

**EXHIBIT A –
COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA
Additional Information Regarding 90-Day Action Plan**

INTRODUCTION

Effective in January 2023, Mayor Ted Wheeler assigned Commissioner Carmengovern Rubio oversight of the Community & Economic Development service area. Bureaus in this service area include the Bureau of Planning & Sustainability, the Portland Housing Bureau, Prosper Portland, and the Bureau of Development Services.

With those assignments, came direction to continue and lift up key policy efforts and immediate opportunities to improve service delivery. Below are those policy efforts. These are in addition to other priority projects that are ongoing, such as the first Climate Investment Plan that Commissioner Rubio will bring to council for adoption this summer. In response to the directive, this exhibit includes additional information on the 90-day action plan for each of Commissioner Rubio’s bureaus and programs, as listed in the Resolution.

The four policy efforts fall into four broad categories:

1. Increase Housing Production
2. Improve Permitting Services
3. Workforce and Economic Development
4. Civic Life Programs to the Bureau of Development Services and Prosper Portland

1: Increase Housing Production

Background

Housing Production Not Keeping Up With Demand

- In 2015, City Council, through Ordinance 187371, declared a housing emergency, which has been renewed five times and was most recently renewed in March 2022 through Ordinance 190756; and
- Portland’s population grew by 10.5% from 2010 to 2022, adding just over 68,727 residents. The steady pace of population growth means continuing demand for housing supply that can meet the housing needs of existing and new households without cost-burdening them; and
- The Portland region will need to produce 295,000 additional housing units, including both market rate and affordable units, by 2040 in order to accommodate projected growth and to make up for past underproduction[i]; and
- Due to the increasing housing costs in Portland and shortage of available affordable housing units, residents in need of affordable housing wait an average of five years and sometimes up to 10 years from the time they apply for public housing units and project-based housing choice vouchers; and

Lack Of Housing Increases Household Cost Burdens

- In 2021 rent growth increased 6% with some listing sites showing an increase of up to 22% and home sales increased by 20% with the median home sales price now exceeding \$500,000. Projections indicate that housing will continue to become more unaffordable in the Portland Metro region in the coming years; and
- This rapid increase in the cost of housing is increasing the number of households that are severely cost-burdened and at risk of homelessness and fueling gentrification and displacement as lower-income residents and communities of color are priced out of their neighborhoods; and
- Portland has an estimated 125,265 households that are renting their homes, over 4 in 10 of which have a household income below 60% of the Median Family Income (MFI). In 2022, this is approximately \$44,760 for a single person and \$63,900 for a family of four; and

20,000-Unit Affordable Housing Production Gap

- Portland has an estimated 25,045 low-income households that are cost-burdened and at risk of losing their homes as prices continue to rise and an estimated Portland Housing Bureau (PHB) pipeline of 4,200 new affordable units planned to open in the coming years, resulting in a remaining need of more than 20,000 affordable housing units; and
- Due to rising construction costs, interest rates, and supply chain challenges, many affordable housing development projects receiving funding from the Portland Housing Bureau have experienced significant funding gaps since the beginning of the pandemic. To address some of these gaps, Portland Housing Bureau has collaborated with federal, state and regional funding partners to leverage roughly \$30 million in additional resources and redirected roughly \$25 million in local and federal funds, leaving a remaining gap of roughly \$15 million as of January 2023.

Related Items In 90-Day Action Plan

Below is more detail on the action item listed in the resolution before City Council:

- a. In partnership with the Mayor's office, advance the work addressed in Council Resolution 37593, including but not limited to:
 - i. Identify up to 400 publicly owned sites in Portland for an affordable housing landbank. Working with a consultant team, complete a GIS analysis of publicly owned sites, consult with facilities staff in respective bureaus to complete a deeper site-by-site review of City-owned parcels, and prepare an initial list of properties that are potentially suitable for development as affordable housing.
 - ii. Assess the impact of City policies and regulations on the cost of building housing. Engage a consultant and conduct targeted outreach to key stakeholders in the development industry, identify a limited number of City regulations/policies and residential development prototypes to be included in the study, assess the construction cost impact of the policies on the prototypes, and prepare an initial draft for staff review.

