate \$500 million increase compared to the FY 2023-24 CIP.

To alleviate resource competition, the initiation of construction for the Willamette River Crossing project is now expected to begin in FY 2026-27. Moreover, to counter the rate impact of the Bull Run Filtration Project (BRFP), approximately \$121 million worth of seismic resiliency work has been shifted beyond ten years, along with about \$42 million planned for routine water main replacements. Over the next ten years, including Willamette River Crossing, there remains over \$360 million for distribution pipeline replacements and improvements.

Within the budget request, approximately \$26 million in funding is allocated to initiate planned new major projects. These projects encompass over \$8 million designated for distribution mains work aimed at supporting improvements across other city bureaus, \$13 million for enhancements to other distribution mains, and \$2 million earmarked for groundwater supply improvements. These endeavors are deemed essential to enhance the overall reliability and resilience of the water supply system.

## Connection to Goals, Priorities and Plans

In 2018, the City finalized its 2035 Comprehensive Plan, which outlines a guiding framework for strategic growth and improvements. One of the major goals of the plan is to provide infrastructure that supports healthy Portlanders and accessible neighborhoods with transportation options, while ensuring public safety. The Water Bureau is committed to supporting these goals through its mission of delivering excellent water every minute of every day and its vision of providing water that is safe and abundant for generations to come.

To achieve these goals, the Water Bureau's Capital Improvement Program (CIP) provides for the major rehabilitation of the City's water system and the development of new facilities in a proactive, strategic, and cost-effective manner. Capital projects include planned and emergency repairs, new services, replacement of aging assets, and improved or backup services to ensure the long-term expansion of neighborhoods and business centers. Hydrant placement for fighting fires is also evaluated as part of capital project development.

The bureau's commitment to serving excellent water is a key part of the capital program, and the reliable delivery of clean water that exceeds regulatory standards is integral to all bureau programs and projects. In addition, many of the bureau's capital projects support environmental health, including the Water Bureau's Bull Run Habitat Conservation Plan, which includes habitat improvement projects for endangered species affected by water supply operations. Renovations and new construction projects for occupied workspaces incorporate sustainability goals where feasible, and the Asset Management Program includes operational changes to reduce the use of energy.

Resilience is also a bureau value, and the Asset Management Program regularly evaluates assets at risk from natural or human-caused events and recommends methods to reduce risk and improve resilience. Building system resilience makes the water system stronger, more flexible, and better prepared for challenges ahead.

**Criteria**

The Water Bureau's Capital Improvement Program (CIP) budget includes projects that meet at least one of the following criteria: compliance with water quality or environmental regulations, maintaining reliable service, supporting properly functioning equipment, reducing system risk, supporting other agencies' project needs, or ensuring emergency preparedness. Project selection is based on these criteria, as well as the results of benefit-cost analysis, consideration of rate increases, opportunities to share costs with interagency partners, revenue opportunities, and regulatory requirements. The Mayor's climate change priority is also taken into account during project planning.

In addition, the bureau is committed to implementing and refining Equity Impact Assessments for capital planning and project design as a priority for the FY 2024-25 budget. The bureau uses the CDC Social Vulnerability Index (SVI) to assess the equity of its main replacement projects. The SVI assigns a value to each U.S. Census tract based on 15 social factors, such as unemployment, income, minority status, and disability. These factors are grouped into four themes and an overall score ranging from 0.00 to 1.00, with higher scores indicating greater vulnerability.

To ensure equity, the bureau's Engineering Planning team has categorized census tracts in their service area into four quartiles based on their SVI scores: 0.00-0.25, 0.26-0.50, 0.51-0.75, and 0.76-1.00. Tracts with an SVI of 0.50 or higher are considered vulnerable communities. The bureau then compares the total linear feet of recommended main replacement projects in each quartile to the total linear feet of existing water mains in those areas. This analysis helps determine if the bureau is equitably prioritizing main replacement projects in the most vulnerable communities.

**Capital Planning Process**

The Water Bureau is committed to involving the public in its budget development and decision-making processes, and its thorough project selection process ensures that proposed projects are well-evaluated and aligned with the bureau's broader objectives.

The process for identifying and selecting project proposals involves long-range planning studies, such as master plans and asset-specific analyses, to identify proposals. Bureau decision-makers weigh individual projects against wider bureau issues and requirements, and planning staff conduct detailed studies using industry best practices in benefit-cost analysis and risk assessment.

For major projects, an initial concept report evaluates project alternatives and makes recommendations. Senior management then uses the initial findings to narrow alternatives and approve the next steps. The project undergoes more formal evaluation in a Project Validation Report (PVR), which includes a risk assessment, weighs proposed solutions and identifies benefits, followed by a benefit-cost analysis.

To engage the public in developing its budget, the Water Bureau involves the Portland Utility Board (PUB), which meets monthly to provide input to financial plans, capital improvements, annual budget development, and rate setting for the City's water, sewer, and stormwater services. The Citywide budget process seeks additional input from the public through City Council work sessions, a rate hearing, and postings on the bureau website and social media channels. Members of the public are invited to provide comments on the bureau's proposals.

## Funding Sources

Capital investments in the water system are funded through the Water Construction Fund (WCF) which is financed from three major sources: net proceeds from revenue bond sales, transfers from the Water Fund (primarily water sales revenues), and construction fund revenues (system development charges, direct capital reimbursements, and interest earnings). These monies also fund indirect capital costs, such as overhead, as well as direct project costs.

The bureau secured a fixed low-interest loan of \$726.6 million from the Water Infrastructure Finance and Innovation Act (WIFIA) program for the BRFP. The bureau is currently in the process of obtaining an additional WIFIA loan of \$319.0 million to help finance the increased BRFP cost. Cash-financed capital funding from rate revenues provide approximately \$298.6 million, while capital revenues provide approximately \$69.3 million across the five years. This means that approximately 16.4% of capital requirements for this five-year CIP is funded with the bureau's current resources; the remaining balance will come from second lien bond proceeds. The balance between debt and cash financing are affected by the bureau's liquidity targets, debt service coverage targets, and bond terms and structures.

## Asset Management and Replacement Plan

The Portland Water Bureau's Asset Management Program is a critical component of the bureau's effort to extract optimal value from its assets. Through the application of engineering and economic principles, the program's team, in collaboration with the bureau's subject matter experts, identifies cost-effective strategies for asset maintenance, repair, and replacement. An asset analysis conducted in 2022 revealed that approximately 94.5% of the bureau's assets are in fair, good, or very good condition. Investment decisions are not solely based on asset condition and factors like business risk exposure are also considered. The bureau has developed 21 asset management plans, incorporating proactive strategies such as risk profiling and prioritizing asset renewals. These plans provide insight into projected investments over the next 50 years with confidence being higher in the near-term and getting lower into the future years.

Moreover, the Asset Management Program undertakes activities such as facilitating conduit inspections, detailed analysis of pipe failure data to determine asset renewal targets, and tests to isolate critical crossings where pipes intersect with other infrastructure like railways or highways. Conduit inspections have identified sections with a remaining life of 25 years, allowing Water Bureau to plan and budget for upcoming capital investments ahead of time. Issues discovered during critical crossing tests are promptly addressed, increasing the bureau's confidence in its ability to isolate such crossings in the event of asset failure.

While Water Bureau has been practicing asset management since mid-2000s, in September 2021, the City Council implemented an Asset Management Policy, establishing specific requirements for infrastructure bureaus. Water Bureau has generally met or surpassed these requirements, as evidenced by its participation in global peer benchmarking projects approximately every four years, demonstrating a commitment to continuous improvement. As part of the policy, the city's infrastructure bureaus recently conducted a self-assessment to identify areas for enhancement. The findings from this assessment, along with insights gained from global benchmarking exercises, are informing future improvements to Water Bureau's asset management program.

More recently, Water Bureau's Asset Management Program has been incorporating an equity perspective into its framework. Initially, this involves integrating equity considerations into the risk framework used for investment prioritization recommendations. Additionally, efforts are being made to identify customer service levels that would benefit from a more equitable distribution of services.

These adjustments reflect the bureau's commitment to addressing equity concerns and promoting fair service delivery.

## **Net Operating and Maintenance Costs**

Operating and maintenance (O&M) costs are estimated by bureau project planners as part of the project feasibility study and preliminary evaluations. These costs usually encompass labor, electricity or fuel, and chemicals. Changes in the cost of energy and chemicals tend to constitute a larger percentage than labor or efficiency savings.

A considerable portion of the Capital Improvement Program (CIP) is allocated to repairing, replacing, or rehabilitating pipes and other system components used for water delivery to customers. These long-lasting passive assets are typically buried and not visible, and as such, do not require much in the way of regular O&M. Due to the large number of these assets, completed renewal projects may result in only a nominal net change in O&M costs, since the maintenance cost for these elements is so minimal. For instance, the replacement of pipes with a high frequency of leaks will result in reduced reactive O&M due to fewer leak repairs. Nonetheless, the relatively small percentage of pipe length replaced in any given year will not appreciably alter the O&M budget.

For infrastructure such as pump stations, O&M may increase if additional facilities are constructed, or capacity is added. When new facilities such as filtration are built, the O&M cost can affect water rates and would be included in the forecast.

However, most improvements involve reconstructing existing facilities, and the net change in O&M expenses is insignificant. Bull Run Filtration is expected to increase operating costs by over \$10 million and will impact the budget beginning in FY 2027-28.

# Portland Water Bureau

Public Works Service Area

## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Percentage of calls answered within 60 seconds	70%	64%	80%	80%	80%
Percentage of current budgeted Capital Improvement Plan expended	90%	80%	0%	100%	100%
Percentage of projects completed within three months of the current planned date.	38%	89%	0%	80%	80%
Percent of services installed more than 15 days for residential and 60 days for commercials after the permit was issued (lower number is better)	90.0%	89.0%	90.0%	90.0%	90.0%
<b>OUTCOME</b>					
Days any pump station in service does not meet system demand (lower number is better)	1	0	0	0	0
Number of Assistance Program Information Events	12	17	10	10	10
Number of City of Portland Nuisance Activity violations (lower number is better)	0	0	0	0	0
Number of unplanned conduit outages	1	0	0	0	0
Number of unplanned transmission outages.	0	1	0	0	0
Number of violations of state and federal drinking water quality regulations	0	0	0	0	0
Number of violations of state and federal environmental regulations	0	0	0	0	0
Security incidents resulting in damage to facilities or harm to employees (reflects incidents logged in the Security budget program)	6	5	5	6	6
Service line incidents that cause water users to not have service for more than 12 hours (lower number is better)	0	0	0	0	0
Number of main leaks and breaks per 100 miles per year.	7.10	7.80	9.00	9.00	9.00
Compliance with meeting benchmarks of Water Management and Conservation Plan	100%	100%	100%	100%	100%
Maintain the current rating for Water first lien revenue bonds	100%	100%	100%	100%	100%
Percentage of community members who, in a statistically significant survey, say they have "good" or "very good" awareness of the services the bureau provides	89%	NA	NA	75%	75%
Percentage of employees reporting that they are "engaged" or "fully engaged" in their work (in employee survey done every other year)	73%	0%	78%	78%	78%
Percentage of files sent to records for archiving are filed in accordance with State of Oregon and City of Portland retention rules.	100%	100%	100%	100%	100%
Percentage of Billed Revenue Collected	100.0%	98.2%	98.0%	98.0%	98.0%
Maintain minimum daily water level in reservoirs that are in use	60.20%	64.00%	60.00%	60.00%	60.00%

**Performance Measures**

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of hydrants in service at any point	99.8100%	99.7000%	99.7000%	99.5000%	99.5000%
<b>OUTPUT</b>					
Amount of power sold to Portland General Electric in megawatt hours	95,007	57,975	84,800	84,800	84,800
Days Bull Run supply is available, excluding regulatory compliance events (such as turbidity events that exceed regulatory limits)	365	365	365	365	365
Days total reservoir storage is above 6.9 billion gallons (the reservoirs' baseline storage threshold)	365	730	730	730	730
Groundwater capacity for 60 days of well use	62	60	73	73	73
Number of valves exercised/operated	712	1,006	750	750	750
Percentage of city's water supply provided by Bull Run watershed under normal operating conditions	95.00%	100.00%	100.00%	100.00%	100.00%
Percentage of meters tested each year for accuracy 6+ inch meters and meters with consumption over 1000 CCF/month	98.50%	97.20%	90.00%	90.00%	90.00%
<b>WORKLOAD</b>					
Work orders the Maintenance and Construction group completes each year	3,890	3,890	4,000	4,000	4,000
Percent of fountains operational	98%	95%	95%	95%	95%

# Portland Water Bureau

Public Works Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous Fund Allocations	0	0	0	7,230,836	7,230,836
Charges for Services	225,072,791	248,622,253	255,930,327	275,777,900	275,777,900
Intergovernmental	3,328,566	1,346,852	805,298	705,000	705,000
Bond & Note	48,954,568	0	220,970,000	544,050,000	543,990,000
Miscellaneous	7,469,021	11,380,797	13,456,150	16,093,669	16,139,105
<b>External Revenues Total</b>	<b>284,824,946</b>	<b>261,349,902</b>	<b>491,161,775</b>	<b>843,857,405</b>	<b>843,842,841</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	221,556,811	218,899,417	395,793,710	661,833,655	661,109,343
Interagency Revenue	4,073,815	4,771,322	5,754,839	6,006,820	6,189,418
<b>Internal Revenues Total</b>	<b>225,630,626</b>	<b>223,670,739</b>	<b>401,548,549</b>	<b>667,840,475</b>	<b>667,298,761</b>
Beginning Fund Balance	335,877,875	282,184,993	265,754,419	283,869,571	283,869,571
<b>Resources Total</b>	<b>846,333,447</b>	<b>767,205,634</b>	<b>1,158,464,743</b>	<b>1,795,567,451</b>	<b>1,795,011,173</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	82,398,637	87,636,262	105,672,505	110,294,328	109,869,349
External Materials and Services	40,944,855	44,023,988	60,728,800	54,953,438	55,862,173
Internal Materials and Services	23,296,041	23,883,659	38,462,963	29,259,361	29,259,361
Capital Outlay	73,791,857	53,847,641	110,407,000	441,468,000	441,468,000
<b>Bureau Expenditures Total</b>	<b>220,431,390</b>	<b>209,391,550</b>	<b>315,271,268</b>	<b>635,975,127</b>	<b>636,458,883</b>
<b>Fund Expenditures</b>					
Debt Service	116,956,152	66,683,770	82,536,506	75,145,062	75,144,702
Contingency	0	0	298,737,255	235,697,821	236,397,425
Fund Transfers - Expense	226,767,549	226,074,448	403,377,821	671,876,807	670,881,145
Debt Service Reserves	0	0	30,608,884	27,476,852	27,472,852
<b>Fund Expenditures Total</b>	<b>343,723,701</b>	<b>292,758,217</b>	<b>815,260,466</b>	<b>1,010,196,542</b>	<b>1,009,896,124</b>
Ending Fund Balance	282,178,353	265,056,868	27,933,009	149,395,782	148,656,166
<b>Requirements Total</b>	<b>846,333,444</b>	<b>767,206,635</b>	<b>1,158,464,743</b>	<b>1,795,567,451</b>	<b>1,795,011,173</b>
<b>Programs</b>					
Bull Run Watershed	7,232,077	9,416,472	9,363,436	11,942,840	11,942,840
Bureau Support	28,727,872	30,134,874	35,796,481	37,870,159	39,135,449
Business Solutions	2	—	—	—	—
Conduits/Transmission	13,685,405	13,985,931	31,866,635	129,206,225	129,206,225
Customer Services	22,634,627	22,771,008	27,863,218	37,961,254	37,661,254
Data Management	4,635,334	4,733,351	9,978,096	9,521,069	9,521,069
Distribution Mains	30,710,660	33,863,846	30,117,198	35,292,236	35,292,236
Employee Investment	2,985,872	3,816,965	4,468,620	4,669,459	4,198,914
Field Support	11,741,990	9,107,877	10,703,729	9,715,859	9,986,352
Fountains	983,355	1,087,333	1,591,347	3,171,030	3,171,030

**Summary of Bureau Budget**

	<b>Actuals FY 2021-22</b>	<b>Actuals FY 2022-23</b>	<b>Revised FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>Adopted FY 2024-25</b>
Grounds/Parks	603,024	783,353	662,611	734,745	734,745
Groundwater	3,617,273	5,052,714	4,931,848	7,285,390	7,285,390
Hydrants	3,759,406	4,023,090	4,072,236	3,497,430	3,497,430
Hydroelectric Power	3,117,019	3,131,580	3,484,383	4,660,434	4,679,750
Maintenance	0	—	—	—	—
Meters	3,284,971	3,151,218	3,474,855	3,141,740	3,141,740
Planning	(12,086,485)	(12,903,595)	9,694,250	9,059,810	8,894,259
Pump Stations/Tanks	9,082,236	12,794,048	10,828,094	13,932,437	13,797,190
Security/Emergency Management	2,601,474	2,653,383	3,242,976	3,340,950	3,340,950
Services	11,245,468	11,791,983	11,409,603	10,420,680	10,420,680
Source Control	(1)	—	—	—	—
Terminal Reservoirs	18,461,961	6,919,880	18,092,549	17,671,406	17,671,406
Valves/Gates/Regulators	1,231,342	1,212,032	1,653,961	1,749,281	1,749,281
Water Efficiency	800,681	918,021	1,283,483	1,259,621	1,259,621
Water Program Treatment	42,543,437	32,128,936	69,675,249	268,610,979	268,610,979
Water Quality & Regulatory Compliance	8,832,389	8,817,251	11,016,410	11,260,093	11,260,093
<b>Total Programs</b>	<b>220,431,390</b>	<b>209,391,550</b>	<b>315,271,268</b>	<b>635,975,127</b>	<b>636,458,883</b>

# Portland Water Bureau

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
<b>Customer Service</b>								
Advanced Metering Infrastructure	270,000	1,800,000	10,290,000	16,210,000	15,860,000	500,000	500,000	43,360,000
Security and Emergency Mgt	0	57,000	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total Customer Service</b>	<b>270,000</b>	<b>1,857,000</b>	<b>10,340,000</b>	<b>16,260,000</b>	<b>15,910,000</b>	<b>550,000</b>	<b>550,000</b>	<b>43,610,000</b>
<b>Distribution</b>								
162nd PS MCC	300,000	200,000	760,000	0	0	0	0	760,000
Barbur Gibbs Pump Main	0	0	50,000	260,000	260,000	1,910,000	1,930,000	4,410,000
Distribution Mains	0	16,301,451	18,735,200	17,830,200	15,180,200	18,900,200	21,160,200	91,806,000
DS - N Schmeer Rd east of Whitaker Rd	80,000	10,000	325,000	0	0	0	0	325,000
Field Support	0	4,085,000	3,700,000	3,500,000	3,500,000	3,500,000	3,500,000	17,700,000
Fountains	0	490,000	110,000	50,000	50,000	50,000	50,000	310,000
Fulton Pump Mains Replacement	780,000	311,000	740,000	0	0	0	0	740,000
Greenleaf Tank 3	480,000	355,000	2,130,000	790,000	0	0	0	2,920,000
Hydrants	0	2,630,000	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000	9,900,000
IA - Lair Hill Phase 1	20,000	0	1,300,000	150,000	0	0	0	1,450,000
IA - NE 72nd Ave Sandy - Killingsworth	10,000	0	900,000	0	0	0	0	900,000
IA - NW Broadway Corridor Offsite	160,000	303,000	100,000	0	0	0	0	100,000
IA - SW 4th Ave Sheridan to Burnside	0	0	300,000	0	0	0	0	300,000
Interstate EV Charging Stations	100,000	226,000	10,000	0	0	0	0	10,000
Ira Keller Fountain Improvements	70,000	65,000	50,000	0	0	0	0	50,000
Meters	0	1,089,000	500,000	500,000	500,000	100,000	100,000	1,700,000
N Going Interstate to Greeley	10,000	153,000	100,000	2,640,000	0	0	0	2,740,000
N Jantzen Ave west of Pavilion	680,000	1,435,000	150,000	0	0	0	0	150,000
N Rivergate Blvd Railroad Crossing	20,000	80,000	100,000	390,000	0	0	0	490,000
NE 72nd Ave and Fremont St	70,000	319,000	350,000	1,770,000	10,000	0	0	2,130,000
NE Alberta Court - 42nd Ave to 47th Ave	0	0	100,000	520,000	80,000	0	0	700,000
NE Cully Neighborhood St Improvements	60,000	0	550,000	2,130,000	0	0	0	2,680,000
NE Going to Alberta and 79th Ave to 82nd	30,000	61,000	50,000	160,000	1,740,000	70,000	0	2,020,000
NE Halsey St from 45th to 47th Ave	40,000	289,000	200,000	540,000	0	0	0	740,000
NE Skidmore from 23rd to 27th Aves	30,000	190,000	200,000	0	0	0	0	200,000

