

## BAC meeting #1: Tuesday, November 15, 9-11 a.m.

### Welcome and introductions

Donnie: Thank you to everyone for joining and talking about BPS's discretionary budget, learn more about our programs, and ultimately help us make some decisions about our funding. Today is about foundation-setting about what we do as a bureau.

What does success look like for the BAC? What are you bringing to this process?

- Donnie Oliveira, BPS Director
- Eric Engstrom, BPS Deputy Director
- Julie Ocken, BPS Strategic Projects
- Nikoyia Phillips, BPS Equity Manager
- Fritz Johnson, BPS Operations Manager
- Calvin Hoff, CIC member
- Anthony Locke, City Budget Office
- Svetha Ambati, BPS non-rep member
- Love Johnson, BPS Protec17 member
- Patricia Diefenderfer, BPS Chief Planner
- Lori Drew, BPS DCTU member
- Brian Romer, CIC member
- Hannah Walters, CIC member

### Overview of BPS' mission and strategic plan, key initiatives

Donnie: In addition to charter reform, the City is looking internally now for how we can be better structured to deliver programs and services. This year is exciting but also interesting we're talking about this budget and the process in this realm knowing changes are coming. This is a fluid process.

### BAC role

- Understand the BPS work program, priorities, and funding sources.
- Share community perspective, particularly the needs and priorities of historically under-represented communities.
- Inform and advise on how BPS prioritizes its discretionary resources to achieved desired community outcomes.

Eric: The City's budget process is an ongoing, add-and-subtract from the existing base. So the discretionary decisions we can make is relatively small, but we do want to hear the BAC's perspectives on our strategy and what we have an opportunity to do within the frame of the budget process.

### BPS Overview

Donnie gave an overview of BPS's mission, vision, and values. The key take-away is that BPS is dynamic because of how many functions we have: long-range planning; utility (waste); graffiti program; PCEF; digital justice; and we've just merged with the Office of Community Technology, so we now have the

management of private utilities (e.g. Comcast). We have to put a little more effort into sharing given our large swath of work.

Brian: How do you envision the decision-making process within this group?

- Donnie: The challenge is when we get resources, some are very explicitly earmarked for specific uses. PCEF is its own entity. So this is about General Fund discretionary generally. The waste fund is already over-encumbered (trash collection services and trash abatement services) – so we have some work to do for this fund on the finance side. The real challenge is that such a high percentage of the dollars we have coming into the bureau are for staffing. So questions can be in the realm of if we're moving staff around to different programs. The BAC can be helpful in our relaying to Council BPS's priorities via a list of topics we are seeking funding for. The hard decisions are about if we have to cut.

### BPS's Strategic Plan

- Equity
- Health
- Prosperity
- Resilience

We are looking at doing an annual review of our Strategic Plan goals so we continue to look at and advance the commitments we made last year. Some of the things we are talking about in terms of big work to keep our Strategic Plan going are share on slides 9-13.

Org Chart (slide 14): The new center column, Community Technology, shows some big changes this year for BPS as we've taken over the Office of Community Technology.

- Each bucket have different budgets and mixes of money involved. Some have more General Fund, some are self-contained, some are a combination. The utilities are a bit hidden in this structure. Public utilities (e.g. water and sewer) and private (e.g. telcom). So now BPS manages the private utilities in the right-of-way, which is new.
- This shows our organization for Program Offers in our budget. This is not the same thing as our HR org chart, so there is a bit of a difference here in some of how our reporting structures work.
- Budget administration is supported by all the other programs putting money into a centralized pot (overhead).

### Budget overview

Components of the budget submittal include:

- Bureau Narrative (what we do, trends/issues, equity analysis)
- Base Budget
- Program Offers
- Decision Packages (cuts, ongoing additions, one-time funds)
- Reporting Performance Measures
- BAC Letter

This current year's budget is available for review [online](#).

The budget process is an ongoing cycle (slide 16) between now and June when the next year's budget is adopted. We won't know the outcome of this exercise until June, but we will submit our requested budget at the end of January.

Eric provided an overview of BPS revenue in this current year's budget (slides 18-20). Different resources can be used in various ways from less constricted (General Fund), with grants and funds being very specific for how funding can be used.

### Program funding (slides 22-23)

Many programs get General Fund ongoing resources; many also get some one-time funds. Sources of funding can be used for specific things, which often vary by year. We have lots of grant funding for Community Technology and planning programs this year. Lots of the budget is in Personnel aside from PCEF. External Materials and Services; Internal Materials and Services.

### Program Offers

- This is how we structure our service delivery. Each program offer has measurements, value proposition, and budget. Lots of these are hold-overs from when BPS was two separate bureaus.
- Each has a description and some text about issues and trends within each. We will spend part of an upcoming meeting about these in future meetings.

### Performance Measures

The City's performance management work and reporting intends to answer the following questions:

- What do we intend to accomplish?
- What did we accomplish?
- How efficiently did we accomplish it?
- What impact did our accomplishments have on Portland communities, in particular, Black, Indigenous and other Communities of Color, and those with disabilities?

Four types of measures include:

- Workload measures describe a quantity of work performed.
- Output measures are things that the bureau "produces". Outputs are activity-oriented, measurable, and usually under managerial control.
- Outcome measures answer the question, "Is anyone better off?" because of the program/service. External forces can limit managerial control. This category may include measures of service quality.
- Efficiency measures are inputs used per unit of output. They tell at what cost (whether time or monetary) the units were produced.

### Linking Program Offers and Performance Measures

- Each Performance Measure is linked to one or more Program Offers.
- With new BPS programs, we will have new/updated PMs in this year's budget as well.
- We can link across Program Offers if PMs are relative to more than one... including cross-bureau.

Lots of the work at BPS is long-range and long-term. These programs are tricky to measure on a year-to-year basis often since they are slow-moving. We are thinking about how we can think about shorter-term measures we can track to be sure if we're on target and moving in the right direction.

### Next Steps

- As we get clarity on our funding, we can share the entitlements/commitments so BAC members can have some grounding.
- At the December 8 BAC meeting, we will discuss our workplans and how/where money is being spent.