- b. In partnership with the Mayor’s office, bring a proposal for waiving System Development Charges for Office-to-Housing conversion projects to Council.
- c. The Bureau of Development Services shall research the permits for multi-dwelling and mixed-use projects that are delayed in the permit process to determine the cause of the delay and then, for permits where the issue is with the City review of the project, identify steps to get the issues resolved, these reviews completed, and these permits issued. [See more in the Permits section below.]
- d. The Portland Housing Bureau will partner with Multnomah County and Home Forward to distribute the \$15 million in COVID rent assistance funding recently appropriated by the Multnomah County Board of Commissioners to community partners to support 3,400 households at risk of homelessness with rental assistance, and to complete the following deliverables:
 - i. Execute contracts with community partners for the additional funding for COVID rent assistance.
 - ii. Be on pace to allocate all COVID rent assistance resources by the end of fiscal year 2022-2023.
- e. The Portland Housing Bureau and Office of Government Relations, in partnership with the Mayor’s office and in alignment with Council Resolution 37593, will engage jurisdictional partners to increase local and state funding for affordable housing and align solicitations for available affordable housing development funds, and work toward the following deliverables:
 - i. Work with State of Oregon and Metro Regional Government to help the Portland Housing Bureau to close its remaining funding gaps for projects already in the City’s affordable housing development pipeline.
 - ii. Work with State of Oregon to create a framework for coordinated affordable housing development funding solicitations, with a goal of streamlining the process for affordable housing projects.
 - iii. Work with the Oregon State Legislature to maximize the amount of funding appropriated for the 2023-2025 fiscal biennium for affordable housing development, and other affordable housing and homelessness programs and services.

2: Improve Permitting Services

Background

- The City of Portland provides permitting services to thousands of customers each year, from large, complex projects such as the Port of Portland’s airport expansion to small residential additions or kitchen remodeling projects, with over 2,300 Commercial Building Permits and over 3,900 Residential Building Permits set up in 2022, the permitting bureau staff are on the front lines in daily interactions with community members.

Exhibit A – Community & Economic Development Service Area
Focused Transformation, Alignment of Services, and Shared Priorities for Portland City Government
(Resolution)

- The scale and complexity of projects may vary, customer frustration with delays have plagued the City for decades, and despite recent progress with the Bureau of Development Services permitting timelines, the City’s permitting services have a reputation of being slow and unpredictable.
- Depending on the scope of a project needing a permit, as many as 17 different City review groups can be involved in reviewing the proposed plans for compliance with the specific regulations that each review group administers, and each review group’s approval is needed before a permit can be approved to issue. The permitting process is only as fast as the slowest review group, as permit issuance must wait for the last/slowest group to review and approve the plans.
- In 1997, a City audit identified factors contributing to ongoing development review and permitting problems. These factors included a “lack of central leadership and organizational accountability.” An additional factor stems from the existing organizational structure of multiple bureaus involved with no entity with the authority to manage the system as a whole, including siloed development of policies and regulations, with no bureau having oversight of how the regulations fit together (“the City sometimes adds new regulations that are not adequately screened and evaluated for potential conflicts”). This audit cites studies from the 1980s and 1990s that point to a lack of inter-bureau coordination.
- In 2003, a follow-up City audit was done on the City’s development review process. This audit found that timeliness with permitting services remained a problem; and
- In 2005, another City audit was done, this time on the implementation of interagency agreements between the Bureau of Development Services and other bureaus involved in the City’s development review process. This audit found that bureau commitments to improve timeliness and efficiency were not fully accomplished; and
- In March 2021, the City Auditor published a Building Permit Review Audit that found a longstanding inability to meet customers’ needs, and that delays affect the economy and motivate property owners to skirt the permitting system altogether, and that Portland’s fragmented form of government exacerbates the situation, and no one has authority to solve problems; and
- Improvements Have Been Made, Problems Still Persist. Portland is facing multiple interconnected crises, including houselessness; an affordable housing shortage; and the need to restore Portland’s small businesses, attract investors, and support economic recovery. The City’s ability to deliver cohesive, effective development review and permitting services impacts all of the City’s challenges as delays and unpredictability impact Portland’s reputation as a city to invest in, and can negatively impact project schedules and financing and increase project costs, and these costs get passed on to the buyer and tenants; and
- The Bureau of Development Services has made significant progress in addressing plan review delays with their review groups that have chronically struggled to meet review timelines (Structural Review Section and their Life Safety Review Sections), and these timeframes continue to improve, delays in review groups in other bureaus persist; and