# Portland Water Bureau

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised	Adopted	FY 2023-24	FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
		FY 2023-24	FY 2024-25							
NE Skidmore St from NE 20th to 21st Ave	40,000	157,000	100,000	0	0	0	0	0	0	100,000
Outer Powell Safety Project Phase 2	430,000	45,000	2,200,000	860,000	400,000	150,000	0	0	0	3,610,000
Pump Stations and Tanks	0	958,000	1,660,000	3,740,000	1,660,000	2,240,000	1,000,000	0	0	10,300,000
SE 151st and SE 153rd from Division	0	0	0	130,000	460,000	1,040,000	210,000	0	0	1,840,000
SE 17th Ave from Rhone St to Boise St	0	0	100,000	490,000	0	0	0	0	0	590,000
SE 1st Ave from Oak to Market	70,000	0	160,000	3,820,000	10,000	0	0	0	0	3,990,000
SE Roswell St and SE 36th Ave	0	105,000	0	410,000	30,000	0	0	0	0	440,000
SE Steele and Henry Bundle	20,000	88,000	100,000	0	0	0	0	0	0	100,000
SE Tacoma Freeway Undercrossing	0	0	0	60,000	660,000	580,000	1,240,000	0	0	2,540,000
Security Access and Mass Notification Services	100,000	258,000	250,000	160,000	140,000	0	0	0	0	550,000
SW Fairmount Blvd and 18th Dr	70,000	105,000	150,000	2,100,000	30,000	0	0	0	0	2,280,000
SW Gibbs St 10th and 11th Ave	70,000	0	100,000	0	0	0	0	0	0	100,000
SW Luradel Crossing	0	0	0	250,000	250,000	920,000	410,000	0	0	1,830,000
SW Macadam Ave Lane St to Bancroft St	150,000	100,000	100,000	0	0	0	0	0	0	100,000
SW Market St 18th Ave to 19th Ave	0	0	0	120,000	0	0	0	0	0	120,000
Thompson Elk Fountain Restoration	0	0	1,950,000	0	0	0	0	0	0	1,950,000
Willamette River Pipe Crossing	32,461,000	1,000,000	1,100,000	1,500,000	12,500,000	56,300,000	28,890,000	0	0	100,290,000
<b>Total Distribution</b>	<b>36,351,000</b>	<b>39,304,451</b>	<b>48,490,200</b>	<b>53,880,200</b>	<b>46,470,200</b>	<b>94,770,200</b>	<b>67,500,200</b>	<b>0</b>	<b>0</b>	<b>311,111,000</b>
<b>Regulatory Compliance</b>										
Water Quality and Regulatory	0	58,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total Regulatory Compliance</b>	<b>0</b>	<b>58,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>250,000</b>
<b>Supply</b>										
BLA Manganese Surveillance Wells	0	50,000	25,000	410,000	0	0	0	0	0	435,000
Bull Run Dam 1 Spillway Gates	590,000	850,000	3,070,000	250,000	0	0	0	0	0	3,320,000
Bull Run Watershed	0	1,033,000	1,104,000	560,000	980,000	3,250,000	2,230,000	0	0	8,124,000
Groundwater	0	775,000	835,000	1,960,000	2,350,000	1,650,000	1,680,000	0	0	8,475,000
Groundwater PS Pump and Motors	0	50,000	680,000	660,000	680,000	0	0	0	0	2,020,000
Groundwater Pump Station MCC	410,000	100,000	1,600,000	0	0	0	0	0	0	1,600,000
Headworks Access Road Rehabilitation	100,000	100,000	286,000	1,720,000	1,720,000	0	0	0	0	3,726,000

# Portland Water Bureau

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
Howell-Bunger Valve Improvements	60,000	200,000	160,000	2,500,000	50,000	0	0	2,710,000
Road 10 I and J North Fork BR MP 14.44	530,000	1,694,000	1,580,000	0	0	0	0	1,580,000
Well 13 Electrical Improvements	0	50,000	750,000	300,000	0	0	0	1,050,000
Well 16 2024 Rehab	0	600,000	150,000	0	0	0	0	150,000
<b>Total Supply</b>	<b>1,690,000</b>	<b>5,502,000</b>	<b>10,240,000</b>	<b>8,360,000</b>	<b>5,780,000</b>	<b>4,900,000</b>	<b>3,910,000</b>	<b>33,190,000</b>
<b>Support</b>								
Bureau Support	0	75,000	1,170,000	820,000	500,000	500,000	0	2,990,000
ESG Workflow Document Management System	0	120,000	790,000	0	0	0	0	790,000
Interstate Ops Bldg 2021 Renovation	120,000	159,000	3,270,000	340,000	0	0	0	3,610,000
Mt. Tabor Interpretive Project	340,000	45,000	100,000	0	0	0	0	100,000
Planning	0	3,577,000	2,400,000	2,380,000	2,400,000	2,400,000	2,400,000	11,980,000
Water Asset Management System	0	3,688,000	2,560,000	0	0	0	0	2,560,000
<b>Total Support</b>	<b>460,000</b>	<b>7,664,000</b>	<b>10,290,000</b>	<b>3,540,000</b>	<b>2,900,000</b>	<b>2,900,000</b>	<b>2,400,000</b>	<b>22,030,000</b>
<b>Transmission/Terminal Storage</b>								
Bull Run Pipelines	26,960,000	27,300,000	124,310,000	87,100,000	71,360,000	72,700,000	34,900,000	390,370,000
Conduit 3 Ovality Replacement	100,000	70,000	700,000	1,650,000	250,000	0	0	2,600,000
Conduits and Transmission Mains	0	2,217,000	2,510,000	2,500,000	3,000,000	3,000,000	3,500,000	14,510,000
LHR Cathodic Protection Improvements	0	0	330,000	260,000	1,430,000	1,330,000	1,320,000	4,670,000
Terminal Reservoirs	0	600,000	518,000	100,000	100,000	300,000	600,000	1,618,000
Venturi Meter Removal	50,000	0	150,000	2,150,000	370,000	0	0	2,670,000
WA Park Hypochlorite Improvements	1,130,000	635,000	610,000	0	0	0	0	610,000
Washington Park Reservoir 3	151,170,000	16,000,000	15,652,000	2,410,000	0	0	0	18,062,000
<b>Total Transmission/Terminal Storage</b>	<b>179,410,000</b>	<b>46,822,000</b>	<b>144,780,000</b>	<b>96,170,000</b>	<b>76,510,000</b>	<b>77,330,000</b>	<b>40,320,000</b>	<b>435,110,000</b>
<b>Treatment</b>								
Bull Run Filtration	89,650,000	63,941,000	262,360,000	481,320,000	424,020,000	195,470,000	14,390,000	1,377,560,000
Treatment	0	57,000	50,000	350,000	1,050,000	550,000	50,000	2,050,000
<b>Total Treatment</b>	<b>89,650,000</b>	<b>63,998,000</b>	<b>262,410,000</b>	<b>481,670,000</b>	<b>425,070,000</b>	<b>196,020,000</b>	<b>14,440,000</b>	<b>1,379,610,000</b>
<b>Total Requirements</b>	<b>307,831,000</b>	<b>165,205,451</b>	<b>486,600,200</b>	<b>659,930,200</b>	<b>572,690,200</b>	<b>376,520,200</b>	<b>129,170,200</b>	<b>2,224,911,000</b>

# Portland Water Bureau

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	70,803	89,107	4.00	348,540	4.00	351,788	4.00	351,788
30000064	Accountant III	77,938	98,010	1.00	89,988	1.00	93,481	1.00	93,481
30003003	Administrative Specialist II	73,029	104,208	1.00	104,208	1.00	104,208	1.00	104,208
30003976	Administrative Specialist II - CPPW	73,029	104,208	13.00	1,096,107	13.00	1,096,107	13.00	1,096,107
30003004	Administrative Specialist III	80,558	114,982	3.00	282,568	3.00	282,568	3.00	282,568
30003977	Administrative Specialist III - CPPW	80,558	114,982	1.00	97,770	1.00	97,770	1.00	97,770
30003978	Analyst I - CPPW	80,558	114,982	6.00	637,789	6.00	637,789	6.00	637,789
30003979	Analyst II - CPPW	94,390	122,637	13.00	1,382,193	13.00	1,400,091	13.00	1,400,091
30003008	Analyst III	103,834	147,035	4.00	516,611	4.00	516,611	4.00	516,611
30003980	Analyst III - CPPW	103,834	147,035	7.00	854,084	7.00	896,719	7.00	896,719
30003009	Analyst IV	114,192	163,322	2.00	289,349	2.00	289,349	2.00	289,349
30000204	Applications Analyst III-Generalist	96,346	129,126	3.00	362,569	3.00	368,740	3.00	368,740
30000207	Applications Analyst IV-Generalist	100,547	134,763	3.00	306,680	3.00	314,590	3.00	314,590
30000102	Automotive Equip Oper II: Sewer Vacuum	61,693	74,277	1.00	74,277	1.00	74,277	1.00	74,277
30000104	Automotive Equip Oper II: Tractor-Trailr	61,693	74,277	1.00	74,277	1.00	74,277	1.00	74,277
30000101	Automotive Equipment Oper I	58,074	70,366	12.00	844,392	12.00	844,392	12.00	844,392
30003010	Business Systems Analyst I	81,661	0	3.00	311,898	3.00	319,743	3.00	319,743
30003011	Business Systems Analyst II	91,686	0	2.00	257,962	2.00	257,962	2.00	257,962
30003012	Business Systems Analyst III	105,435	0	5.00	608,195	5.00	623,393	5.00	623,393
30000331	CAD Analyst	87,048	111,176	1.00	111,176	1.00	111,176	1.00	111,176
30000329	CAD Technician II	72,405	92,352	3.00	260,021	3.00	266,256	3.00	266,256
30000399	Capital Project Manager I	87,048	111,176	3.00	318,386	3.00	322,819	3.00	322,819
30003014	Capital Project Manager III	103,834	147,035	1.00	120,515	1.00	120,515	1.00	120,515
30000110	Carpenter	73,237	81,869	3.00	235,021	3.00	244,601	3.00	244,601
30000107	Concrete Finisher	73,237	81,869	3.00	236,569	3.00	244,475	3.00	244,475
30000105	Construction Equipment Operator	61,859	78,998	22.00	1,731,559	22.00	1,736,759	22.00	1,736,759
30003981	Coordinator I (E) - CPPW	73,029	104,208	2.00	172,390	2.00	172,390	2.00	172,390
30003982	Coordinator I (NE) - CPPW	73,029	104,208	5.00	463,237	5.00	463,237	5.00	463,237
30003983	Coordinator II - CPPW	80,558	114,982	12.00	1,217,359	12.00	1,217,359	12.00	1,217,359
30003029	Coordinator III	94,390	122,637	4.00	452,712	4.00	452,712	4.00	452,712
30003984	Coordinator III - CPPW	94,390	122,637	8.00	956,011	8.00	956,011	8.00	956,011
30003030	Coordinator IV	103,834	147,035	4.00	537,648	4.00	537,648	4.00	537,648
30000017	Customer Accounts Specialist I	48,110	69,410	35.00	2,293,864	35.00	2,338,867	35.00	2,338,867
30000018	Customer Accounts Specialist II	57,346	76,024	9.00	679,599	9.00	683,732	9.00	683,732

# Portland Water Bureau

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003036	Deputy Director III	152,006	220,958	1.00	216,050	1.00	216,050	1.00	216,050
30003039	Director III	183,934	273,770	1.00	268,174	1.00	268,174	1.00	268,174
30000169	Electrical Inspector, Sr	103,189	119,413	1.00	119,413	1.00	119,413	1.00	119,413
30000116	Electrician	92,789	100,214	6.00	596,643	6.00	601,284	6.00	601,284
30003046	Engineer II			7.80	1,038,858	7.80	1,038,858	7.80	1,038,858
30003047	Engineer III	114,192	163,322	11.00	1,676,710	11.00	1,676,710	11.00	1,676,710
30003048	Engineer, Chief	152,006	220,958	1.00	218,629	1.00	218,629	1.00	218,629
30000365	Engineer-Civil	114,442	139,090	13.90	1,684,139	12.90	1,677,767	12.90	1,677,767
30000366	Engineer-Electrical	114,442	139,090	1.00	114,442	1.00	117,302	1.00	117,302
30000368	Engineer-Mechanical	114,442	139,090	1.00	139,090	1.00	139,090	1.00	139,090
30000357	Engineering Associate, Sr-Chemical/Envir	98,987	126,152	1.00	126,152	1.00	126,152	1.00	126,152
30000358	Engineering Associate, Sr-Civil	98,987	126,152	16.00	1,801,444	14.00	1,598,233	15.00	1,717,316
30000353	Engineering Associate-Civil	81,286	109,013	6.00	530,839	6.00	552,708	5.00	467,251
30000355	Engineering Associate-Mechanical	81,286	109,013	1.00	109,013	1.00	109,013	1.00	109,013
30003050	Engineering Manager	138,174	189,114	7.00	1,276,206	7.00	1,276,206	7.00	1,276,206
30003051	Engineering Supervisor	125,632	177,237	10.00	1,631,993	10.00	1,631,993	10.00	1,631,993
30000325	Engineering Technician II	72,405	92,352	6.00	457,926	5.00	404,585	5.00	404,585
30000326	Engineering Technician III	87,048	111,176	7.00	730,589	6.00	642,735	6.00	642,735
30000662	Environmental Program Coordinator	85,301	113,734	1.00	103,667	1.00	103,667	1.00	103,667
30003376	Environmental Regulatory Coordinator	103,834	147,035	5.00	679,787	5.00	679,787	5.00	679,787
30003553	Environmental Regulatory Manager	125,632	177,237	2.00	299,239	2.00	299,239	2.00	299,239
30000339	Environmental Specialist-Generalist	87,048	111,176	6.00	663,114	6.00	667,056	6.00	667,056
30003052	Environmental Supervisor	103,834	147,035	2.00	290,555	2.00	290,555	2.00	290,555
30000338	Environmental Technician II	72,405	92,352	9.00	719,450	9.00	735,734	9.00	735,734
30003985	Financial Analyst I - CPPW	80,558	114,982	1.00	101,691	1.00	101,691	1.00	101,691
30003055	Financial Analyst II	94,390	122,637	1.00	122,637	1.00	122,637	1.00	122,637
30003986	Financial Analyst II - CPPW	94,390	122,637	4.00	432,814	4.00	432,814	4.00	432,814
30003056	Financial Analyst III	103,834	147,035	2.00	281,736	2.00	281,736	2.00	281,736
30003987	Financial Analyst III - CPPW	103,834	147,035	1.00	118,810	1.00	118,810	1.00	118,810
30000127	General Mechanic	66,435	82,805	2.00	152,872	2.00	162,647	2.00	162,647
30000342	GIS Technician II	72,405	92,352	5.00	440,835	5.00	445,286	5.00	445,286
30000343	GIS Technician III	87,048	111,176	3.00	333,528	3.00	333,528	3.00	333,528
30000373	Graphics Designer III	87,048	111,176	1.00	111,176	1.00	111,176	1.00	111,176
30000252	Horticulturist	62,525	75,525	1.00	75,525	1.00	75,525	1.00	75,525

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000340	Hydrogeologist	98,696	125,923	1.00	120,037	1.00	125,923	1.00	125,923
30000114	Industrial Painter	75,525	84,573	3.00	253,719	3.00	253,719	3.00	253,719
30000218	Inf Syst Analyst, Principal-Gen	108,035	0	1.00	152,006	1.00	152,006	1.00	152,006
30000239	Instrument Technician	92,789	100,214	6.00	597,234	6.00	601,284	6.00	601,284
30001283	Laboratory Analyst II	65,312	86,216	2.00	160,771	2.00	164,457	2.00	164,457
30001284	Laboratory Analytical Specialist	74,235	98,550	6.00	578,820	6.00	583,360	6.00	583,360
30001285	Laboratory Coordinator	77,002	108,701	2.00	203,611	2.00	209,706	2.00	209,706
30003074	Laboratory Manager	114,192	163,322	1.00	151,798	1.00	151,798	1.00	151,798
30003079	Maintenance Supervisor I - E	94,390	122,637	1.00	97,219	1.00	97,219	1.00	97,219
30003234	Maintenance Supervisor I - NE	94,390	122,637	8.00	892,841	8.00	892,841	8.00	892,841
30003080	Maintenance Supervisor II	103,834	147,035	3.00	411,572	3.00	411,572	3.00	411,572
30000073	Maintenance Worker	0	40,643	1.00	40,643	1.00	40,643	1.00	40,643
30003081	Manager I	114,192	163,322	7.00	1,007,718	7.00	1,007,718	7.00	1,007,718
30003082	Manager II	138,174	189,114	5.00	806,343	5.00	806,343	5.00	806,343
30003083	Manager III	152,006	220,958	6.00	1,160,017	6.00	1,160,017	6.00	1,160,017
30003084	Mapping & GIS Supervisor	103,834	147,035	1.00	147,035	1.00	147,035	1.00	147,035
30000978	Mapping Data Technician II	87,048	111,176	1.00	111,176	1.00	111,176	1.00	111,176
30003350	Office Support Specialist Assistant	35,963	40,810	1.00	40,810	1.00	40,810	1.00	40,810
30000013	Office Support Specialist III	57,346	76,024	1.00	71,162	1.00	74,738	1.00	74,738
30000153	Operating Engineer II	74,422	92,581	4.00	326,275	4.00	338,525	4.00	338,525
30000154	Operating Engineer III	80,600	97,947	13.00	1,273,311	13.00	1,273,311	13.00	1,273,311
30000081	Parks Technician	60,570	68,806	6.00	404,600	6.00	407,210	6.00	407,210
30000398	Planner, Sr City-Water Resources	103,397	119,642	1.00	103,397	1.00	108,701	1.00	108,701
30003096	Public Information Manager	114,192	163,322	1.00	138,112	1.00	138,112	1.00	138,112
30003097	Public Information Officer	94,390	122,637	1.00	101,391	1.00	111,530	1.00	111,530
30000228	Public Works Inspector	80,912	92,498	4.00	350,347	4.00	359,749	4.00	359,749
30000229	Public Works Inspector, Sr	87,734	103,397	2.00	206,794	2.00	206,794	2.00	206,794
30000403	Remittance Technician	48,235	67,538	1.00	67,538	1.00	67,538	1.00	67,538
30000350	Right of Way Agent III	87,797	112,070	1.00	106,725	1.00	110,147	1.00	110,147
30003099	Risk Specialist I	72,238	0	1.00	72,238	1.00	74,048	1.00	74,048
30003100	Risk Specialist II	94,390	122,637	2.00	219,169	2.00	219,169	2.00	219,169
30003101	Risk Specialist III	103,834	147,035	1.00	147,035	1.00	147,035	1.00	147,035
30000029	Service Dispatcher	48,110	69,410	2.00	107,716	2.00	118,935	2.00	118,935
30000053	Storekeeper/Acquisition Specialist I	58,386	71,490	1.00	71,490	1.00	71,490	1.00	71,490
30000054	Storekeeper/Acquisition Specialist II	61,381	75,088	2.00	147,972	2.00	150,176	2.00	150,176
30000056	Storekeeper/Acquisition Specialist III	69,368	86,154	2.00	170,278	2.00	172,308	2.00	172,308