- The Bureau of Development Services has continued to implement many improvements that have been within their authority to make, such as:
 - Developing a performance management tool for all permitting bureau supervisors to use that provides real-time data on timelines by team or by individual reviewer so supervisors can spot issues early and manage the situation.
 - Transitioning from paper to digital permit submittals and plan review.
 - Launching a new service to provide free virtual 15-minute appointments to the public with City subject matter experts. This has been extremely successful, and the City has booked nearly 20,000 virtual appointments since April 2021 when this service was launched.
 - Providing a new separate fast-track service for small projects needing permits, providing plan review within 24 hours.
 - Implementing improvements to the City’s online permitting portal (“DevHub PDX”), including a new user interface for solar permitting customers that uses conditional logic to guide the customer through the application process based on how they answer a series of questions about their project. This is a model for the interfaces the bureau plans to create for other permit and project types.
 - Creating a new single email portal for customers to contact the Bureau of Development Services to request assistance or resolve a conflict:
BDSCustomerSuccess@portlandoregon.gov.
 - Implementing a new customer service policy for consistency across the seven bureaus involved in permitting.
 - Every 2-3 weeks, communicating current priorities for plan review, so reviewers across seven bureaus are all moving the same projects forward. (Some reviewers in the six other bureaus choose to ignore these priorities and aren’t held accountable, so it has had limited success.)
- Commissioners Ryan and Mapps established a Permit Improvement Task Force in 2021 made up of internal and external stakeholders across the seven bureaus involved in permitting for the purpose of reducing permitting timelines, improving the customer experience, and improving performance management; and
- The Permit Improvement Task Force guideposts were to find methods so that decisions can be made quickly, every bureau can meet its performance goals and objectives, surveyed customer satisfaction increased, employees feel like they can be successful in their jobs, the process is transparent and consistent, and the built environment reflects City priorities; and
- The Permit Improvement Task Force has accomplished the following:
 - The City significantly accelerated the front-end processing of applications. For example, initial intake of new commercial construction — the time it takes to determine completeness of documents in the application — fell from 17 days in March 2021 to under two days by January 2022. It remained at or below 3 days

- through November 2022. Intake time for new residential construction remains similarly low.
- A growing percentage of applications are accepted on first scan. Approximately 60%-70% of residential and 40%-50% of commercial applications are accepted on first scan, reflecting improved quality (thoroughness, accuracy, etc.) of materials prepared by the applicants.
 - First reviews by bureaus, several teams now meet goals. Improvements occurred as bureau leaders took effective steps over the past year to reduce the time to review, including: Bureau of Transportation street systems and Systems Development Charges — 10-22 percentage point improvements; Fire — now at or close to goal, with 10-12 percentage point improvements; Bureau of Development Services site development, structural review and erosion — in some categories improving more than 10 percentage points.
 - Feedback from applicants in the September 2022 customer survey indicates that their access to staff to get help on the permit process has increased and the value of information on the web has improved.
 - The 2022 City Audit Progress Report Year One noted that, “the City made substantive progress across the five audit recommendations. ... Less progress was made on the speed of building permit reviews and the City still does not follow its own customer complaint policy to resolve delays. Sustained, focused leadership remains necessary for these long-term reforms to result in a noticeable change for Portland’s customers.”
 - A public dashboard was created on the City’s website to share statistics with applicants and tailored data reports, produced by the Bureau of Development Services, are being shared with bureau leadership to better inform them in real time of bureau-specific slowdowns. This level of transparency supports a culture of accountability.
 - A citywide customer policy was created and adopted, followed by tailored customer service training for all review teams.
 - To minimize disruption to customers driven by multiple code and fee changes with separate effective dates, a resolution was passed in May streamlining the times when new code changes (March 1 and October 1) and fee changes (July 1) can be brought to City Council.
 - In September 2022, four bureaus (Transportation, Water, Parks, Environmental Services) started revisioning their permit process based on best practices of effective jurisdictions and a cross-bureau model. An Executive Manager has been hired to lead this new way of working together, including how conflicts are resolved and how permits are reviewed and processed.
 - Commissioners Mapps and Ryan have effectively led the Permit Improvement Task Force, with Terri Theisen as Permit Improvement Strategy Manager, and good progress

has been made in many areas, it is now time to accelerate the work significantly, and focus the work of the Task Force to address the crises in the community of homelessness, housing, and economic recovery.

- Despite progress made, the current siloed organizational and decision-making structure continues to present challenges in improving service delivery. For example, currently each of the six other bureaus involved in development review and permitting decides individually if they will participate in efforts led by the Bureau of Development Services to improve service delivery. This siloed structure continues to prevent the City’s permitting system from functioning properly, as each bureau sets its own level of commitment and participation in efforts to improve the system as a whole. For example, each bureau makes its own decisions regarding:
 - Having their staff attend customer service training provided by the Bureau of Development Services;
 - Having their staff participate in teams to improve and streamline permitting processes;
 - Having their staff participate in a holistic system to provide virtual and in-person assistance to customers;
 - Collaborative development of contingency plans to address workload spikes through cross-training, on-call contracts, and other approaches and triggers on when those plans need to be implemented to bring in help to avoid service delivery delays;
 - Holding staff accountable to review permit applications based on priorities set by the Bureau of Development Services in an effort to focus staff resources holistically to achieve City goals; and
 - Agreeing to a consistent set of performance expectations regarding service delivery.
- This siloed approach results in inconsistency across the seven bureaus, inefficiency, dysfunction, and it delays and obstructs efforts to develop a customer service culture.

Related Items In 90-Day Action Plan

Below is more detail on the action item listed in the resolution before City Council:

- a. In partnership with Commissioner Mapps, the seven City bureaus involved in permitting are directed to accelerate all efforts on consolidation, alignment, and coordination, with a focus on Housing, Public Works, and Code Development, including without limitation:
 - i. The City Council directs the Bureau of Development Services launch an immediate **Multi-Family Housing Pilot** to proactively monitor and intervene to keep these projects moving through the permit process.
 - The bureau shall research the permits for multi-dwelling and mixed-use housing projects that are stalled in the permit process to determine the