# Portland Water Bureau

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003103	Supervisor I - E	94,390	122,637	10.00	1,101,360	10.00	1,101,360	10.00	1,101,360
30003104	Supervisor II	103,834	147,035	9.00	1,167,836	8.00	1,042,204	8.00	1,042,204
30000224	Surveying Aide II	65,666	76,502	2.00	149,801	2.00	153,004	2.00	153,004
30003105	Surveying Manager	125,632	177,237	1.00	177,237	1.00	177,237	1.00	177,237
30003106	Surveying Supervisor	114,192	163,322	1.00	163,322	1.00	163,322	1.00	163,322
30000225	Surveyor I	76,898	94,370	2.00	188,740	2.00	188,740	2.00	188,740
30000226	Surveyor II	94,536	115,814	1.00	115,814	1.00	115,814	1.00	115,814
30003108	Technology Capital Project Manager	125,632	177,237	1.00	154,024	1.00	154,024	1.00	154,024
30001558	Timekeeping Specialist	48,859	70,221	1.00	58,594	1.00	62,691	1.00	62,691
30001037	Utility Locator	67,288	72,405	7.00	511,943	7.00	519,369	7.00	519,369
30000076	Utility Worker I	57,325	62,358	6.00	369,115	6.00	371,632	6.00	371,632
30000077	Utility Worker II	62,358	67,059	8.00	536,472	8.00	536,472	8.00	536,472
30003751	Water Distribution Worker			7.00	491,984	7.00	254,469	7.00	254,469
30003750	Water Distribution Worker, Trainee			25.00	1,455,605	29.00	1,684,260	25.00	1,477,175
30000133	Water Meter Reader I	51,459	65,374	11.00	685,852	11.00	714,525	11.00	714,525
30000134	Water Meter Reader II	63,066	73,944	1.00	73,944	1.00	73,944	1.00	73,944
30002158	Water Meter Technician I	62,358	67,059	5.00	327,015	5.00	335,159	5.00	335,159
30000142	Water Meter Technician II	63,690	73,944	5.00	367,652	5.00	369,720	5.00	369,720
30000143	Water Meter Technician III	76,773	83,450	4.00	333,800	4.00	333,800	4.00	333,800
30003402	Water Meter Technician IV	80,600	87,630	2.00	175,260	2.00	175,260	2.00	175,260
30000145	Water Operations Mechanic	76,502	85,925	32.00	2,748,384	32.00	2,749,600	32.00	2,749,600
30000144	Water Operations Mechanic, Apprentice	60,154	81,619	3.00	240,248	3.00	244,857	3.00	244,857
30000139	Water Quality Inspector I	69,389	89,627	1.00	69,389	1.00	72,394	1.00	72,394
30000140	Water Quality Inspector II	72,883	94,182	3.00	261,247	3.00	264,419	3.00	264,419
30000141	Water Quality Inspector III	76,502	98,800	1.00	98,800	1.00	98,800	1.00	98,800
30000138	Water Security Specialist	62,358	67,059	11.00	722,465	11.00	733,859	11.00	733,859
30000135	Water Service Inspector I	63,066	73,944	7.00	509,978	7.00	513,658	7.00	513,658
30000136	Water Service Inspector II	68,162	79,893	1.00	68,162	1.00	71,105	1.00	71,105
30000146	Water Treatment Operator I	65,499	71,989	4.00	286,444	4.00	287,956	4.00	287,956
30000147	Water Treatment Operator II	72,883	94,182	10.00	926,948	10.00	931,311	10.00	931,311
30000078	Water Utility Worker, Sr	63,315	70,366	1.00	70,366	1.00	70,366	1.00	70,366
30000149	Watershed Specialist I	54,704	67,059	2.00	137,571	2.00	139,193	2.00	139,193
30000151	Watershed Specialist II	63,315	70,366	2.00	151,424	2.00	151,424	2.00	151,424
30001308	Watershed Specialist III	75,504	84,677	3.00	252,925	3.00	254,031	3.00	254,031
<b>Total Full-Time Positions</b>				<b>636.70</b>	<b>62,157,911</b>	<b>636.70</b>	<b>62,252,204</b>	<b>631.70</b>	<b>62,030,635</b>
30003976	Administrative Specialist II - CPPW	73,029	104,208	1.00	81,467	1.00	24,440	1.00	24,440

**FTE Summary**

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003979	Analyst II - CPPW	94,390	122,637	1.00	88,400	1.00	92,820	1.00	92,820
30003980	Analyst III - CPPW	103,834	147,035	2.00	204,377	2.00	158,857	2.00	158,857
30003011	Business Systems Analyst II	91,686	0	1.00	72,585	1.00	95,309	1.00	95,309
30003981	Coordinator I (E) - CPPW	73,029	104,208	1.00	71,587	1.00	46,531	1.00	46,531
30003983	Coordinator II - CPPW	80,558	114,982	1.00	81,475	1.00	97,770	1.00	97,770
30000017	Customer Accounts Specialist I	48,110	69,410	8.00	421,275	8.00	427,579	8.00	427,579
30000353	Engineering Associate-Civil	81,286	109,013	1.00	73,897	1.00	26,402	1.00	26,402
30000326	Engineering Technician III	87,048	111,176	1.00	87,048	1.00	89,242	1.00	89,242
30000338	Environmental Technician II	72,405	92,352	1.00	87,901	1.00	90,362	1.00	90,362
30000073	Maintenance Worker	0	40,643	5.00	173,195	5.00	203,215	5.00	203,215
30000349	Right of Way Agent II	72,405	92,352	1.00	76,336	1.00	51,529	1.00	51,529
30000133	Water Meter Reader I	51,459	65,374	1.00	45,659	1.00	31,839	1.00	31,839
30000135	Water Service Inspector I	63,066	73,944	2.00	138,862	2.00	84,867	2.00	84,867
<b>Total Limited Term Positions</b>				<b>29.00</b>	<b>1,810,444</b>	<b>27.00</b>	<b>1,520,762</b>	<b>27.00</b>	<b>1,520,762</b>
<b>Grand Total</b>				<b>665.70</b>	<b>63,968,355</b>	<b>663.70</b>	<b>63,772,966</b>	<b>658.70</b>	<b>63,551,397</b>

# Portland Bureau of Transportation

Public Works Service Area

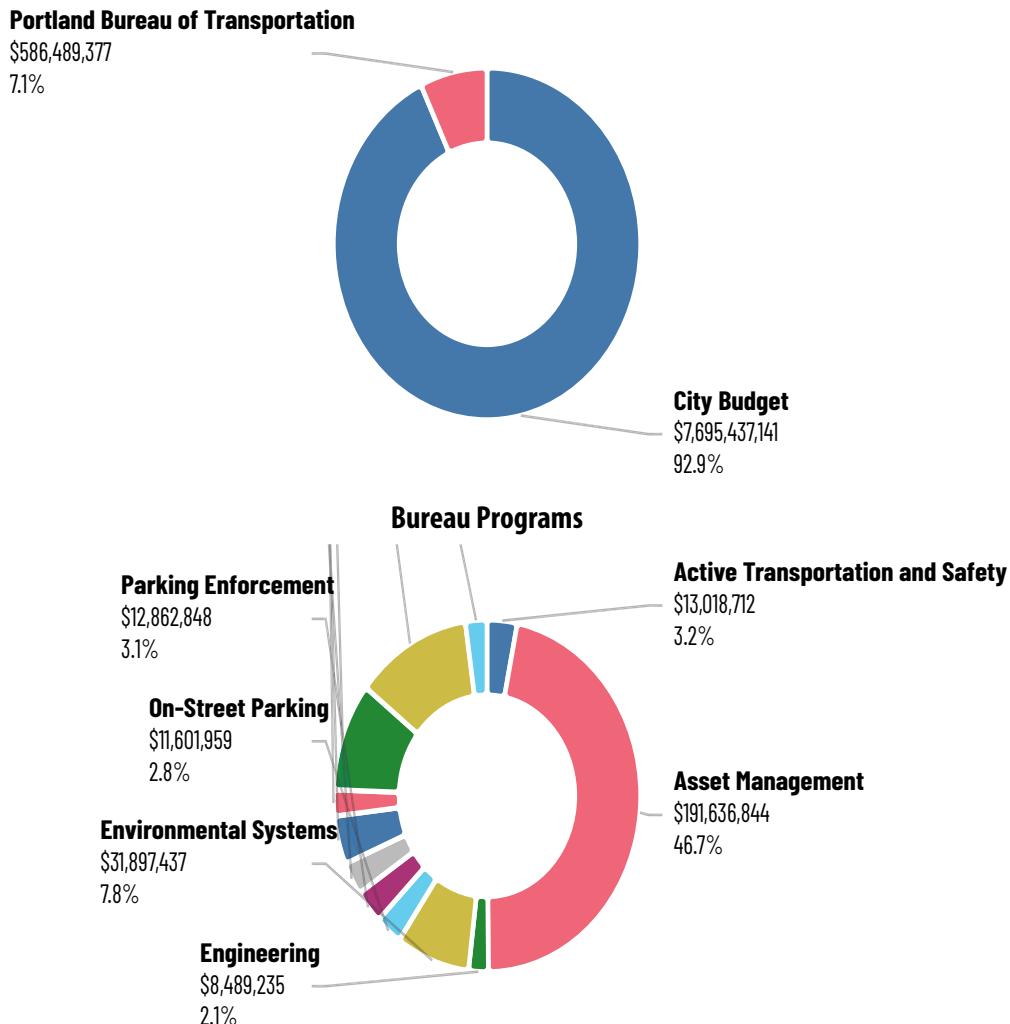
# Portland Bureau of Transportation

Public Works Service Area

Priya Dhanapal, DCA - Public Works

Millicent Williams, Director

Percent of City Budget Graph



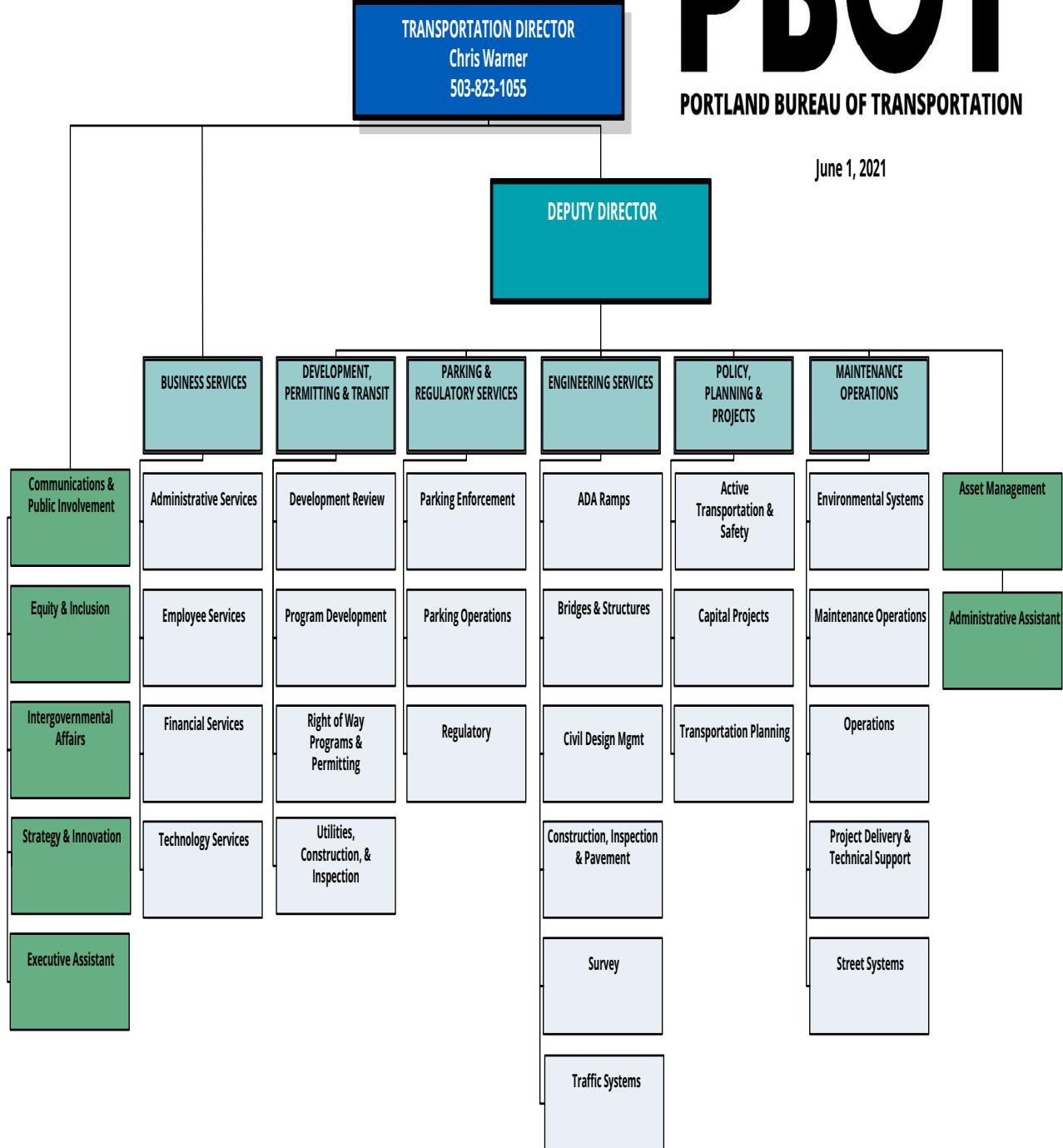
## Bureau Overview

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$344,390,210	\$390,568,497	\$46,178,287	13%
Capital	\$177,487,726	\$195,920,880	\$18,433,154	10%
<b>Total</b>	<b>\$521,877,936</b>	<b>\$586,489,377</b>	<b>\$64,611,441</b>	<b>12%</b>
Authorized Positions	1,064.00	1,044.00	(20.00)	(1.88)%

# PBOT

PORLAND BUREAU OF TRANSPORTATION

June 1, 2021



## Bureau Summary

### Bureau Mission

The Portland Bureau of Transportation is a community partner in shaping a livable city. Bureau of Transportation plans, builds, manages, and maintains an effective and safe transportation system that provides people and businesses access and mobility. Bureau of Transportation keeps Portland moving.

### Bureau Overview

The bureau's job is to connect people to the places they want to go. PBOT's system of roads, sidewalks, bike lanes, transit, and trails get Portlanders from place to place easily, safely, and sustainably. Portland's efficient, safe, and sustainable transportation system serves as a foundation for the high quality of life Portlanders enjoy.

PBOT manages a \$19 billion transportation system with many elements. Some, like the Streetcar and roads, are large-scale pieces of infrastructure valued in the hundreds of millions of dollars. Others, like streets signs or sidewalk corners, support a mobile and connected city in smaller, but no less vital, ways. The number and variety of the assets in PBOT's portfolio explain the wide-ranging and multifaceted nature of our work. The bureau is proud to contribute to our city's high quality of life by maintaining and operating these assets well.

PBOT has over 1,000 positions organized across the following groups:

- ◆ Office of the Director
- ◆ Business Services
- ◆ Development, Permitting & Transit
- ◆ Engineering Services
- ◆ Maintenance Operations
- ◆ Parking & Regulatory Services
- ◆ Policy, Planning & Projects
- ◆ Traffic Systems & Operations

The bureau's budget is organized around 21 budget programs. There is not a one-to-one correlation between groups and budget programs as some organizational units support more than one program area.

In the summer of 2024, the bureau released an updated organizational chart that realigns its service delivery model. The updated organizational groups and any changes to budget programs will be reflected in the FY 2025-26 budget process.

## Strategic Direction

In FY 2019-20, PBOT launched Moving to Our Future, the bureau's modern strategic vision and a 5-year plan for Portland's transportation system. At the direction of Council, PBOT subsequently refreshed its strategic plan in FY 2023-24. Moving to Our Future outlines how PBOT will deliver on three main goals:

- ◆ SAFETY: Make Portland's streets safe for everyone.
- ◆ MOVING PEOPLE AND GOODS: Provide transportation options for a growing city.
- ◆ ASSET MANAGEMENT: Deliver smart investments to maintain the transportation system.

These goals reflect the important work ahead, as well as the risks the city faces if we are unable to deliver. PBOT's Transportation System Plan (TSP) envisions a wholesale shift from trips by car to other modes of travel, but people cannot reasonably be expected to make these changes if streets are deadly or youth can't walk or bike safely to school. Failure to offer realistic transportation alternatives means more congestion and its resulting effect on our economy, personal health, and carbon emissions.

In Moving to Our Future, each major goal contains specific objectives and initiatives, outlining how we'll achieve these goals and the tools we'll use along the way. Our objectives are all outcomes we can measure. This is not only for accountability and to give managers clear direction, but to ensure we're choosing the right initiative to reach each objective.

Embedded in the plan is a focus on equity and climate. For every initiative, bureau staff are asking two critical questions:

- ◆ Will the initiative advance equity and address structural racism?
- ◆ Will the initiative reduce carbon emissions and prepare for climate resilience?

PBOT's ongoing work on the plan creates a framework for a more equitable transportation system. It helps us address critical issues that intersect with PBOT's mission such as gentrification and displacement, equitable service delivery, and access to jobs and opportunity.

Since the adoption of Moving to Our Future in 2019, the intervening years have seen unprecedented change and unforeseen challenges for our city and our transportation system. The COVID-19 pandemic changed the way we work, the way many Portlanders get around, the way goods move through our city, and our community's expectations of the public right of way. Months of protest and an ongoing reckoning with racial injustice brought the criticality of equity and antiracism to the forefront of our work. Climate change and extreme weather events strained our infrastructure and forced us into emergency response multiple times. And our financial outlook has grown significantly worse as our critical revenue streams decline.

This profound change requires us to continue taking a hard look at the objectives and initiatives we defined in 2019 and reflect on how our priorities may have shifted. Staff and resources have been severely stretched as we've had to pivot, expand work portfolios, and adapt—all while aiming to keep the work identified in 2019 moving. We can't keep adding to our teams' plates; As we move forward we will continue to focus on the work that is most core to PBOT's mission.

## **Major Issues**

### **Ongoing funding challenges**

PBOT continues to be in a state of revenue crisis. The pandemic, along with other macro shifts, has significantly impacted PBOT's General Transportation Revenues (GTR) since FY 2019-20. To balance to the revenue losses and structural funding challenges over this time period, the bureau has already suffered an ongoing reduction of \$27.1 million, 6 FTE, and depletion of \$63 million in operating reserves. Without the additional resources approved in the FY 2024-25 Adopted Budget, PBOT would have incurred additional ongoing reductions of \$25.8 million and 115 FTE, effectively gutting the bureau of its ability to fulfill core functions.

The additional resources assumed in PBOT's Adopted Budget to mitigate these potential reductions includes \$8 million in Portland Clean Energy Fund, \$7 million from Fixing our Streets local gas and heavy vehicle use tax revenue, and \$10.8 million in additional parking meter and citation revenues.

### **Risks to the City's settlement with Civil Rights Education and Enforcement Center (CREEC)**

Since the City's 2018 settlement with CREEC regarding the construction of accessible infrastructure, PBOT has met the agreement's terms, constructing more than 1,500 curb ramps per year to Americans with Disabilities Act (ADA) standards. Current and future funding is met through a combination of General Transportation Resources, various capital improvement projects, Build Portland resources, and the General Fund.

This 12-year, \$354 million program remains on track for completion, but there are risks. The average cost per ramp has risen to \$26,000, more than 4.5 times the original estimates completed in 2019. City Council has pledged an additional \$6.9M of ongoing General Fund resources starting in FY 2025-26 to partially address the increased costs, but the program still has a forecasted deficit of \$30M by FY 2029-30. The City is legally obligated to fund the construction of these ramps, therefore it will be necessary to find additional resources to fulfill this commitment. The Adopted Budget includes a budget note directing staff to present draft options to mitigate this shortfall by January 2025.

### Rising Costs of the houselessness crisis

PBOT continues to incur significant costs related to the City's houselessness crisis. The costs of removing derelict RVs from the City's right-of-way totals \$3 million per year for staffing, towing, and disposal costs. The program also requires the reallocation of parking enforcement staff from their normal duties of writing citations and managing parking demand to working closely with RV owners to connect them with the services they need to get off the streets. This reallocation of staff reduces citation revenue by an estimated \$1.5 million per year. The bureau also incurs costs of \$1.4 million per year for houseless camp cleanup efforts on PBOT owned property.

## Summary of Budget Decision

### Additions

#### **Public Works Deputy City Administrator**

The Mayor's Proposed Budget includes \$623,679 in ongoing General Fund resources and 2.0 FTE to fund one Deputy City Administrator and an administrative assistant in the Office of Public Works. Implementation of the voter-approved Charter reforms and changes to the City's government include establishment of service areas to organize governance and delivery of services to the public. Funding these positions and the DCAs in the other service areas will allow the City to have an executive leadership team to provide consistent and coordinated leadership across the service areas and to effectively manage the bureaus within their service area.

#### **Portland Bureau of Transportation – CREEC ADA**

The Mayor's Proposed Budget includes \$800,000 in one-time General Fund revenue allocated to the Portland Bureau of Transportation (PBOT) to address ADA curb ramp remediation under the Civil Rights Education and Enforcement Center settlement. This allocation is in addition to the ongoing General Fund allocation in PBOT's Current Appropriation Level (CAL) budget of \$2.8 million and will help address a funding gap in the program that requires the City to remediate a minimum of 1500 ADA compliant curbs per year through 2030. Additionally, the Mayor's Proposed Budget directs \$6.8 million in ongoing General Fund revenue to the CREEC settlement beginning in FY 2025-26.

#### **Portland Bureau of Transportation – Entertainment Districts**

The Mayor's Proposed Budget includes \$100,000 in one-time General Fund revenue allocated to the Portland Bureau of Transportation to cover the costs associated with permitting work for street closures over 26 weekends of the entertainment district in Old Town. Closure of the streets is a component of the City's effort to revitalize Old Town and promote economic recovery as well as providing safe streets for people to walk on without vehicle traffic.

#### **Portland Bureau of Transportation – Healthcare Increase Subsidy**

The Mayor's Proposed Budget includes \$1,252,036 in one-time General Fund revenue allocated to the Portland Bureau of Transportation to subsidize increases in labor costs associated with increasing healthcare premiums. Other bureaus' costs are covered through General Fund compensation set-aside and an increase in the health fund (see City Operations service area).

# **Portland Bureau of Transportation**

Public Works Service Area

## **Portland Bureau of Transportation – Impact Reduction Program General Fund Subsidy**

The Mayor’s Proposed Budget includes \$807,502 in one-time General Fund revenue allocated to the Portland Bureau of Transportation for Impact Reduction Program services. As part of the comprehensive cleanup efforts, PBOT crews address the impact of houselessness, including cleaning debris removal, towing of derelict vehicles, and related traffic management activities.

## **Portland Bureau of Transportation – Safety & Livability Improvements**

The Adopted Budget includes \$2,100,000 of one-time General Fund resources for public plaza activations (\$700,000) and transportation safety improvements (\$1,400,000).

### **Non-General Fund Revenue**

## **Portland Bureau of Transportation – Portland Clean Energy**

The Mayor’s Proposed Budget includes \$42,466,103 in Portland Clean Energy Fund revenue allocated to the Portland Bureau of Transportation. These revenues represent the first installment of a five-year \$137 million PCEF allocation, which includes a \$30 million one-time investment for Streetcar vehicle replacement, \$30 million for active transit projects, \$15 million in community programming, education, encouragement, \$25 million for the Transportation Wallet program, and \$37 million for LED streetlighting replacement.

## **Portland Bureau of Transportation – Fixing Our Streets**

The Mayor’s Proposed Budget includes \$6,987,466 in Fixing Our Street revenue to offset reductions in maintenance paving, crack sealing, electrical maintenance and inspections, signals and streetlights maintenance, and traffic investigations (823-SAFE response). Fixing Our Streets is a 10-cent per gallon local gas tax that will generate roughly \$20.4 million per year.

## **Portland Bureau of Transportation – Parking Enforcement**

The Adopted Budget includes \$7 million in new parking meter and parking citation revenue generated by the addition of 22 new Parking Enforcement Officers that will be assigned to patrol the meter districts. About \$3 million of these new resources will fund the officers themselves. The remaining \$4 million will be invested in programs such as homeless camp cleanups, funding for partner projects with our Public Works partners to install ADA ramps and provide better paving options, landslide repairs, structures maintenance, and response efforts for calls for improvements that come through the 823-SAFE traffic safety and livability hotline.

## **Portland Bureau of Transportation – TNC Surcharge**

The Adopted Budget includes \$684,696 in new revenue for ten additional FTE to assist in inspections, permitting, and regulatory compliance. To fund these positions, the bureau is requesting approval of an increase to the Transportation Network Company (TNC) surcharge, which would increase the per ride fee charged on TNC trips (Uber, Lyft, etc.) by \$0.26. The new revenues would also support one additional accounting position.

**Portland Bureau of Transportation – Vehicle Registration Enforcement**

The Adopted Budget includes \$1,720,000 in new non-General Fund Revenue from increased outreach and enforcement of delinquent vehicle registrations. To address delinquencies and increase revenue, PBOT intends to start an outreach campaign and increase enforcement through neighborhood patrols. The bureau estimates revenues of \$1.7 million, netting approximately \$1 million in new resources after funding expanded enforcement and outreach. Additional resources will support meter maintenance and parking programs and outreach for the evaluation of new parking districts and other parking policy work.

**Portland Bureau of Transportation – Parking Meter Increases**

The Adopted Budget includes parking meter rate increases of \$0.20 in each district and indexes those rates to inflation moving forward. The revenue generated from these increases ranges from \$2.3 million in year one of the forecast to \$5.9 million by year five of the forecast. These new revenues restored reductions to graffiti abatement, green space management, pavement preservation, parking programs, community events, and emergency management.

**Reductions and Realignments****Portland Bureau of Transportation – General Transportation Revenue Reductions**

The Adopted Budget includes \$6.7 million in ongoing reductions, \$1.2 million in one-time reductions, and the elimination of 4 positions. These reductions, along with the revenue increases noted above, balanced the bureau's \$32.4 million shortfall. The reductions include service impacts to administration, planning, parking operations, streetlight inspections, microsurfacing (pavement preservation), fleet, and other equipment replacement.

**Portland Bureau of Transportation – Single Permit Authority Realignment**

The Adopted Budget includes the transfer of development review and permitting activities from the Bureau of Transportation to the new Portland Permitting & Development (PP&D) bureau. This transfer includes \$10.4 million in program expenses and 24 positions. To help close the gap between expenses and revenues in the new PP&D bureau, the Bureau of Transportation will transfer \$929,390 of bureau resources to PP&D through a one-time interagency agreement in FY 2024-25.

**Budget Note****Review of CREEC Settlement Liability and Funding Options**

As part of the U.S. District Court monitored Civil Rights Education and Enforcement Center (CREEC) Consent Decree settlement (Hines, et al. v. City of Portland, 3:18-cv-00869-HZ), the City of Portland is required to provide a minimum of 1,500 new or remediated ADA compliant curb ramps per year, starting in 2018 and extending through 2030. Through the first six years of the City's obligation, funding sources for meeting this requirement have been varied. Early funding proposals suggested a split between the City's General Fund, Build Portland bond revenues, and Transportation funds. However, in subsequent years, the viability of these revenues to fully absorb CREEC liabilities has shifted, namely due to strain on the General Fund due to emergent obligations, the discontinuation of Build Portland bonding, and revenue declines within the Portland Bureau of

Transportation. Accordingly, the CREEC settlement currently represents an unfunded liability of approximately \$71 million. The Office of the Budget & Finance Deputy City Administrator, the City Attorney's Office, and the Office of Public Works Deputy City Administrator are directed to work in conjunction to develop options to fund CREEC liabilities through the remainder of the settlement. Drafted options are to be presented to the City Administrator by January 2025 prior to annual Budget Development for FY 2025-26.

## **Update Revenue and Expense Forecasting Methods**

Accurate and comprehensive budget forecasting is essential for bureaus' development of sound financial sustainability plans. The Portland Bureau of Transportation's most recent five-year financial forecast submitted with the bureau's FY 2024-25 Requested Budget details a deficit in the Transportation Operating Fund expected to reach \$189.1 million by FY 2028-29. While new and alternative revenue sources included in the bureau's requested budget remedy a portion of this shortfall, other potential liabilities remain. These include the Civil Rights Education and Enforcement Center (CREEC) settlement, requiring the City of Portland to construct a minimum of 1,500 ADA compliant curb ramps for 12 years (from 2018-2030). This legal requirement represents a \$71 million unfunded liability that should be fully reflected in forecasts. Likewise, an 8% increase in healthcare labor costs were not included in the bureau's forecast due to lack of timely information for budget development. The Portland Bureau of Transportation's The Public Works Deputy City Administrator along with PBOT's Bureau Director and Finance Manager are directed to work in conjunction with the Office of the Budget & Finance Deputy City Administrator to standardize budget and forecasting practices. The City Budget Office is also directed to reassess standardization of budget assumptions and timelines and ensuring uniform application of those standards across the City with all service areas prior to budget submission. Additionally, PBOT is directed to conduct a study in FY24-25 on the implementation of increased parking enforcement to gauge both accuracy of revenue assumptions and equity impacts.

## **Capital Summary**

Investing in Portland's transportation system is critical to keeping people and goods moving and to meet City goals regarding safety, equity, and climate. Building a twenty-first century transportation system is expensive and complex. The City's capital program represents PBOT's commitment to making the investments necessary to improve how people and goods move through Portland while contributing to our City's high quality of life and delivering positive results in historically underinvested communities.

The foundation of the City's capital program is the Capital Improvement Program (CIP). The CIP, which is updated annually through the overall budget process, is a five-year spending plan that has been developed to bring transportation assets to a state of good repair, enhance the safety of Portland's transportation system for all users, and provide additional capacity for a growing population. This is achieved through the strategic investment in transformational construction projects. At its core, the CIP is a list of projects, estimated costs and revenue sources. The base five-year FY 2024-25 to FY 2028-29 Adopted CIP includes 130 projects at a total cost of \$529 million including General Fund Requests and Build Portland funding.

**CIP Highlights**

The five-year FY 2024-25 to FY 2028-29 Adopted CIP delivers on City Council's goal of providing Portlanders with a robust set of transportation choices.

Approximately 90% of FY 2024-25 funding comes from non-discretionary sources, including the 10-cent Fixing Our Streets gas tax and Heavy Vehicle Use Tax; Portland Clean Energy Community Benefits Fund (PCEF); federal, state and local grants; contracts; developer fees and other external sources. PBOT's discretionary General Transportation Revenue (GTR) funding makes up the remaining 10%.

Importantly, several key CIP projects will build new transportation facilities in areas with significant infrastructure deficits. Examples include sidewalk infill and crossing improvements in East Portland and Southwest Portland. Other high-profile projects and programs will rebuild and improve obsolete infrastructure for continued safe use, such as traffic signal replacements and pavement restoration. Dramatically reducing traffic deaths remains a key priority. Major investments are planned on several streets identified as high crash corridors including NE/SE 82nd Avenue, NE/SE 122nd Avenue, and SE Stark Street.

Building safe and comfortable infrastructure for people walking, biking, and accessing transit directly contributes to citywide efforts to reduce Portland's carbon footprint. Thus, we are continuing our significant investments in active transportation. The CIP invests in a number of new cycling facilities including the Mason/Skidmore and Sacramento/Knott neighborhood greenway projects in Northeast Portland, and protected bike lanes on SW 4th Avenue in the Central City. New sidewalks and pavement will be constructed on important neighborhood walking routes in Cully, as part of the Local Transportation Infrastructure Charge program

Our economy suffers if employees cannot get to work easily; if businesses cannot get their goods to market; and if customers can't easily get to their favorite stores. In support of the continued economic vitality of Portland, the CIP improves freight movement, including intersection reconstruction on NE Columbia Boulevard at Alderwood Road and Cully Boulevard. Freight mobility is also greatly improved by replacement of the aging NE 42nd Ave bridge over the Union Pacific Railroad in Northeast Portland, as well replacement of the North Burgard Bridge – the latter recently funded by the federal Bipartisan Infrastructure Law. The CIP also supports small businesses on key commercial corridors such as the Stark/Washington couplet in the Gateway Regional Center and SE 82nd Avenue in the Jade and Montavilla Districts. These projects will provide improved sidewalks, bike lanes, bus lanes, and pedestrian crossings, and pavement repair.

PBOT's CIP also supports the continued recovery of Portland's Central City. In a funding partnership with Prosper Portland, PBOT will construct two new streets at the former US Postal Service site in Old Town, unlocking development and supporting investment in affordable housing. Further south, the SW 4th Avenue Reconstruction project will completely repave this important corridor while updating traffic signals and streetlights and providing new bike and bus lanes.

The most recent Transportation System Plan (TSP) created ten citywide programs that are a group of similar small-scale investments, generally under \$500,000 each including: smaller active transportation investments through pedestrian and bikeway network completion; targeted safety investments on high crash corridors and through safe routes to school; transit and freight priority; transportation

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system management and demand management; and alternative street design. These program categories are now incorporated into the CIP with varying levels of initial funding with the aim to increase investment in these categories as resources allow. PBOT has developed a Small Capital project delivery unit that implements these smaller projects on faster timeframes than traditional, larger projects.

In May 2020, voters in Portland renewed the temporary Street Repair and Safety Program entitled "Fixing Our Streets." The program, designed to finance a list of street repair and safety improvements throughout the city provides for pavement repair, signal modernization, more crosswalks and safety beacons, and better and safer access to schools. The program is funded by a 10-cent gas tax approved by the voters and a heavy vehicle use tax passed by Council ordinance.

The CIP includes a strong commitment to improve transportation infrastructure for people with limited mobility. The City has committed to reconstruct 1,500 street corners per year to Americans with Disabilities Act (ADA) standards – double the City's previous investment level. These infrastructure improvements form a part of numerous paving and sidewalk projects. In addition, the CIP includes dedicated funding for citywide ADA ramp construction.

## Major Issues

Bureau of Transportation still lacks a sufficient ongoing source of discretionary funding dedicated to the CIP, relying on 90% grants and restricted funding sources. PBOT's CIP has been developed to align with existing resources and honor funding commitments on key regional projects. While the federal Infrastructure Investment and Jobs Act of 2021 provides new opportunities for funding City transportation projects, it essentially results in a modest increase in competitive grant opportunities through programs such as the Regional Flexible Fund Allocation and discretionary grants such as Rebuilding American Infrastructure with Sustainability and Equity (RAISE). In addition, grant projects historically are oriented toward safety and mobility enhancements, leaving a large number of asset repair needs unaddressed, sometimes on the same corridors.

Over-reliance on grant dollars has created the perception of inequitable service distribution. Unlike discretionary GTR funding, grant dollars cannot be re-allocated to a different need or project location that may be a higher priority for PBOT, including maintenance.

## Changes from Prior Year

The five-year Adopted CIP includes 22 new projects. Many of these come from the 82<sup>nd</sup> Ave jurisdictional transfer and state grants. These projects range in scope from sidewalk, pedestrian, and lighting improvements.

## Council Goals and Priorities

The Portland Plan, adopted by city council in April 2012, includes strategies for developing a prosperous, educated, healthy, and equitable city over the next 25 years. Bureau of Transportation has implementation responsibilities as outlined in the five-year action plan and continues to align its investments with that adopted direction.

In December 2016, city council adopted Portland's Vision Zero Action Plan with the vision to work together to "take equitable and data-driven actions that will eliminate deaths and serious injuries for all who share Portland streets by 2025." This plan provides clear direction to the bureau and partner agencies to prioritize investments in safety improvements that are reflected in this CIP and in grant request priorities for upcoming funding cycles.

<b>Criteria</b>	Most programs and projects within the Adopted CIP continue existing projects or bring existing projects to completion. The selection of new projects is guided by the adopted Transportation System Plan. Each project in the CIP was evaluated based on multiple criteria including safety, equity, climate, and mobility. Annually, PBOT staff work with City Council and PBOT's advisory committees to pick the best projects for additional revenue based off specific grant/funding source criteria. Wherever possible, projects are selected that achieve multiple objectives. In addition, projects are prioritized and designed to leverage external funding and to ensure effective project delivery.  The Bureau of Transportation CIP includes sidewalks and neighborhood greenways for safer and better access for walking, biking, and public transit, street improvements for main streets, local streets and freight routes, as well as contributions to regional transit projects. The goal is to provide transportation choices for residents, employees, visitors, and firms doing business in Portland, while making it more convenient to walk, bicycle, take transit, therefore avoiding the need to drive to meet daily needs.
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## Capital Planning and Budgeting

<b>Capital Planning Process</b>	Transportation capital project requests come from a variety of sources. The bureau receives requests for capital improvements from neighborhoods, businesses and individuals, and partner agencies. Projects are identified and developed through neighborhood plans and studies adopted by City Council. The bureau works with other public agencies and private organizations to develop projects that have shared transportation goals. All these projects are compiled into the Transportation System Plan (TSP) and are evaluated based on their ability to improve the following outcomes: Safety, Neighborhood Access, Economic Benefit, Opportunity Access, Health, Equity, Climate, Cost Effectiveness, Community Support. In addition to the TSP, capital maintenance projects arise from Bureau of Transportation's Asset Management programs, which derive spending priorities among asset classes based on a variety of criteria, including the risk of asset failure and safety needs. Bureau of Transportation's Capital Investment Committee reviews new projects and potential overruns in terms of criticality and financial impacts prior to adding changes to the Capital Improvement Plan.
<b>City Comprehensive Plan</b>	The Adopted CIP for capital programs and projects is consistent with the priorities identified in the TSP, a 20-year planning document mandated by the State Transportation Planning Rule. The TSP meets state and regional planning requirements and addresses local transportation goals for cost-effective street, transit, freight, bicycle, and pedestrian improvements. The Transportation Element of the TSP is a part of the City's Comprehensive Plan.