- cause of the delay, and for permits where the issue is with the City review of the project, to identify steps to get the issues resolved, these reviews completed, and these permits issued.
- This effort includes the Commissioner-in-Charge developing a proposal, for Council consideration, to give the Bureau of Development Services Director decision-making authority to resolve issues, in coordination with the customer, relevant Managers, and Bureau Directors.
- ii. The manager of the **Public Works Pilot Project** shall work with an Infrastructure Team made up of the permit review staff from the Bureau of Transportation, Bureau of Environmental Services, Water Bureau and Parks Bureau to develop an implementation plan for resolving conflicts within this new team and between the team and other bureaus and customers, identify process improvements and develop an implementation plan, prepare a proposed simplified fee structure for the four bureaus services, develop systems to minimize impacts to service delivery when workloads spike in relation to staff resources, develop code amendments to make early assistance mandatory for some projects to help avoid surprises later in the review process that result in costly delays and frustration, explore expanded screening services at permit intake, amend review thresholds, ensure staff training, utilize performance management tools effectively, develop a plan for culture change, and other measures to improve service delivery.
- iii. The **Regulatory Work Group**, comprised of City staff from various bureaus participating in the Permit Improvement Task Force, shall develop recommendations for changes necessary to have a cohesive regulatory development and maintenance system with a feedback loop from those administering and enforcing regulations back to those writing and maintaining the codes. The recommended solution(s) must have built-in motivation for the code-writing employees: a) to address problems with urgency; b) to streamline and simplify the regulatory environment; c) to monitor the effectiveness of adopted regulations in accomplishing the stated goals; d) to maintain an ongoing feedback loop with code implementers and external customers; e) to evaluate proposed regulations in a holistic way, considering how they fit with other existing or proposed regulations, timing of adoption, and other considerations related to cost of administration and enforcement, cost to development projects, and other impacts and outcomes. These anticipated costs and outcomes will be identified in the [Impact Statement](#) prepared for code amendment proposals going before City Council.
- b. The Bureau of Development Services shall develop a proposal to change, for at least a period of two years with the possibility to increase to five years, when System Development Charges are required to be paid for any new construction project that

provides one or more dwelling units, to reduce the time that a customer needs to carry those costs, thereby making projects more financially feasible. The goal is to create greater flexibility for when the System Development Charges are paid, allowing them to be paid at any time between permit issuance and prior to approval of the framing inspection. BDS commits to making technical software adjustments to support implementation.

- c. Each bureau providing mandatory and optional early assistance services to multi-dwelling developers shall evaluate the fees for these services and aim to offer a 50% reduction as soon as possible for projects with 19 or more units. At the end of that period, bureaus must evaluate the financial implications of making this discount permanent and report those findings to the Director of the Bureau of Development Services and the Infrastructure Team manager for consideration by City Council to make any discount permanent and find alternative funding sources.
- d. The Bureau of Development Services, Prosper Portland, the Permit Improvement Task Force and the Infrastructure Team manager develop a proposal within 90 days of adoption of this Resolution to support small businesses through the development of several interdisciplinary teams that will provide a single point of contact, early assistance for early issue identification, and collaborative problem solving through early conceptual design, regulatory thresholds, permitting, and inspections.
- e. The seven City bureaus shall continue to work with the Permit Improvement Task Force to do the following within 90 days of adoption of this Resolution:
 - i. Develop a plan to provide a **Single Point of Contact** for multi-dwelling housing projects.
 - ii. Develop a plan to fix **Permitting Web Content Alignment**. The City needs to redesign and amend website content and navigation pertaining to development review and permitting, so customers can access the information they need, and the information flows in an intuitive way without dead ends, circular pathways, or compartmentalized information that fails to convey all of the information customers need.
 - iii. Continue work on **Performance Management**, particularly with proactive employee communication to collaborate and assist customers.

3: Workforce and Economic Development

Background

- As part of the FY 2021-22 Fall Budget Monitoring Process Budget, City Council directed Prosper Portland and the Bureau of Planning and Sustainability create an Inclusive Economic Development Strategy (IEDS) that establishes a roadmap for creating widely shared economic prosperity that is grounded in racial equity and the transition to a zero-carbon economy; and