The TSP contains nearly 300 City-led major transportation projects, which address capital improvements for all modes of transportation and are consistent with Metro's 2040 Growth Concept, the long-term vision for the region. The TSP is the primary document for guiding transportation CIP investments. The TSP identifies major improvements and includes a list of significant projects. Many projects identified though plans may not be defined as "significant" or major projects but are still important. For these projects, the TSP also contains a set of ten Citywide programmatic priorities:

- ◆ Pedestrian network completion
- ◆ Bikeway network completion
- ◆ Neighborhood greenways
- ◆ High Crash Corridors
- ◆ Safe Routes to School
- ◆ Transit priority
- ◆ Freight priority
- ◆ Transportation system management
- ◆ Transportation and parking demand management
- ◆ Alternative street design

## Financial Forecast Overview

The Adopted CIP is supported by several funding sources, including Fixing Our Streets; System Development Charges; Build Portland; bond proceeds; Portland Clean Energy Community Benefits Fund (PCEF); federal, state, and local grants; and regional partnership agreements. The CIP is also supported by the State Highway Fund (motor fuels tax, vehicle titling and registration fees, and weight-mile tax imposed on trucks) and parking revenues, which together represent General Transportation Revenues (GTR).

GTR is PBOT's primary discretionary funding source. FY 24-25 ongoing base GTR for the CIP is \$3.8 million. It is used primarily to match federal and state grants, fund quick response, small safety projects, and capital maintenance such as asset management. Over the years, the ongoing GTR in the CIP program for capital improvements has been reduced. The reduction has reduced PBOT's ability to fund road rehabilitation projects as well as safety projects such as sidewalks improvements, pedestrian safety improvements, bicycle projects, and signals and streetlight reconstruction.

As federal and state grant opportunities arise, bureau staff review the grant criteria with partnering bureaus and consider potentially eligible projects from the TSP, modal plans, and other implementation plans or strategies adopted by Council. These potential projects are reviewed with bicycle, pedestrian, and freight advisory committees; senior management; and the larger community when warranted. Final selection of the projects for application is also contingent upon identifying local matching funds.

**Asset Management and Replacement Plan**

Asset Management is a system used to determine the proper repairs at the proper time for infrastructure. Certain assets have reserve funds that are used for major maintenance and capital replacement. Other infrastructure does not have reserve funds, but prioritization and strategic maintenance are applied to maximize the life of the asset. Condition monitoring is conducted on several assets. Knowing the condition of an asset allows the bureau to apply the right fix at the right time and to appropriately plan maintenance and operations dollar needs.

**Public Facilities Plan Overview**

The TSP serves as the Public Facilities Plan for transportation. This is noted in Goal 11.6 of the City's Comprehensive Plan. The TSP provides a framework for providing urban public facilities and services within Portland's Urban Services Boundary.

## Capital Programs and Projects

**Capital Program Descriptions**

The Bureau of Transportation CIP is organized and guided by the following goals:

- ◆ Improve transportation safety: Address Safety by reducing conflicts between different modes of travel.
- ◆ Maintain transportation asset: Maintain transportation assets in "Good" condition on a scale of Poor to Very Good.
- ◆ Enhance public health and community livability: Encourage and support active transportation choices and reduce carbon emissions and pollution to address environmental quality and climate change. Directly support safe, convenient access to local destinations for all populations.
- ◆ Support economic vitality: Support business development and employment opportunities and access to businesses by implementing capital improvements that improve and expand access.

The FY 2024-25 Adopted CIP projects are described in detail in the Capital Improvement Plan Summaries in the appendix of this budget document.

**Funding Sources**

The Bureau of Transportation CIP has a variety of funding sources outlined below:

### Fixing Our Streets

Voters in Portland approved a temporary Street Repair and Safety Program in May of 2016 and renewed it in May 2020 to finance street repair and safety improvements. The funding provides for much needed pavement repair, signal modernization, more crosswalks and safety beacons, better and safer access to school, and transit and community services for Portland's residents. The program is funded by a temporary 10-cent gas tax approved by the voters and a heavy vehicle use tax passed by Council ordinance.

## **Portland Clean Energy Community Benefits Fund (PCEF)**

The Portland Clean Energy Community Benefits initiative was passed by 65% of Portland voters in November 2018. It provides a consistent, long-term funding source and oversight structure to ensure that our community's climate action efforts are implemented to support social, economic and environmental benefits for all Portlanders, particularly communities of color and people with low incomes. The initiative was supported by a broad coalition of groups and individuals and represents the first environmental initiative in Oregon led by communities of color.

## **Grants and Contracts**

This category includes State and Federal grants as well as contracts with other local jurisdictions such as the Prosper Portland, Port of Portland, and Tri-Met. The Regional Flexible Funds, formerly known as the Metro Transportation Improvement Program, is the regional process for identifying which transportation projects and programs will receive federal funds. Municipalities in the Portland metropolitan area are allocated these funds based on criteria established by the Joint Policy Advisory Committee on Transportation and the Metro Council. Prosper Portland, through tax-increment financing, has been a partner in developing transportation-related projects in Bureau of Transportation's CIP.

## **Interagency Funding**

These projects are funded by the City's General Fund and other City bureaus.

## **Local Improvement Districts (LID)**

Property owners work together to form LIDs as a means of sharing the cost of building needed transportation infrastructure. LIDs make street improvements possible that promote public safety and community livability, and that can potentially enhance property values.

LID projects often rely on public subsidies to make the project affordable for the benefiting property owners. Without a new funding source, the LID program for local streets will likely be very limited to commercial or developer requested LIDs.

## **System Development Charges (SDC)**

Developers pay fees to defray the cost of system improvements required for growth associated with new development. SDC funds are collected annually and accounted separately from other bureau program revenues. The funds are allocated to the CIP budget as qualifying projects are initiated.

The SDC program was adopted by City Council in 1997 and renewed in 2007 and 2017. Strict criteria govern the projects that may use SDC funds. Over \$39 million of SDC funds will be spent on projects in this five-year CIP. SDC funds are used mainly as seed and match dollars to obtain much larger amounts in the form of grants, particularly from State and Federal sources. Bureau of Transportation keeps abreast of Federal, State, and local grant funding opportunities that can fund the bureau's capital funding objectives. The bureau also has used SDC to partner with the Parks Bureau and Bureau of Environmental Services to fund projects locally.

Bureau of Transportation renewed the SDC program for the next 10 years to include new projects identified in the most recent Transportation System Plan update and longstanding projects that had not previously been prioritized for SDC funding.

### **Local Transportation Infrastructure Charge (LTIC)**

Separate from SDC, developers along unimproved or underimproved streets in single-family residential neighborhoods pay LTIC in lieu of constructing curb and sidewalk. Council adopted this charge in 2016 and directed staff to develop criteria for investing LTIC proceeds in neighborhood street projects that would provide benefits in underserved and/or infrastructure-poor communities. This work resulted in three distinct CIP projects providing sidewalks, stormwater management, multi-use paths, and paving of gravel streets in Cully, Division-Midway, and the Tryon-Stephens watersheds.

### **General Transportation Revenue (GTR)**

GTR is comprised of two sources: State Highway Fund (comprised of motor fuels tax, vehicle titling and registration fees, and weight-mile tax imposed on trucks) and the City's parking revenues. State Highway Trust Fund monies are constitutionally restricted for use on "construction of roads, streets, and roadside rest areas."

### **General Fund Support (including Build Portland)**

The Adopted CIP includes \$500,000 of ongoing General Fund support for transportation projects and \$3.8 million for ADA curb ramps. This includes safety improvements on High Crash Corridors, Major Maintenance and Infrastructure Replacement Projects, and Improving Unpaved Streets.

### **Other Local Funding**

Other local funds such as permit fees, bond and miscellaneous service charges, and development permits fee.

## **Major Projects**

There are 22 new projects in the FY 2024-25 Adopted CIP:

- ◆ T00148 - NW Naito Crossing
- ◆ T01044 - Glisan St East of 122nd Ave, NE
- ◆ T01228 - 2nd Ave Fill Structure, SE
- ◆ T01249 - Broadway, Oak, Taylor, & Jefferson Signal Reconstruction, SW
- ◆ T01261 - 89th & Taylor LID, SE
- ◆ T01271 - 33rd Ave & Quimby St, NW
- ◆ T01289 - Burnside & 4th Ave Chinatown Gate, W
- ◆ T01295 - 122nd Ave: Glisan & Halsey, NE
- ◆ T01299 - 82nd Ave: Ramona, Tolman, Lambert, SE
- ◆ T01313 - Regional Mobility Pricing Program (RMPP)
- ◆ T01337 - Reed Dr LID, NW
- ◆ T01339 - Alder Phase 2: Burnside - 2nd, SW
- ◆ T01357 - North Burgard Road Bridge Replacement
- ◆ T01358 - Cully Public Works Improvement Project

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- ◆ T01362 - Local Traffic Signal Controller Phase 2
- ◆ T01363 - Regional Central System Network, CW
- ◆ T01364 - Stark St: 76th Ave - 148th Ave, SE
- ◆ T01365 - Burnside St: 97th Ave - 148th Ave, NE
- ◆ T01371 - Cesar Chavez Blvd: Lafayette Ct - Schiller
- ◆ T01372 - 92nd Ave, E Burnside St and N Basin Ave
- ◆ T01374 - Foster Rd: 101st Ave - 136th Ave, SE
- ◆ T01385 - 106th Path: Halsey - San Rafael, NE

Major transportation projects can span multiple fiscal years as the projects move from concept and through development, design, and construction phases. In FY 23-24, Bureau of Transportation will construct and complete several major projects:

- ◆ Sullivan's Crossing over I-84, NE: new pedestrian/bicycle bridge over Sullivan Gulch
- ◆ Errol Heights, SE – convert gravel streets to paved streets with stormwater, streetlights and sidewalks.
- ◆ 4M Greenway: 130th – 174ths, SE – construct neighborhood greenway including speed bumps, sharrows, bike lanes and sidewalks.
- ◆ 174th: Stark – Main, SE – Multi-use path. Constructed ADA ramps and crosswalk markings.
- ◆ Freemont St: 102nd – 122nd Ave, NE – install speed bumps to reduce speeds for road safety.
- ◆ 60's Bikeway (Lincoln – Flavel), SE – construct traffic calming, stop bars, bicycle and pedestrian crossing.
- ◆ Alder: Burnside – 2nd, SW – the project improves speed and reliability for eastbound transit and provides bicycling improvements

## Net Operating and Maintenance Costs

Many of the capital improvements in the FY 2024-25 Adopted CIP, particularly the preservation and rehabilitation programs, reduce operating and maintenance costs. As older, high-maintenance assets are repaired and replaced, the annual costs of maintaining them goes down.

On the other hand, other CIP investments expand the system because of the demands of growth. These new assets increase operating costs, further intensifying pressure on discretionary revenue. Bureau of Transportation's current maintenance backlog and asset fund gap demonstrate how current resources are inadequate to sustainably maintain and operate the system over the long-term.

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## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
<b>EFFICIENCY</b>					
Debt Ratio	4%	NA	7%	7%	0%
On-street parking expenses as a percentage of revenues	4%	25%	26%	26%	0%
Percentage of Streetcar fare revenue contribution to operating budget	4%	4%	20%	20%	0%
Transportation Reserve Fund Balance	8%	8%	8%	100%	0%
Ratio of ongoing General Transportation Revenue (GTR) resources to GTR	90.0%	100.0%	100.0%	100.0%	0.0%
Current Service Level Requirements					
<b>OUTCOME</b>					
Number of area parking permit 'opt-outs'	421	297	550	550	0
Number of employee Safety Site Visits	NA	NA	140	140	0
Number of traffic fatalities	63	63	0	0	0
Number of traffic crashes that result in serious injuries	NA	188	0	0	0
Number of traffic related pedestrian and bicyclist fatalities	27	32	0	0	0
Number of traffic related pedestrian and bicyclist serious injuries	NA	52	0	0	0
Total value of the public works PBOT infrastructure improvements permitted	NA	\$46,120,000	\$22,000,000	\$22,000,000	\$0
Average network Pavement Condition Index (PCI)	56%	54%	56%	56%	0%
Percentage of commuters who walked, biked, took transit, carpooled, or worked from home	NA	52%	46%	46%	0%
Percent of commuters who carpool	NA	7%	10%	10%	0%
Percent of commuters who bike	NA	3%	13%	13%	0%
Percent of commuters who work from home	NA	29%	30%	30%	0%
Percentage of residents who commute to work by car alone	0%	48%	53%	53%	0%
Percent of commuters who take transit	NA	7%	17%	17%	0%
Percent of commuters who walk	NA	5%	4%	4%	0%
Percentage of "busy" (collector/arterial) streets in fair or better condition	49%	42%	59%	59%	0%
Percentage of local streets in fair or better condition	38%	36%	46%	46%	0%
Percentage of PBOT public works permit reviews completed on-time	82%	75%	60%	60%	0%
Percentage of parking garages in good or better condition	40%	40%	50%	50%	0%
Percentage of total payments to COBID firms on contracts that year	28%	49%	32%	32%	0%
Percentage of PBOT-owned bridges in non-distressed condition	80%	79%	85%	85%	0%
<b>OUTPUT</b>					
Miles of streets where speed limits were reduced to improve safety	46	8	20	20	0
Linear feet of sewer/storm line repaired/lined	26,756	14,608	14,412	14,412	0
Annual Streetcar ridership	2,210,992	2,601,253	5,000,000	5,000,000	0
Number of Contract Tows	NA	NA	19,000	19,000	0
Number of PDX WAV Rides	6,366	7,350	6,500	6,500	0
Linear feet of sewer/storm lines tv'd and inspected	965,440	670,144	941,179	941,179	0
Number of abandoned vehicles towed	NA	2,750	4,000	4,000	0
Number of employee Safety Incidents	NA	37	25	25	0
Number of Private for Hire vehicles operating in Portland city limits	3,416	8,256	7,000	7,000	0

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## Performance Measures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of BikeTown trips	440,583	614,000	600,000	600,000	0
Number of area parking permits issued	18,128	16,541	21,000	21,000	0
Number of signs maintained or replaced	20,953	14,815	20,000	20,000	0
Number of crosswalks installed or maintained	370	477	1,300	1,300	0
Number of new and retrofitted pedestrian crossings on High Crash Network streets	NA	29	25	25	0
Number of curb ramps certified in compliance with ADA specifications	1,543	1,565	1,500	1,500	0
Number of special parking permits issued	0	0	0	0	0
Number of parking citations issued	123,838	122,992	250,000	250,000	0
Number of parking transactions processed for SmartPark garages	1,051,243	1,130,618	1,600,000	1,600,000	0
Number of potholes repaired	10,538	13,171	10,000	10,000	0
Number of Transportation Demand Management (TDM) programs offered in historically underserved areas or for underserved populations	12	8	9	9	0
Number of Private for Hire field audits annually	1,033	850	1,000	1,000	0
Number of RVs towed	315	681	1,300	1,300	0
Number of Private for-Hire transportation rides	5,712,962	6,994,934	6,000,000	6,000,000	0
Number of Transportation Wallets distributed in Parking Districts	1,088	769	1,600	1,600	0
Number of Private Property Impound Tows	NA	7,876	4,000	4,000	0
Number of Safe Ride Home trips provided	0	NA	NA	NA	0
Total miles of curb cleaned during annual leaf removal program	1,273	1,410	1,438	1,438	0
Total miles of bike facilities	413.30	453.00	453.00	453.00	0.00
Percentage of annual budgeted Capital Improvement Plan expended	NA	57%	90%	90%	0%
Average weekday peak time occupancy	58%	58%	85%	85%	0%
Percentage of busy (collector/arterial) streets in very poor condition	17%	28%	14%	14%	0%
Percentage of local streets in very poor condition	26%	35%	20%	20%	0%
Percentage of Streetcar on-time performance	82%	82%	85%	85%	0%
Percentage of High Crash Corridors restriped annually in accordance with industry guidelines	100.00%	100.00%	100.00%	100.00%	0.00%
<b>WORKLOAD</b>					
Number of Public Works Permit applications received	NA	148	175	175	0
Number of derelict RVs reported	11,239	18,326	3,000	3,000	0
Number of abandoned auto complaints received	23,143	37,963	30,000	30,000	0

# Portland Bureau of Transportation

Public Works Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	21,437,579	21,620,767	20,934,683	23,137,303	23,137,303
Miscellaneous Fund Allocations	1,456,811	2,201,293	15,059,858	50,630,559	50,630,559
Licenses & Permits	16,025,032	18,052,081	14,620,474	21,463,085	21,463,085
Charges for Services	68,281,368	71,474,039	92,662,977	81,391,009	81,391,009
Intergovernmental	127,674,767	117,657,231	171,412,103	180,541,811	180,541,811
Bond & Note	94,055,759	20,665,000	4,724,225	718,500	718,500
Miscellaneous	6,523,914	10,149,266	1,150,236	6,003,127	6,003,127
<b>External Revenues Total</b>	<b>335,455,229</b>	<b>261,819,677</b>	<b>320,564,556</b>	<b>363,885,394</b>	<b>363,885,394</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	29,284,951	35,918,761	36,004,775	35,663,085	35,673,933
Interagency Revenue	26,132,860	28,406,319	36,428,680	37,739,553	37,739,553
<b>Internal Revenues Total</b>	<b>55,417,811</b>	<b>64,325,080</b>	<b>72,433,455</b>	<b>73,402,638</b>	<b>73,413,486</b>
Beginning Fund Balance	166,565,185	216,850,451	162,289,519	149,056,099	149,190,497
<b>Resources Total</b>	<b>557,438,225</b>	<b>542,995,208</b>	<b>555,287,530</b>	<b>586,344,131</b>	<b>586,489,377</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	119,777,760	129,869,379	155,817,101	158,421,691	157,708,949
External Materials and Services	61,250,696	79,459,702	116,620,485	82,463,010	82,463,010
Internal Materials and Services	45,301,558	50,002,981	51,879,382	45,267,066	47,508,661
Capital Outlay	43,026,061	42,620,195	111,272,082	105,926,135	106,726,135
<b>Bureau Expenditures Total</b>	<b>269,356,075</b>	<b>301,952,257</b>	<b>435,589,050</b>	<b>392,077,902</b>	<b>394,406,755</b>
<b>Fund Expenditures</b>					
Debt Service	60,431,727	21,004,563	21,251,676	19,750,942	19,438,492
Contingency	0	0	81,599,701	157,149,375	155,304,943
Fund Transfers - Expense	10,872,505	12,608,710	16,847,103	17,365,912	17,339,187
<b>Fund Expenditures Total</b>	<b>71,304,232</b>	<b>33,613,273</b>	<b>119,698,480</b>	<b>194,266,229</b>	<b>192,082,622</b>
Ending Fund Balance	216,777,917	207,296,682	0	0	0
<b>Requirements Total</b>	<b>557,438,224</b>	<b>542,862,212</b>	<b>555,287,530</b>	<b>586,344,131</b>	<b>586,489,377</b>
<b>Programs</b>					
Active Transportation & Safety	4,934,146	4,773,033	8,621,930	13,018,712	13,018,712
Asset Management	25,267,938	27,228,069	204,732,539	190,836,844	191,636,844
Bike Share Operations	2,524,022	3,607,361	2,733,660	2,587,340	2,587,340
Budget & Economics	1	—	—	—	—
Building Plan & Development Review	3,923,466	4,164,232	4,259,578	2,448,864	2,448,864
Business Solutions	(0)	—	—	—	—
Central City Planning	1	—	—	—	—
Community and Socialization	111	—	—	—	—
Engineering	6,764,505	7,342,445	8,959,820	8,489,235	8,489,235

# Portland Bureau of Transportation

Public Works Service Area

## Summary of Bureau Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Engineering Services	—	—	169,599	—	—
Environmental Systems	23,461,912	26,223,648	32,890,769	31,897,437	31,897,437
Funds Management	(30,866,544)	(34,925,889)	(43,506,383)	(48,815,325)	(48,815,325)
Indirect Services	8,957,463	11,424,508	267,556	300,702	300,702
License and Tax	(0)	—	—	—	—
Maintenance	(0)	—	—	—	—
Managing for Growth	16,283,747	22,203,882	—	—	—
On-Street Parking	8,748,092	11,190,926	12,529,275	11,601,959	11,601,959
Operations	(7)	—	—	—	—
Parking Enforcement	8,743,593	8,027,178	10,629,232	12,862,848	12,862,848
Parking Garages	7,781,725	8,954,684	14,661,255	7,035,707	7,035,707
Planning	5,261,530	5,389,467	5,808,832	7,745,533	7,745,533
Project Management	1,243,687	274,762	—	—	—
Regulatory	6	—	—	—	—
Right of Way Management and Permitting	9,888,444	10,708,551	13,700,749	12,484,130	12,484,130
Safety	46,847,078	48,446,388	709,142	719,209	719,209
Sidewalks, Bridges & Structures	11,543,535	14,359,224	6,683,538	6,289,777	6,289,777
Streetcar Operations	15,934,783	17,458,578	18,314,855	18,272,753	18,272,753
Streetlights & Signals	11,392,853	12,647,291	9,727,204	9,898,081	9,898,081
Streets & Signs	24,636,489	27,724,854	38,135,793	40,980,807	40,980,807
Support Services	43,746,956	47,136,615	69,887,299	48,531,807	50,060,660
Towing & PFHT	6,844,690	9,173,181	8,867,942	9,292,865	9,292,865
Tram Operations	201,127	2,717,374	394,416	458,798	458,798
Transportation Planning	(17,107)	7,551	—	—	—
Utility Permitting	5,307,834	5,694,343	6,410,450	5,139,819	5,139,819
<b>Total Programs</b>	<b>269,356,075</b>	<b>301,952,257</b>	<b>435,589,050</b>	<b>392,077,902</b>	<b>394,406,755</b>

# Portland Bureau of Transportation

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
<b>Safety</b>								
Naito Ped Crossing, NW	319,291	0	507,289	1,931,420	0	0	0	2,438,709
<b>Total Safety</b>	<b>319,291</b>	<b>0</b>	<b>507,289</b>	<b>1,931,420</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,438,709</b>
<b>Asset Management</b>								
70s Greenway: Flavel - Sacramento, NE	2,447,966	1,534,365	59,382	0	0	0	0	59,382
100th Ave: Oregon-Pacific, NE	0	263,020	389,671	951,625	767,684	0	0	2,108,980
102nd & Woodstock LID, SE	359,617	283,061	620,000	0	0	0	0	620,000
106th Path: Halsey - San Rafael, NE	0	0	105,857	447,111	0	0	0	552,968
122nd Ave Corridor Improvements, NE	107,395	1,176,876	1,167,569	4,431,244	100,000	0	0	5,698,813
122nd Ave Safety Improvements, Ph II, SE/NE	942,823	1,860,676	595,255	0	0	0	0	595,255
122nd Ave: Foster - Steele, SE	279,357	590,498	2,305,781	2,350,000	12,000,000	8,106,840	0	24,762,621
122nd Ave: Glisan & Halsey, NE	31,071	0	903,417	0	0	0	0	903,417
122nd Ave: Stark - Powell, SE	272,349	500,342	415,463	450,000	0	0	0	865,463
12th Over I-84, NE	292,004	1,761,982	1,739,240	0	0	0	0	1,739,240
148th Ave: Halsey-Powell, NE/SE	0	161,230	261,675	699,575	881,250	6,070,500	0	7,913,000
155th & Main/Millmain LID, SE	232,086	2,017,914	100,000	0	0	0	0	100,000
174th: Division - Powell, SE	0	164,465	767,540	1,301,573	0	0	0	2,069,113
2nd Ave Fill Structure	136,030	400,000	138,969	0	0	0	0	138,969
33rd Ave & Quimby St, NW	13,956	50,044	486,000	0	0	0	0	486,000
42nd Ave: Kilingsworth - Columbia, NE	2,989,852	4,257,578	10,536,322	5,930,203	0	0	0	16,466,525
42nd Ave: Killingsworth - Holman, NE	334,600	977,193	333,567	0	0	0	0	333,567
45th Ave: Flower - Vermont, SW	170,091	2,185,273	2,145,589	0	0	0	0	2,145,589
45th Drive Landslide Abatement, SW	197,612	75,000	422,265	0	0	0	0	422,265
46th & Bryant LID, NE	1,665,733	1,753,887	5,541,453	2,944,389	0	0	0	8,485,842
4th Ave: Lincoln-Burnside, SW	2,600,331	14,033,858	7,653,512	5,149,322	0	0	0	12,802,834
60th/Halsey Area Improvements, NE	1,984,529	1,700,000	3,680,000	3,562,471	0	0	0	7,242,471
82nd Ave Corridor Lighting, NE/SE	422,560	819,453	797,490	40,000	0	0	0	837,490
82nd Ave Crossing: Beech-Ash, SE/NE	620,309	616,874	1,408,369	0	0	0	0	1,408,369
82nd Ave Crossings Tolman-Lambert, SE	71,975	0	2,452,030	2,147,470	0	0	0	4,599,500

# Portland Bureau of Transportation

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## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
82nd Ave Crossings: Klickitat-Lambert, NE/SE	1,133,975	4,800,000	1,914,678	147,315	0	0	0	2,061,993
82nd Ave ITS & Signal timing	140,973	188,436	1,000,000	1,000,000	1,000,000	680,180	0	3,680,180
82nd Ave Phase II - Project Dev, NE/SE	1,022,043	1,055,682	3,981,881	0	0	0	0	3,981,881
82nd Ave: Glisan and Davis, NE	7,857	423,036	1,506,313	2,124,066	458,923	0	0	4,089,302
82nd Ave: Major Maintenance, NE/SE	4,389,371	8,791,361	13,600,000	20,000,000	11,565,268	0	0	45,165,268
89th & Taylor LID, SE	15,535	446,008	673,891	0	0	0	0	673,891
92nd, Burnside, Basin ARTS, SE/N	0	0	628,000	683,000	2,400,250	640,750	0	4,352,000
97th Phase II and Couch/Davis LIDs, NE	3,170,553	2,395,680	4,261,679	3,757,172	0	0	0	8,018,851
ADA Accessible Sidewalks - MO	0	8,594,636	8,938,421	9,295,958	9,667,797	10,054,508	10,456,689	48,413,373
ADA Ramps - Contract	0	5,955,301	3,259,163	2,081,987	3,190,541	2,948,850	3,404,591	14,885,132
Alder Phase 2 Burnside - 2nd, SW	2,504	0	847,496	0	0	0	0	847,496
All Roads Transp Safety (ARTS), CW	801,352	4,100,500	2,714,763	3,356,691	150,000	0	0	6,221,454
Asset Management	0	264,557	576,600	599,600	623,600	648,600	674,500	3,122,900
Belmont St: 7th - 34th Ave, SE	27,919	61,934	128,073	0	0	0	0	128,073
Bertha Bikeway, SW	37,171	414,865	252,829	0	0	0	0	252,829
Bike Parking, CW	0	337,500	367,800	367,800	367,800	367,800	367,800	1,839,000
Brentwood-Darlington - SRTS, SE	2,054,077	2,882,686	3,954,401	717,686	0	0	0	4,672,087
Broadway: Market - Hoyt, SW/ NW	1,713,490	0	1,488,791	0	0	0	0	1,488,791
Burnside & 4th Ave Chinatown Gate, W	10,874	0	274,126	0	0	0	0	274,126
Burnside at St Clair Ave, SW	37,014	562,881	914,950	0	0	0	0	914,950
Burnside St: 97th Ave - 148th Ave, NE	0	0	180,000	202,500	1,200,000	913,735	0	2,496,235
Capitol Hwy / 49th Ave: Barbur - Stephenson, SW	89,420	430,628	681,412	0	0	0	0	681,412
Central Eastside Access & Circulation Impr, SE	1,283,675	4,000,000	1,239,184	0	0	0	0	1,239,184
Cesar Chavez Blvd: Lafayette Ct - Schiller St, SE	0	0	272,500	295,500	1,248,000	416,000	0	2,232,000
Columbia Blvd: Cully Blvd & Alderwood Rd, NE	776,868	3,518,407	5,791,853	809,551	0	0	0	6,601,404
Columbia: 47th - Killingsworth ITS Ph2, NE	31,711	984,680	603,000	0	0	0	0	603,000
Cornfoot: 47th - Alderwood, NE	936,195	2,482,751	626,456	0	0	0	0	626,456
Cully Blvd/57th: Prescott-Klickitat, NE	0	153,555	241,291	800,000	956,000	3,158,081	3,342,628	8,498,000

# Portland Bureau of Transportation

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
Cully Public Works Improvements Project	2,544,848	0	6,741,865	3,115,729	0	0	0	9,857,594
Deficient Bridges/Overpasses	0	145,700	151,500	157,600	163,900	170,400	177,200	820,600
Division Paving: Cesar Chavez to 52nd Ave, SE	19,891	1,540,859	1,990,409	1,112,841	0	0	0	3,103,250
Division St: 148th Ave - 174th Ave, SE	0	206,485	2,113,472	0	0	0	0	2,113,472
Division/Midway Street Improvements, SE	457,933	1,514,651	1,020,009	3,650,807	50,000	0	0	4,720,816
Earthquake Ready Burnside Bridge, SE	1,198,220	575,364	617,449	671,937	500,000	500,000	500,000	2,789,386
Federal and State Program Match Funds	0	1,821,549	60,500	123,400	292,087	827,703	1,394,822	2,698,512
Flavel St at 72nd Ave, SE	5,617	807,108	849,772	0	0	0	0	849,772
Foster Rd & 111th: Crossing & Signal, SE	216,473	86,113	1,297,414	0	0	0	0	1,297,414
Foster Rd: 101st Ave - 136th Ave, SE	0	0	252,500	274,500	1,225,000	0	0	1,752,000
Foster Rd: Barbara Welch - Jenne Rd, SE	0	130,859	139,269	0	0	0	0	139,269
Foster/Woodstock Couplet: 96th-101st, SE	935,085	5,552,489	1,728,519	3,686,396	0	0	0	5,414,915
Gladstone St at Cesar Chavez Blvd, SE	28,951	774,158	696,195	0	0	0	0	696,195
Glisan St East of 122nd Ave, NE	1,326	0	203,080	600,550	0	0	0	803,630
Gravel Street Program	0	490,946	566,356	585,046	604,352	624,296	644,898	3,024,948
Halsey: 65th - 92nd, NE	1,905,976	2,708,739	4,456,037	1,909,700	0	0	0	6,365,737
I-205 Undercrossing @ Halsey, NE	810,751	580,996	1,442,700	1,263,530	0	0	0	2,706,230
I-5 Bridge Replacement	1,401,858	1,450,615	1,272,474	1,500,000	1,500,000	750,000	750,000	5,772,474
I-5 Rose Quarter Hybrid 3, NE	1,290,089	1,094,772	1,532,687	1,500,000	1,500,000	500,000	500,000	5,532,687
Interagency Partnering Program	0	55,278	639,100	664,700	691,300	718,900	747,700	3,461,700
Jade-Montevilla Connected Centers NE	2,835,048	4,061,828	2,773,923	0	0	0	0	2,773,923
Johnson St: 9th - Broadway, NW	1,054,435	2,905,219	9,000,000	10,820,869	2,000,500	1,000,000	2,711,652	25,533,021
Killingsworth St: 60th - Portland Hwy, NE	379,555	1,281,057	2,211,550	620,000	0	0	0	2,831,550
Killingsworth St: MLK Jr Blvd - 33rd Ave, NE	154,277	332,776	187,595	0	0	0	0	187,595
Killingsworth: 42nd - Portland Hwy, NE	69,766	609,382	644,532	0	0	0	0	644,532
LID Street Design	0	445,000	520,000	0	0	0	0	520,000

# Portland Bureau of Transportation

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24	Adopted FY 2024-25	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
Local Traffic Signal Controller Replacement Phase 2, CW	0	0	983,351	484,486	302,861	0	0	1,770,698
Local Traffic Signal Controller Replacement, CW	220	408,889	348,222	94,833	0	0	0	443,055
Mason/Skidmore Greenway (37th - 77th), NE	115,033	351,349	1,532,967	0	0	0	0	1,532,967
MLK Blvd Safety & Access to Transit, NE	70,780	880,000	855,592	3,037,650	558,978	0	0	4,452,220
Mt Scott Blvd: 101th - 104th Ave, SE	0	75,220	80,058	0	0	0	0	80,058
Multimodal Enhancements, CW	0	640,000	590,000	1,000,000	0	0	0	1,590,000
Multiuse Path: 47th to Alderwood, NE	0	1,343,066	760,416	4,792,912	0	0	0	5,553,328
Multnomah Blvd (37th - 40th), SW	102,756	51,702	275,000	0	0	0	0	275,000
Neighborhood Greenway Retrofit	1,370,744	657,357	625,000	0	0	0	0	625,000
Neighborhood Transp Safety & Livable St	0	856,272	819,000	851,800	885,800	921,300	958,100	4,436,000
North Burgard Road Bridge Replacement	0	100,000	2,318,554	8,621,458	4,829,084	0	0	15,769,096
North Portland in Motion, N	156,108	175,000	1,429,600	0	0	0	0	1,429,600
NW in Motion, NW	684,463	0	1,215,537	0	0	0	0	1,215,537
Parkrose SRTS	34,307	1,853,926	422,764	1,572,703	0	0	0	1,995,467
Pavement Preservation	0	1,052,881	0	1,658,100	1,724,400	1,793,400	1,865,100	7,041,000
Pedestrian Crossing	155,628	405,787	787,211	1,251,345	0	0	0	2,038,556
Portland Public Schools	0	1,250,000	1,068,573	0	0	0	0	1,068,573
Powell: 99th-City limits, SE	203,521	83,265	94,516	142,963	0	0	0	237,479
Pre-LID Street Design	0	31,500	32,800	34,100	35,400	36,900	38,300	177,500
Pride and Green Loop Plaza	0	489,379	1,449,693	0	0	0	0	1,449,693
Public Work Permits	0	3,536,000	0	3,782,200	3,785,500	3,788,900	3,792,500	15,149,100
Quick Build Program	0	4,369,400	1,788,100	1,963,600	2,042,200	2,123,900	2,208,800	10,126,600
Reed Dr. LID, NW	18,350	128,285	1,152,059	0	0	0	0	1,152,059
Regional Central System Network, CW	0	0	21,857	316,048	316,048	316,048	0	970,001
Regional Mobility Pricing Project	58,868	400,000	764,175	509,450	1,500,000	1,500,000	1,000,000	5,273,625
Regional Traffic Signal Performance Measures for Active Transp, CW	0	210,285	211,429	211,429	211,429	0	0	634,287
Rosa Parks & Greeley: Crossing & Sig, N	191,220	692,270	616,510	0	0	0	0	616,510
Rose Lane, CW	2,153,279	85,000	467,722	0	0	0	0	467,722
Sacramento/Knott Greenway (122nd - 162nd), SE	5,117	400,000	394,883	0	0	0	0	394,883

# Portland Bureau of Transportation

Public Works Service Area

## CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2023-24		Adopted FY 2024-25		FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
Safe Routes to School - GF, CW	595	499,405	750,000	1,279,000	0	0	0	0	0	2,029,000
Safe Routes to School - PPS, CW	1,363,648	2,287,494	1,163,790	528,816	0	0	0	0	0	1,692,606
Safer Intersections	75,537	748,048	527,830	0	0	0	0	0	0	527,830
Shattuck Rd at OR10 (Portland), SW	5,432	899,891	904,243	0	0	0	0	0	0	904,243
Signal Reconstruction (BP), CW	714,138	1,061,946	100,000	0	0	0	0	0	0	100,000
Signal Reconstruction, CW	0	707,538	181,200	188,400	195,900	203,800	212,000	0	0	981,300
Signal Relamping	412,997	185,000	215,521	400,000	500,000	600,000	597,332	0	0	2,312,853
Southwest in Motion	1,388	250,000	356,646	0	0	0	0	0	0	356,646
Speed Reduction on Cut Through Routes	838,342	630,574	841,658	0	0	0	0	0	0	841,658
Stark St: 76th Ave - 148th Ave, SE	0	0	150,000	150,000	1,460,000	99,289	0	0	0	1,859,289
Stark St: SE 148th Ave - 162nd Ave, SE	0	180,420	1,192,231	0	0	0	0	0	0	1,192,231
Stark-Washington Corridor Improvements	61,399	1,269,343	2,391,123	8,100,000	721,107	0	0	0	0	11,212,230
Stark: 108th-162nd, SE	614,428	1,226,005	2,729,708	10,500,000	5,300,864	0	0	0	0	18,530,572
Street Lighting for Safety, CW	469,800	4,478,894	1,955,000	3,000,000	2,000,000	630,700	0	0	0	7,585,700
Suttle Road LID, N.	3,558,968	7,782,399	475,481	0	0	0	0	0	0	475,481
Taylors Ferry Rd at 17th Ave, SW	65,752	554,032	209,348	0	0	0	0	0	0	209,348
Thurman Bridge Painting	376,406	3,531,021	2,154,919	1,299,625	0	0	0	0	0	3,454,544
Traffic Signals Superbundle, CW	2,664,081	2,731,620	764,938	0	0	0	0	0	0	764,938
Washington St (80th - 82nd), SE	58,541	773,696	191,889	0	0	0	0	0	0	191,889
Willamette Blvd AT Corridor	258,999	449,951	534,603	4,562,398	0	0	0	0	0	5,097,001
Willis Blvd: Newman Ave to Chautauqua Blvd, N	337,833	0	650,000	0	0	0	0	0	0	650,000
<b>Total Asset Management</b>	<b>66,363,600</b>	<b>169,974,726</b>	<b>188,600,591</b>	<b>169,234,730</b>	<b>81,473,823</b>	<b>51,111,380</b>	<b>36,344,612</b>	<b>526,765,136</b>		
<b>Total Requirements</b>	<b>66,682,891</b>	<b>169,974,726</b>	<b>189,107,880</b>	<b>171,166,150</b>	<b>81,473,823</b>	<b>51,111,380</b>	<b>36,344,612</b>	<b>529,203,845</b>		