- As part of the FY 2021-22 Fall Budget Monitoring Process Budget, City Council directed Prosper Portland to undertake Central City and Corridors analyses examining market, industry, and real estate trends to identify impactful strategies for an inclusive and vibrant Central City within the evolving paradigm of living and working in a post-pandemic world and actionable insights for commercial corridors and business districts for equitable and sustainable corridor development and to inform the IEDS; and
- Over the past year, the IEDS Leadership and IEDS Steering committee have advised on the development of the strategy, selected consultant teams performed quantitative and qualitative analysis, and extensive outreach has engaged a broad array of stakeholders and partners across industries, cultural communities, geographies, and civic institutions; and
- Early findings of this analysis suggests that Portland’s economy has experienced rapid population growth and transitioned toward a knowledge economy and today Portland faces unintended consequences of said growth, such as rising unaffordability, socioeconomic inequity, and climate impacts; and
- The pandemic had disproportionate impacts across areas of the Central City and commercial corridors; affected industry sectors and related real estate trends and land uses differently; and changed how people are physically engaging with their places of work; and
- When compared to the three-county region, Multnomah County and the City of Portland have been disproportionately affected by the COVID-19 pandemic, associated economic downturn, and reputational impacts; and
- The risk of economic stagnation and continued inequitable growth puts the City at risk of declining employment opportunities, tax base, widening gaps in economic wellbeing, and increasing climate-related threats with disproportionate impact; and
- The City of Portland partnered with Multnomah County, Metro Council, and Portland community and industrial partners on an information exchange with the Danish government and Kalundborg Symbioses to evaluate the potential for clean industrial opportunities for Portland; and
- City Council has allocated funding to the Bureau of Planning Sustainability to work with industrial and community stakeholders on an industrial sector study to evaluate potential for clean tech in Portland.

Related Items In 90-Day Action Plan

Below is more detail on the action item listed in the resolution before City Council:

- a. In partnership with the Mayor’s office, participate with Worksystems and other local partners to design curriculum to train shelter workers and behavioral health workers and advance Resolution 37594 related to non-standard work.
- b. In collaboration with the Mayor’s office, present and adopt a final Inclusive Economic Development Strategy to City Council, which will feature strategies around inclusive and

sustainable economic growth, place-based stabilization and recovery strategies for Portland’s Central City and Commercial Corridors, small-business support, and inclusive wealth creation; and which will identify key policies, approaches, partnerships, and investments – across public and private sectors, including those managed by the City of Portland – necessary to achieve inclusive, sustainable economic growth goals in the next three to five years; and

- i. Upon adoption, City Council create a strategic implementation and coordination task force, chaired by Commissioner Rubio and staffed by Prosper Portland, with representation from Mayor Wheeler’s office as well as leadership from the Bureau of Planning and Sustainability, Portland Housing Bureau, Bureau of Development Services, Bureau of Environmental Services, Water Bureau, and City Procurement, among others; and
- ii. Upon adoption, direct bureaus to work with Prosper Portland to prioritize the recommendations and incorporate accordingly into their budget, work plans, or performance measures that are in line with Task Force planning, and including cross-sector collaboration with private and public sector partners as needed; and
- c. The Bureau of Planning and Sustainability and Prosper Portland will initiate an industry-led planning process to set and meet carbon reduction goals consistent with the City’s climate emergency workplan; including identifying companies and industry leaders that are ready and willing to lead carbon reduction planning for their specific industrial sector, and building a list of companies willing to participate in carbon reduction planning to ultimately begin the creation of the nation’s first Clean Industry Hub; and
- d. The Bureau of Planning and Sustainability and Prosper Portland will partner with private sector employers and trade associations, climate advocates, and environmental justice advocates in order to establish Portland as the national leader in industrial symbiosis with the goal of recruiting and developing new traded sector employers; and
 - i. The Bureau of Planning and Sustainability and Prosper Portland will partner with the private sector and community partners and begin planning efforts necessary to host the nation’s first industrial symbiosis conference in Portland in early 2024.