# Portland Bureau of Transportation

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	70,803	89,107	3.00	267,321	4.00	341,182	4.00	341,182
30003975	Administrative Specialist I - CPPW	58,635	82,098	2.00	138,826	2.00	140,768	2.00	140,768
30003976	Administrative Specialist II - CPPW	73,029	104,208	12.00	988,761	12.00	1,025,510	12.00	1,025,510
30003004	Administrative Specialist III	80,558	114,982	2.00	202,727	2.00	202,727	2.00	202,727
30003977	Administrative Specialist III - CPPW	80,558	114,982	2.00	209,227	3.00	327,806	3.00	327,806
30003978	Analyst I - CPPW	80,558	114,982	3.00	293,686	3.00	290,889	3.00	290,889
30003979	Analyst II - CPPW	94,390	122,637	11.00	1,192,422	10.00	1,083,908	10.00	1,083,908
30003008	Analyst III	103,834	147,035	4.00	483,621	4.00	483,621	4.00	483,621
30003980	Analyst III - CPPW	103,834	147,035	7.00	921,554	7.00	921,554	7.00	921,554
30003009	Analyst IV	114,192	163,322	4.00	551,201	4.00	551,201	4.00	551,201
30000203	Applications Analyst II-Generalist	76,565	89,346	1.00	111,405	1.00	111,405	1.00	111,405
30000090	Asphalt Raker	63,190	73,362	11.00	746,342	11.00	754,644	11.00	754,644
30002494	Auto Equip Oper II: Tractr-Trailr-CL	64,958	78,208	1.00	78,208	1.00	78,208	1.00	78,208
30002583	Automotive Equip Oper II: Sewer Vacuum-CL	64,958	78,208	10.00	824,888	10.00	826,590	10.00	826,590
30000103	Automotive Equip Oper II: Street Sweeper	64,958	78,208	10.00	741,660	10.00	755,404	10.00	755,404
30002493	Automotive Equipment Oper I-CL	62,899	76,190	53.00	3,941,167	53.00	4,009,434	53.00	4,009,434
30003010	Business Systems Analyst I	81,661	0	3.00	294,016	3.00	306,712	3.00	306,712
30003011	Business Systems Analyst II	91,686	0	1.00	106,026	1.00	111,325	1.00	111,325
30003012	Business Systems Analyst III	105,435	0	4.00	453,565	5.00	581,165	5.00	581,165
30000331	CAD Analyst	87,048	111,176	1.00	102,845	1.00	108,054	1.00	108,054
30000328	CAD Technician I	54,018	72,405	1.00	66,779	1.00	70,012	1.00	70,012
30000329	CAD Technician II	72,405	92,352	4.00	274,102	4.00	317,393	4.00	317,393
30000330	CAD Technician III	87,048	111,176	1.00	103,216	1.00	108,434	1.00	108,434
30000399	Capital Project Manager I	87,048	111,176	6.00	573,762	6.00	592,016	6.00	592,016
30003013	Capital Project Manager II	98,134	125,237	6.00	730,527	6.00	751,422	6.00	751,422
30003014	Capital Project Manager III	103,834	147,035	6.00	787,134	6.00	787,134	6.00	787,134
30003015	Capital Project Manager IV	114,192	163,322	3.00	426,026	3.00	426,026	3.00	426,026
30002499	Carpenter-CL	79,290	87,402	5.00	420,786	4.00	343,472	4.00	343,472
30002497	Concrete Finisher-CL	79,290	87,402	20.00	1,725,906	20.00	1,735,768	20.00	1,735,768
30002495	Construction Equipment Operator-CL	61,859	78,998	22.00	1,763,470	22.00	1,276,710	22.00	1,276,710
30003981	Coordinator I (E) - CPPW	73,029	104,208	6.00	512,533	5.00	423,915	5.00	423,915
30003982	Coordinator I (NE) - CPPW	73,029	104,208	16.00	1,309,413	17.00	1,398,031	17.00	1,398,031
30003028	Coordinator II	80,558	114,982	3.00	306,737	3.00	306,737	3.00	306,737

# Portland Bureau of Transportation

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003983	Coordinator II - CPPW	80,558	114,982	15.00	1,398,823	15.00	1,423,233	15.00	1,423,233
30003029	Coordinator III	94,390	122,637	4.00	434,965	4.00	434,965	4.00	434,965
30003984	Coordinator III - CPPW	94,390	122,637	10.00	1,076,967	10.00	1,110,200	10.00	1,110,200
30003030	Coordinator IV	103,834	147,035	6.00	754,779	6.00	754,779	6.00	754,779
30003036	Deputy Director III	152,006	220,958	1.00	186,482	1.00	186,482	1.00	186,482
30000334	Development Services Technician III	87,048	111,176	2.00	192,068	2.00	199,492	2.00	199,492
30003039	Director III	183,934	273,770	1.00	257,754	1.00	257,754	1.00	257,754
30000116	Electrician	92,789	100,214	21.00	2,064,079	21.00	2,089,646	21.00	2,089,646
30000121	Electrician/Instrument Technician	95,826	103,438	1.00	103,438	1.00	103,438	1.00	103,438
30000237	Electronics Technician II:Traffic Signal	79,664	96,595	1.00	96,595	1.00	96,595	1.00	96,595
30003046	Engineer II			9.00	1,249,354	8.00	1,123,202	8.00	1,123,202
30003047	Engineer III	114,192	163,322	7.00	1,064,961	7.00	1,064,961	7.00	1,064,961
30003048	Engineer, Chief	152,006	220,958	1.00	202,571	1.00	202,571	1.00	202,571
30003049	Engineer, City Traffic	138,174	189,114	1.00	200,450	1.00	200,450	1.00	200,450
30001734	Engineer-Bridge	114,442	139,090	4.00	531,712	4.00	534,572	4.00	534,572
30000365	Engineer-Civil	114,442	139,090	15.00	1,830,141	14.00	1,815,481	14.00	1,815,481
30000370	Engineer-Traffic	114,442	139,090	12.00	1,638,208	12.00	1,663,432	12.00	1,663,432
30000358	Engineering Associate, Sr-Civil	98,987	126,152	13.00	1,436,884	10.00	1,174,734	10.00	1,174,734
30000362	Engineering Associate, Sr-Structural	98,987	126,152	1.00	120,910	1.00	126,152	1.00	126,152
30000363	Engineering Associate, Sr-Traffic	98,987	126,152	13.00	1,503,658	13.00	1,531,846	13.00	1,531,846
30000353	Engineering Associate-Civil	81,286	109,013	13.00	1,099,182	13.00	1,159,037	13.00	1,159,037
30003050	Engineering Manager	138,174	189,114	5.00	887,516	4.00	723,872	4.00	723,872
30003051	Engineering Supervisor	125,632	177,237	16.00	2,564,776	15.00	2,413,342	15.00	2,413,342
30000324	Engineering Technician I	58,240	74,360	8.00	576,154	6.00	460,834	6.00	460,834
30000325	Engineering Technician II	72,405	92,352	44.00	3,799,150	40.00	3,560,175	40.00	3,560,175
30000326	Engineering Technician III	87,048	111,176	18.00	1,883,755	15.00	1,640,679	15.00	1,640,679
30000095	Environmental Systems Crew Leader	73,923	80,350	12.00	952,026	12.00	998,660	12.00	998,660
30000094	Environmental Systems Maintenance Tech	70,782	82,659	12.00	943,898	12.00	956,632	12.00	956,632
30003985	Financial Analyst I - CPPW	80,558	114,982	3.00	299,405	3.00	299,405	3.00	299,405
30003986	Financial Analyst II - CPPW	94,390	122,637	3.00	363,210	3.00	363,210	3.00	363,210
30003987	Financial Analyst III - CPPW	103,834	147,035	1.00	110,074	1.00	110,074	1.00	110,074
30000127	General Mechanic	66,435	82,805	2.00	165,610	2.00	165,610	2.00	165,610
30000342	GIS Technician II	72,405	92,352	7.00	580,402	7.00	600,023	7.00	600,023
30000343	GIS Technician III	87,048	111,176	3.00	328,245	3.00	332,207	3.00	332,207

# Portland Bureau of Transportation

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000372	Graphics Designer II	72,405	92,352	1.00	82,361	2.00	161,336	2.00	161,336
30000166	Lighting & Signal Inspector	93,808	108,576	3.00	245,343	2.00	197,667	2.00	197,667
30003079	Maintenance Supervisor I - E	94,390	122,637	1.00	97,219	1.00	97,219	1.00	97,219
30003234	Maintenance Supervisor I - NE	94,390	122,637	22.00	2,295,572	22.00	2,295,572	22.00	2,295,572
30003080	Maintenance Supervisor II	103,834	147,035	8.00	982,252	8.00	1,003,319	8.00	1,003,319
30003081	Manager I	114,192	163,322	7.00	991,786	6.00	853,029	6.00	853,029
30003082	Manager II	138,174	189,114	15.00	2,313,063	15.00	2,339,574	15.00	2,339,574
30003083	Manager III	152,006	220,958	6.00	1,168,252	5.00	981,770	5.00	981,770
30003084	Mapping & GIS Supervisor	103,834	147,035	1.00	124,446	1.00	124,446	1.00	124,446
30000978	Mapping Data Technician II	87,048	111,176	3.00	313,091	3.00	313,789	3.00	313,789
30000347	Materials Quality Compliance Specialist	87,048	111,176	1.00	111,176	1.00	111,176	1.00	111,176
30000012	Office Support Specialist II	44,866	64,397	6.00	366,851	6.00	370,095	6.00	370,095
30000013	Office Support Specialist III	57,346	76,024	4.00	288,745	3.00	253,242	3.00	253,242
30000112	Painter	73,237	81,869	1.00	81,869	1.00	81,869	1.00	81,869
30000185	Parking Code Enforcement Officer	58,656	77,022	59.00	4,315,734	81.00	5,723,579	81.00	5,723,579
30000099	Parking Pay Station Technician	66,518	80,330	6.00	448,364	6.00	463,362	6.00	463,362
30000380	Planner I, City-Transportation	84,469	97,781	5.00	434,167	5.00	460,011	5.00	460,011
30000388	Planner II, City-Transportation	96,179	111,342	4.00	376,778	4.00	427,670	4.00	427,670
30000396	Planner, Sr City-Transportation	103,397	119,642	7.00	781,742	7.00	797,499	7.00	797,499
30000395	Planner, Sr City-Transportation Modeling	103,397	119,642	1.00	119,642	1.00	119,642	1.00	119,642
30003090	Planner, Supervising	114,192	163,322	5.00	701,001	4.00	562,244	4.00	562,244
30003096	Public Information Manager	114,192	163,322	1.00	140,608	1.00	140,608	1.00	140,608
30003097	Public Information Officer	94,390	122,637	1.00	122,637	1.00	122,637	1.00	122,637
30000228	Public Works Inspector	80,912	92,498	15.00	1,354,863	15.00	1,376,315	15.00	1,376,315
30000229	Public Works Inspector, Sr	87,734	103,397	13.00	1,325,502	13.00	1,332,294	13.00	1,332,294
30000190	Regulatory Program Administrator	86,570	107,099	1.00	107,099	1.00	107,099	1.00	107,099
30000189	Regulatory Program Specialist	60,195	79,747	10.00	787,127	14.00	1,041,901	14.00	1,041,901
30000349	Right of Way Agent II	72,405	92,352	7.00	603,156	7.00	626,860	7.00	626,860
30000350	Right of Way Agent III	87,797	112,070	4.00	436,375	4.00	448,280	4.00	448,280
30003099	Risk Specialist I	72,238	0	1.00	84,123	1.00	88,329	1.00	88,329
30003100	Risk Specialist II	94,390	122,637	1.00	97,219	1.00	97,219	1.00	97,219
30000029	Service Dispatcher	48,110	69,410	7.00	260,930	2.00	108,890	2.00	108,890
30000089	Sign Maker	74,173	82,971	1.00	82,971	1.00	82,971	1.00	82,971
30000402	Signals & Street Lighting Technician	87,048	111,176	1.00	111,176	1.00	111,176	1.00	111,176
30002133	Site Operations Crew Leader	73,923	80,350	2.00	173,680	2.00	173,680	2.00	173,680

# Portland Bureau of Transportation

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30002483	Storekeeper/Acquisition Specialist I-CL	60,133	73,632	1.00	73,632	1.00	73,632	1.00	73,632
30002484	Storekeeper/Acquisition Specialist II-CL	63,211	77,334	5.00	358,424	5.00	366,994	5.00	366,994
30002485	Storekeeper/Acquisition Specialist III-CL	71,469	88,733	3.00	266,199	3.00	266,199	3.00	266,199
30000091	Street Maintenance Crew Leader	73,923	80,350	11.00	942,386	11.00	861,972	11.00	861,972
30003850	Streetcar Maintenance Supervisor	94,390	122,637	4.00	427,669	4.00	427,669	4.00	427,669
30003103	Supervisor I - E	94,390	122,637	12.00	1,343,680	12.00	1,354,558	12.00	1,354,558
30003275	Supervisor I - NE	94,390	122,637	6.00	655,638	6.00	655,638	6.00	655,638
30003104	Supervisor II	103,834	147,035	17.00	2,129,775	16.00	2,004,341	16.00	2,004,341
30001079	Survey Project Support Tech	75,088	81,910	1.00	81,910	1.00	81,910	1.00	81,910
30000224	Surveying Aide II	65,666	76,502	8.00	570,601	8.00	593,371	8.00	593,371
30003105	Surveying Manager	125,632	177,237	1.00	177,237	1.00	177,237	1.00	177,237
30003106	Surveying Supervisor	114,192	163,322	2.00	319,530	2.00	319,530	2.00	319,530
30000225	Surveyor I	76,898	94,370	5.00	471,850	5.00	471,850	5.00	471,850
30000226	Surveyor II	94,536	115,814	4.00	463,256	4.00	463,256	4.00	463,256
30003951	Systems Analyst, Senior	103,834	147,035	1.00	125,434	1.00	125,434	1.00	125,434
30003108	Technology Capital Project Manager	125,632	177,237	1.00	143,021	1.00	143,021	1.00	143,021
30000092	Traffic Crew Leader	73,923	80,350	8.00	694,720	8.00	694,720	8.00	694,720
30000351	Transportation Demand Mgmt Spec I	72,405	92,352	8.00	604,651	8.00	623,980	8.00	623,980
30000352	Transportation Demand Mgmt Spec II	87,048	111,176	6.00	614,795	6.00	630,530	6.00	630,530
30001037	Utility Locator	67,288	72,405	5.00	360,733	5.00	365,689	5.00	365,689
30002489	Utility Worker I-CL	59,030	64,230	11.00	663,925	10.00	698,870	10.00	698,870
30002490	Utility Worker II-CL	64,230	69,056	138.00	9,312,064	138.00	9,422,632	138.00	9,422,632
30000123	Welder	74,173	82,971	2.00	166,692	2.00	168,668	2.00	168,668
<b>Total Full-Time Positions</b>				<b>1,024.00</b>	<b>96,288,526</b>	<b>1,020.00</b>	<b>96,046,421</b>	<b>1,020.00</b>	<b>96,046,421</b>
30003979	Analyst II - CPPW	94,390	122,637	3.00	256,100	3.00	218,891	3.00	218,891
30003982	Coordinator I (NE) - CPPW	73,029	104,208	3.00	210,930	3.00	210,157	3.00	210,157
30003046	Engineer II			1.00	146,016	1.00	146,016	1.00	146,016
30000353	Engineering Associate-Civil	81,286	109,013	1.00	74,205	1.00	85,457	1.00	85,457
30000324	Engineering Technician I	58,240	74,360	2.00	115,818	1.00	7,280	1.00	7,280
30000325	Engineering Technician II	72,405	92,352	4.00	187,596	4.00	144,808	4.00	144,808
30003985	Financial Analyst I - CPPW	80,558	114,982	1.00	73,328	1.00	97,770	1.00	97,770
30000372	Graphics Designer II	72,405	92,352	1.00	68,816	1.00	31,445	1.00	31,445
30000380	Planner I, City-Transportation	84,469	97,781	5.00	379,964	3.00	260,203	3.00	260,203

# Portland Bureau of Transportation

Public Works Service Area

## FTE Summary

Class	Title	Salary Range		Revised FY 2023-24		Proposed FY 2024-25		Adopted FY 2024-25	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000375	Planner, Associate	76,794	88,858	1.00	76,794	1.00	47,694	1.00	47,694
30000228	Public Works Inspector	80,912	92,498	2.00	156,045	2.00	143,975	2.00	143,975
30000229	Public Works Inspector, Sr	87,734	103,397	1.00	87,734	1.00	91,530	1.00	91,530
30003099	Risk Specialist I	72,238	0	1.00	75,254	1.00	12,643	1.00	12,643
30000351	Transportation Demand Mgmt Spec I	72,405	92,352	1.00	75,878	1.00	74,441	1.00	74,441
<b>Total Limited Term Positions</b>				<b>40.00</b>	<b>2,832,389</b>	<b>24.00</b>	<b>1,676,303</b>	<b>24.00</b>	<b>1,676,303</b>
<b>Grand Total</b>				<b>1,064.00</b>	<b>99,120,915</b>	<b>1,044.00</b>	<b>97,722,724</b>	<b>1,044.00</b>	<b>97,722,724</b>

## Acronyms

The following are acronyms and terms commonly used by the City of Portland.

- AP** Accounting period  
**BAC** Budget Advisory Committee  
**BDS** Bureau of Development Services  
**BEECN** Basic Earthquake Emergency Communication Node  
**BES** Bureau of Environmental Services  
**BFM** Budget Formulation Management (Citywide budget system)  
**BHR** Bureau of Human Resources (within OMF)  
**BOEC** Bureau of Emergency Communications  
**BPS** Bureau of Planning & Sustainability  
**BTS** Bureau of Technology Services (within OMF)  
**BMP** Budget Monitoring Process  
**CAFR** Comprehensive Annual Financial Report  
**CAD** Computer-Aided Dispatch system, used by BOEC, Police, Fire, and Multnomah County partners  
**CAL** Current Appropriation Level  
**CAO** Chief Administrative Officer (in OMF)  
**CBO** City Budget Office  
**CBWTP** Columbia Boulevard Wastewater Treatment Plant  
**CELs** Community Engagement Liaisons program (within Civic Life)  
**CIP** Capital Improvement Plan  
**Civic Life** Office of Community and Civic Life (formerly known as the Office of Neighborhood Involvement)  
**COAB** Community Oversight Advisory Board  
**COCL** Compliance Office / Community Liaison  
**COOP** Continuity of Operations  
**COPPEA** City of Portland Professional Employees Association  
**CPI** Consumer Price Index  
**CRC** Capital Review Committee  
**CSL** Current Service Level  
**CSO** Combined sewer overflow  
**DBR** Design-Build-Relocate  
**DCL** Diversity and Civic Leadership program (within Civic Life)  
**DCTU** District Council of Trade Unions

## **Acronyms**

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- DEQ** (State) Department of Environmental Quality
- DOJ** (U.S.) Department of Justice
- D/M/W/ESB/SDVBE**  
Disadvantaged, Minority-Owned, Women-Owned, Emerging Small Businesses, Service Disabled Veterans Business Enterprises
- EBS** Enterprise Business System
- ECC** Emergency Coordination Center
- ECPC** Equitable Contracting & Purchasing Commission
- EPA** (U.S.) Environmental Protection Agency
- ESA** Endangered Species Act
- FEMA** (U.S.) Federal Emergency Management Administration
- FPDR** Fire & Police Disability & Retirement
- FTE** Full-time equivalent employee
- FY** Fiscal Year
- GAAP** Generally Accepted Accounting Principles
- GASB** Governmental Accounting Standards Board
- GATR** Government Accountability, Transparency, and Results
- GFOA** Government Finance Officers Association
- GIS** Geographic Information System
- GO Bond** General obligation bond
- GTR** General transportation revenues
- HR** Human Resources
- IA** Interagency agreement
- IGA** Intergovernmental agreement
- KPM** Key Performance Measure
- LCDC** (State) Land Conservation and Development Commission
- LID** Local Improvement District
- LT2** Long-Term 2 Surface Water Treatment Rule
- LUBA** Land Use Board of Appeals
- M&S** Materials and services
- Metro** Portland metropolitan regional government
- MDCs** Mobile Data Computers, in police patrol cars
- MOU** Memorandum of Understanding
- NET** Neighborhood Emergency Team
- NMFS** National Marine Fisheries Services

- NOAA** Fisheries (U.S.) National Oceanic & Atmospheric Administration—National Marine Fisheries Service
- NPDES** National Pollutant Discharge Elimination System
- NPI** Neighborhood Prosperity Initiative
- O&M** Operation and maintenance
- OAR** Oregon Administrative Rules
- OCT** Office for Community Technology
- ODOT** Oregon Department of Transportation
- OEHR** Office of Equity & Human Rights
- OMF** Office of Management & Finance
- OPSRP** Oregon Public Services Retirement Plan, successor to PERS
- OPUC or PUC** Oregon Public Utility Commission
- ORS** Oregon Revised Statutes
- OYVP** Office of Youth Violence Prevention
- P&D** Printing & Distribution (within OMF)
- PBEM** Portland Bureau of Emergency Management
- PBOT** Portland Bureau of Transportation
- PCCEP** Portland Committee on Community-Engaged Policing
- PCEF** Portland Clean Energy Community Benefits Fund
- PCF** Personnel Cost Forecasting
- PCL** Portland Children's Levy
- PERS** Public Employees Retirement System, succeeded by OPSRP for newer public employees
- PF&R** Portland Fire & Rescue
- PFFA** Portland Fire Fighters Association
- PHB** Portland Housing Bureau
- PP&R** Portland Parks & Recreation
- PPA** Portland Police Association
- PPB** Portland Police Bureau
- PPCOA** Portland Police Commanding Officers Association
- PPI** Producer Price Index
- PSSRP** Public Safety Systems Revitalization Project
- PTE** Professional, technical, and expert services
- PUB** Portland Utility Board
- QA/QI** Quality Assurance/Quality Improvement
- RACC** Regional Arts & Culture Council

## **Acronyms**

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- RDPO** Regional Disaster Preparedness Organization  
**RFP** Request for proposal  
**ROW** Right-of-way  
**SAFE** Street Access for Everyone  
**SAP** City's financial and human resource system  
**SCT** Service Coordination Team  
**SDC** System development charge  
**SEA** Service Efforts and Accomplishments Report  
**SMF** Street Maintenance Fee  
**TAN** Tax anticipation note  
**TCWTP** Tryon Creek Wastewater Treatment Plant  
**TIF** Tax increment financing  
**TMDL** Total maximum daily load  
**TNC** Transportation Network Company  
**TSCC** Tax Supervising & Conservation Commission  
**TSP** Transportation System Plan  
**UGB** Urban Growth Boundary  
**URA** Urban Renewal Area  
**URM** Unreinforced Masonry

## Glossary

**2035 COMPREHENSIVE PLAN:** A long-range plan that sets the framework for the physical development of the city. The plan is composed of four components that will guide land use and infrastructure investment decisions in Portland for the next 20 years: goals and policies, land use designation maps, a list of significant projects, and portions of the Transportation System Plan (TSP).

**2040 PLAN:** A planning guide for regional growth in the Portland metropolitan area over the next 35 to 50 years. The plan was produced by Metro, the regional governing body for the Portland metropolitan area.

**ACCOUNT:** The classification of appropriation by type of expenditure or revenue (see Line Item).

**ACCOUNTING PERIOD:** The City's fiscal year is divided into 12 accounting periods. Each accounting period is one month long. Each fiscal year includes an additional four accounting periods for small adjustments after the end of the year, for a total of 16 accounting periods.

**ACCRUAL:** An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

**APPROPRIATION:** The legal authority to spend funds designated for a specific purpose.

**BALANCED BUDGET:** Oregon Administrative Rule 150-294.352(1)-(B), relating to Local Budget Law, states that the City "must construct its budget in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund" and "the total of all resources of the district must equal the total of all expenditures and all requirements for the district." A budget that meets these specifications is considered balanced.

**BALLOT MEASURE 37:** A measure approved by Oregon voters in November of 2004. The measure requires state and local governments to reimburse property owners for reduced property values attributable to government regulation, or to waive the applicable regulations. Ballot Measure 49, passed in 2007, overturned and modified many Measure 37 provisions.

**BALLOT MEASURE 47:** A property tax limitation measure approved by Oregon voters in November 1996.

**BALLOT MEASURE 50:** A property tax limitation measure referred by the Oregon Legislature to voters as a replacement for Ballot Measure 47. Measure 50 was approved by voters in May 1997.

**BEGINNING FUND BALANCE:** Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

**BOEC USER JURISDICTIONS:** The City of Portland; Multnomah County; the Cities of Gresham, Troutdale, Fairview, Wood Village, and Maywood Park; Multnomah County Rural Fire Protection District 14 (Corbett); and Sauvie Island Fire District No. 30. Legally created by Ordinance No. 169468 for the provision of emergency call receiving and dispatch services by the Bureau of Emergency Communications.

**BUDGET FORMULATION AND MANAGEMENT (BFM):** The City's budget software system. BFM is used to develop and track the City's budget and performance measures data.

**BRIDGE FUNDING:** Temporary funds intended to provide for services during a period of transition or downsizing.

**BUDGET:** A financial, operating, and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

**BUDGET CALENDAR:** The schedule of major events in the budget process.

**BUDGET COMMITTEE:** A special committee required under Oregon Local Budget Law. The committee, which in Portland's case is identical in composition to the City Council, reviews the Mayor's Proposed Budget and votes to approve the budget.

**BUDGET MESSAGE:** A written explanation of the budget and the City's financial plan and priorities presented to the Budget Committee (City Council) by the Mayor. The budget message is a requirement of Oregon Local Budget Law.

**BUDGET MONITORING PROCESS (BMP):** A report submitted by bureaus two times each year, typically occurring in October and April. The report compares planned and actual expenditures, revenues, and performance measurement data. Bureaus can also request appropriation changes through the BMP processes. A third report—the Over-Expenditure Ordinance—takes place in June and is narrowly focused on preventing over-expenditure at the bureau, fund, and appropriation category level.

**BUDGET NOTES:** Directives included in the budget adoption ordinance that instruct a bureau or office to take a specific action, or that convey Council intent with respect to a particular issue.

**BUDGET PHASES:** The major versions of the budget; each corresponds with a different phase of the budget process.

**REQUESTED:** A bureau's requested appropriation as submitted to City Council and the City Budget Office.

**PROPOSED:** The Mayor's recommended budget as presented to the Budget Committee.

**APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission. The Approved Budget occurs after the release of the Mayor's Proposed Budget and before the final Adopted Budget.

**ADOPTED:** The budget as adopted by City Council. It is the Adopted Budget from which the City operates during the fiscal year.

**REVISED:** The budget as amended by ordinances, typically during a Budget Monitoring Process, by City Council throughout the fiscal year.

**BUREAU ADVISORY COMMITTEE (BAC):** Bureau specific committees, specific to a particular bureau, consisting of community members appointed to advise the bureau on its budget requests and to make recommendations to Council.

**BUREAU GOAL:** A specific statement of results that a bureau plans to achieve in order to meet an identified community need.

**CAPITAL BUDGET:** The expenditures scheduled for the first year of the five-year Capital Improvement Plan.

**CAPITAL EQUIPMENT:** Machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

**CAPITAL IMPROVEMENT:** An expenditure of at least \$10,000 that extends an asset's useful life and/or improves its efficiency, capacity, or usability. The life expectancy of a capital improvement must be at least ten years.

**CAPITAL IMPROVEMENT PLAN (CIP):** A five-year plan approved by City Council that lists capital improvement projects, costs, and schedules for completion.

**CAPITAL OUTLAY:** A major expenditure category that includes land, buildings (purchase or construction), improvements other than buildings (purchase or construction), and equipment and furniture with a unit cost in excess of \$5,000.

**CITY BUDGET OFFICE (CBO):** The office that plans and administers the budget process for the City. This includes the issuance of instructions to bureaus, analysis of requests, preparation of the Mayor's Proposed Budget, and preparation of the Adopted Budget.

**COMBINED SEWER OVERFLOW (CSO):** Flows from a sewer system that contain both sanitary sewage and stormwater and are discharged directly, without treatment, to a receiving waterway during periods of high flows.

**COMMUNITY ENGAGEMENT LIAISONS (CELS) PROGRAM:** CELs are experienced City of Portland-trained civic activists, fluent in English, who are available to assist City public involvement programs with interpretation and facilitation services for a reasonable fee. Community Engagement Liaisons are a part of the Office of Community & Civic Life's New Portlanders Program.

**DESTINATION FUND:** A fund receiving transferred dollars from another fund (the "source fund").

**ENDING FUND BALANCE:** The amount that remains unspent in a fund after subtracting budgeted expenditures, including contingency.

### **EXPENSES:**

**BUREAU EXPENSES:** Requirements of the programs or services provided by the City's bureaus. The major bureau expense categories are personnel services, internal and external materials and services, and capital outlay.

**FUND EXPENSES:** Requirements of a fund for supporting programs and services. The major fund expense categories are contingency, debt retirement, and inter-fund transfers.

**EXPENDITURE:** The actual outlay of, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund-level requirements, such as contingency and cash transfers.

**FEDERAL FINANCIAL ASSISTANCE:** Assistance provided by a federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance, or direct appropriation to individuals. It includes funding awarded directly from federal agencies or indirectly through other units of state and local government.

**FINANCIAL OUTLOOK:** Report on the General Fund's current financial condition. The report is used by Council and produced quarterly.

**FISCAL YEAR (FY):** The twelve-month period beginning July 1 and ending June 30.

**FUND:** A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary, and fiduciary. Funds are established in accordance with state and local laws, regulations, and other limitations.

**CAPITAL PROJECT FUNDS:** Funds dedicated to the acquisition, construction, or improvement of capital assets. (Construction funds for the Bureau of Environmental Services and the Water Bureau are considered enterprise funds.)

**DEBT SERVICE FUNDS:** Funds that account for the payment of debt service on general obligation, revenue, assessment, improvement, and urban renewal tax increment bonds.

**ENTERPRISE FUNDS:** Funds that are used to account for activities that render services on a user-fee basis and are expected to function without General Fund resources. Enterprise funds include the Hydroelectric Power Operating, Water, Sewer System Operating, Solid Waste Management, Golf, and Parking Facilities Funds.

**FIDUCIARY FUNDS:** The City has three fiduciary funds, all used to account for the retirement and disability costs of police and fire personnel. Revenues for the main fund —the Fire & Police Disability & Retirement (FPDR) Fund—are received from a property tax levy authorized by Portland voters in 1948.

**GENERAL FUND:** The General Fund includes resources for all general purpose activities of the City that are supported by property taxes, other discretionary resources, and by General Fund overhead recovery revenue.

**GOVERNMENTAL FUNDS:** Funds that support the general government activities of the City. The largest and most visible governmental fund is the General Fund, which supports police, fire, parks, and other services. The Transportation Operating Fund is the other major governmental fund. Capital projects, debt service, permanent, and special revenue funds are also governmental funds.

**INTERNAL SERVICE FUNDS:** Funds that provide central services, such as fleet maintenance and printing to other bureaus and agencies. These funds operate almost solely with revenues received from the agencies using their services.

**PERMANENT FUNDS:** Funds for gifts or bequests that are legally restricted to the extent that only interest earnings on the principal may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.

**PROPRIETARY FUNDS:** A category of funds that includes enterprise funds and internal service funds.

**RESERVE FUNDS:** Funds established to provide a holding place for emergency and counter-cyclical reserve monies. Dollars must be transferred from reserve funds to operating funds to be expended. Transfers are only permitted under circumstances that are clearly specified when the fund is created. Examples include the General Reserve and Transportation Reserve Funds. Reserve funds are special revenue funds.

**SPECIAL REVENUE FUNDS:** Funds established to receive money from specific sources that can be used only for specific purposes. Reserve funds are examples.

**GENERAL FUND DISCRETIONARY:** General Fund discretionary resources are those that City Council can allocate to programs and services in any area. Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, miscellaneous revenues, and cash transfers into the General Fund. General Fund bureaus receive General Fund discretionary revenue that is an allocation of these discretionary resources.

**GENERAL FUND OVERHEAD:** General Fund overhead consists of those functions that provide general support to other parts of City government. Overhead functions include the Bureaus of Revenue & Financial Services, Human Resources, and purchases in the Office of Management & Finance, and the Offices of the Mayor, City Commissioners, Auditor, Attorney, Emergency Management, City Budget Office, and the Office of Equity & Human Rights. The budgets for these bureaus and offices are allocated to other bureaus through the General Fund overhead model. In this model, Non-General Fund bureaus transfer resources to the General Fund to support the overhead functions. General Fund bureaus' share of General Fund overhead is not collected; instead, the overhead functions receive General Fund discretionary revenue to cover what would be the General Fund bureaus' share of General Fund overhead.

**GENERAL OBLIGATION (GO) BONDS:** Voter-approved bonds backed by the full faith and credit and taxing authority of the City. These bonds are typically paid from a property tax levied upon all taxable property within the City. GO bonds are used to finance a wide range of capital projects.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)**

**DISTINGUISHED BUDGET AWARD:** The highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and elected officials of award recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an operations guide, and a communication device.

**GRANT:** Donated financial assistance received from state, federal, or other third-party sources, or similar assistance to non-city entities from City revenues.

**INTERAGENCY AGREEMENT (IA):** An agreement for provision and receipt of services between City bureaus or funds. IAs establish a mutually agreed upon budget amount for anticipated services to be provided and received.

**INTERNAL SERVICE BUREAUS:** Bureaus that exist to provide services to other City bureaus. These services include fleet, printing and distribution, facilities management, risk management (insurance), and technology services.

**LINE ITEM:** The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, utilities and local travel are line items within the external materials and services major object category.

**LOCAL BUDGET LAW:** Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties, and special districts within Oregon.

**MAJOR OBJECT CATEGORIES:** Broad categories of expenditures. Major object categories include personnel services, external and internal materials and services, capital outlay, inter-fund transfers, contingency, and debt service. (See Account or Line Item.)

**MINOR EQUIPMENT:** Tools or equipment with a unit cost of less than \$5,000.

**MISSION:** A statement of an organization's overall purpose.

**NEW PORTLANDERS POLICY COMMISSION:** The New Portlanders Policy Commission provides technical advice to City bureaus and elected officials on policies and practices to integrate immigrant and refugee communities' needs and perspectives into the provision of City services.

**OBJECTIVE:** A desired result, established for a group of related activities within a bureau. The achievement of an objective satisfies part or all of a bureau goal.

**OFFICE OF MANAGEMENT & FINANCE:** The organizational unit that includes many of the City's central administrative functions, such as human resources, accounting, treasury, and debt management, as well as the internal service bureaus.

**ONE-TIME EXPENDITURES:** These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

**ONE-TIME REVENUES:** Revenues that are either non-recurring (such as certain grant awards, legal settlements etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements but less than the amount required in the fifth year of the financial forecast.

**ONGOING EXPENDITURES:** Continuing expenditures that maintain established levels of service (as compared to one-time expenditures).

**ONGOING REVENUES:** Discretionary General Fund revenues that are sufficient to fund services though the five years of the financial forecast.

**OREGON REVISED STATUTES (ORS):** The laws of the State of Oregon.

**OVERHEAD:** An amount assessed, usually at the fund level, to support administrative and general support services budgeted in the General Fund. The collection of overhead charges from all City funds ensures that all bureaus share the cost of necessary central services, such as accounting, legal services, and purchasing.

**PERFORMANCE MEASURE:** An indicator that measures the degree of accomplishment of an objective. The major types are as follows:

**WORKLOAD MEASURE:** Describes a quantity of work performed.

**OUTPUT MEASURE:** Specifies quantity or number of units produced. Outputs are activity-oriented, measurable, and usually under managerial control.

**OUTCOME MEASURE:** A qualitative consequence associated with a program/service (i.e., the ultimate benefit to the customer), and communicate the policy intent of service provision. External forces can sometimes limit managerial control of measure results. This category may include measures of service quality.

**EFFICIENCY MEASURE:** An input used per unit of output—or, output generated per each unit of input. These measures quantify the financial cost or time required to reach bureau outputs and outcomes.

**KEY PERFORMANCE MEASURE:** An outcome indicator of core service delivery that provide bureau managers and Council with information to guide decision making.

**PORLAND PLAN:** A document, adopted by City Council on April 25, 2012, that guides Portland progress and direction over the next 25 years. The plan is organized into the broad themes of 1) a healthy, connected City; 2) thriving, educated youth; and 3) economic prosperity and affordability. Equity is the overarching framework for the plan.

**PROSPER PORTLAND:** The City of Portland's economic and urban development agency, formerly known as the Portland Development Commission (PDC). The agency oversees the investment of urban renewal tax increment revenues in specified urban renewal areas.

**PORLAND UTILITY BOARD (PUB):** The community oversight body and Budget Advisory Committee for the Portland Water Bureau and Bureau of Environmental Services. The Board's purpose is to advise City Council, on behalf of and for the benefit of the community of Portland, on the financial plans, capital improvements, annual budget development, and rate setting for the City's water, sewer, and stormwater services.

**PROGRAM:** A set of activities and projects that seek to accomplish a common specific objective. Programs are typically considered subdivisions of a bureau.

**PUBLIC FACILITIES PLAN:** A document that describes significant projects that will support land uses in the City's Comprehensive Plan and other projects, divided into short-term (five years) and long-term (6–20 years) needs. The plan supports the City of Portland's Comprehensive Plan and Capital Improvement Plan. There are two classes of public facilities:

- ◆ Significant facilities necessary to support land uses designated in the Comprehensive Plan.
- ◆ All other facilities with a projected value of more than \$10,000, including buildings, structures, or equipment incidental to the direct operation of the significant facilities listed above.

**RECREATIONAL CANNABIS TAX FUND:** This fund collects net revenues remaining from the Recreational Cannabis Tax, which are allocated for drug and alcohol education and treatment programs, public safety, and support for neighborhood small businesses, with a focus on women-owned and minority-owned businesses.

**REGIONAL WATER SUPPLY PLAN:** A long-range plan for the water supply of 27 municipal water suppliers in the greater Portland metro area.

**REQUIREMENTS:** Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, inter-fund cash transfers, debt service, and ending fund balance.

**RESERVES:** Resources set aside for emergency expenses, downturns in the economy, or other unforeseen needs (see Reserve Funds).

**RESOURCES:** Revenue and other monies that a bureau has or expects to receive. Resources include estimated revenues and beginning fund balance.

**REVENUE:** Money received into a fund or appropriation unit from outside the fund or appropriation unit.

**SAP:** The financial software system that replaced the City's Integrated Business Information System and other financial software programs.

**SOURCE FUND:** A fund transferring dollars to another fund (the "destination fund").

**SPECIAL APPROPRIATION:** Special appropriations are used for special projects and programs that provide citywide benefit and are not part of any particular bureau's operating budget.

**SUPPLEMENTAL BUDGET:** A supplemental budget is required to increase the size of a fund, or to make a transfer from a fund's contingency during the fiscal year.

**TAX SUPERVISING & CONSERVATION COMMISSION (TSCC):** The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

**UTILITY LICENSE FEE:** A percentage of utility revenues that is transferred to the City's General Fund as a payment for the utilities' use of public rights-of-way.

**VISION ZERO:** The City's initiative to eliminate deaths due to vehicle crashes, taking into consideration factors and causes such as street design, impairment, speed, and dangerous behaviors.

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