4: CIVIC LIFE PROGRAMS TO THE BUREAU OF DEVELOPMENT SERVICES AND PROSPER PORTLAND

Background

- The City’s permitting, licensing, regulatory, and enforcement programs are spread across multiple bureaus, creating confusion and frustration for the public in navigating the City’s bureaucracy to gain access to needed services; and
- The City’s permitting, licensing, regulatory, and enforcement programs provide information to the public about their programs in inconsistent and siloed ways, without a coordinated, holistic approach designed with the customer experience in mind; and

- The City’s permitting, licensing, regulatory, and enforcement programs utilize different software systems to track permits, licenses and enforcement cases, and these systems don’t “talk to each other,” resulting in the lack of tools to get a holistic picture of what’s occurring at a site to best be able to serve the customer and the neighborhood; and
- Having enforcement functions spread across multiple bureaus results in lost opportunities to deliver services more efficiently, for example, the ability to cross-train and have a single employee address multiple issues at a single site or at multiple sites in a neighborhood, thereby reducing vehicle miles driven, and providing more holistic services; and
- Over the years, the City has developed many different narrowly focused programs and hasn’t periodically assessed the organizational structure to ensure programs and services are aligned in groupings to support coordination, ease of navigation by community members, efficiency, and continuous improvement, and decision-making over like services; and
- The Office of Community and Civic Life has administered the City of Portland’s Noise Program, Liquor Program, and Cannabis Licensing and Regulation Program; and
- Prosper Portland administers a diversity of community and economic development programs and has received allocations from the Recreational Cannabis Tax Fund for the purpose of increasing financial resources for technical assistance to diverse small businesses and entrepreneurs, including to programs that incubate and grow licensed cannabis entrepreneurs from communities disproportionately impacted by cannabis prohibition; and
- The goal is to increase alignment and efficiencies around Cannabis Recreational Tax Funded programs that will increase ability to provide economic opportunity and education to communities disproportionately impacted by cannabis prohibition; and

Related Items In 90-Day Action Plan

Below is more detail on the action item listed in the resolution before City Council:

- a. In partnership with Commissioner Ryan, work on a plan to transfer to BDS the following three programs by July 1, 2023:
 - i. The Noise Program
 - ii. The Liquor License Program
 - iii. The regulatory and enforcement portion of the Cannabis Program.The Bureau of Development Services should prepare to receive the Cannabis Licensing Fund and ongoing licensing fees to deploy toward administration of the licensing program.
- b. In partnership with Commissioner Ryan, transfer the Recreational Cannabis Fund and its administration to Prosper Portland by July 1, 2023. Prosper Portland should prepare to receive Cannabis Recreational Tax Funding in order program and deploy funds toward the activities outlined in section 6.07.145 of City Code, particularly “support for

neighborhood small businesses, especially women-owned and minority-owned businesses, including but not limited to business incubator programs, management training, and job training opportunities; and providing economic opportunity and education to communities disproportionately impacted by cannabis prohibition.”

City Council directs Office of Community and Civic Life, Bureau of Development Services, Prosper Portland, Bureau of Human Resources, and the City Budget Office to implement key tasks following adoption of this Resolution in preparation for the reorganization:

- Within 30 days of the adoption of this Resolution, the Director of the Office of Community and Civic Life shall identify the following regarding the specific employees who will transfer:
 - Their names, job classifications, and positions descriptions
 - The funding sources for their positions
 - The regulations they administer and/or enforce, including City Titles, Administrative Rules, etc.
 - The partner agencies with whom they regularly work and the contact information for key individuals.
- Within 30 days of the adoption of this Resolution, the Director of the Office of Community and Civic Life shall identify:
 - The code citations for any reference in existing regulations that will need to be amended to reflect the transfer and change in authority and responsibility.
 - The equipment that is assigned to the transferring employees such as City vehicles, laptops, etc. and if that equipment will be transferring with the employees.
- Within 30 days of the adoption of this Resolution:
 - The receiving bureau/agency shall develop an organizational structure incorporating the transferring employees.
 - The receiving bureau/agency shall develop a space plan for where the transferring employees will be located.
- Within 60 days of the adoption of this Resolution:
 - The new costs for each transferring employee, including overhead, shall be determined by the receiving bureau and agency, and a plan developed for the transfer of funds to pay for the employees at their new assigned bureau/agency.

Note: While this exhibit provides additional background and details, the provisions of the Resolution control.