

Written Testimony - Agenda Item 926

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Anonymous	Support	<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p>	No	10/27/23 3:24 PM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Individual		<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:  A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p>	No	10/27/23 3:27 PM
926	Judy Todd, Portland Resident	Support with changes	Please ADOPT the Mapps' Amendment to restore the Bureau of Natural Resources. Thank you.	No	10/27/23 3:28 PM
926	Marshall Kirkpatrick	Support	I am writing to urge the council to please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. The Willamette River in particular is a hugely valuable part of the place that is Portland, on multiple levels. It deserves dedicated, thoughtful, strategic care.	No	10/27/23 3:40 PM
926	Jena K.		Please adopt the Mapps' Amendment to put the Bureau of Natural Resources back in the reorganization chart, so that Portland can continue the important work of determining how to best protect our amazing natural resources.	No	10/27/23 3:41 PM

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926	Anonymous	Support	<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. A new Bureau of Natural Resources within the City of Portland could and should represent a major step forward in protecting the natural resources across our urban landscape. I support others in the belief that the following are the top priorities in the creation of a new Bureau of Natural Resources:</p> <p>1)The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>2) A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected to decision-making at existing infrastructure bureaus in order to integrate green strategies into the activities that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>3) Careful consideration must be given to which environmental programs are housed within this bureau with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p>	No	10/27/23 3:47 PM
926	AVE	Support	It seems like a REALLY good idea to have a Bureau of Natural Resources in the city's restructuring.	No	10/27/23 3:48 PM
926	Sharon E. Streeter	Support	I find it incomprehensible that Portland, a city filled with outdoors-oriented people, would not have a bureau for addressing river restoration, natural resource protection, climate resilience and urban wildlife conservation. Please adopt the Mapps Amendment to reinstate the Bureau of Natural Resources as an agenda item for the city. Thank you.	No	10/27/23 3:50 PM

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926	Audrey Bergsma	Support	<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p>	No	10/27/23 4:14 PM
926	Anonymous	Support	Support this proposal with enough financial support and teeth to actually be effective help preserve and improve our city's natural resources.	No	10/27/23 4:50 PM
926	Martin Eichinger, Sculptor, Fellow in NSS and founder of the Pacific NW Sculpture Society	Support	Do not let this essential component of Portland's spirit slip away. Our natural habitat is one of the most significant things that make Portland special. We will be watching!	No	10/27/23 5:06 PM
926	Garet Lahvis	Support	Portland needs a Bureau of Natural Resources. Get this back in the plan.	No	10/27/23 5:06 PM
926	Tim Hilbert, Portland Resident	Support	Please restore a Natural Resources department to Portland's city governance. Our natural resources are essential, especially in these existentially threatening time where climate chaos looms over us!	No	10/27/23 5:54 PM

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926	Drew Simrin	Support	<p>I live upstream in Eugene.</p> <p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p>	No	10/27/23 6:20 PM

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926	S Hall	Support with changes	<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p>	No	10/27/23 7:12 PM
926	Anonymous	Support	Including a Bureau of Natural Resources in Portland city government is necessary and essential if the importance of thesis area is to be recognized.	No	10/27/23 10:46 PM
926	Anonymous	Support	Please adopt the amendment to restore the Bureau of Natural Resources allowing further consideration of this new department. The natural environment throughout our urban landscape would benefit from a thoughtful & visionary approach to shape this bureau to ensure some of the most wonderful elements of our home here in the Pacific Northwest are well-kept and well-utilized for generations to come.	No	10/28/23 6:16 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Annie Douglass	Support with changes	<p>Regarding proposed City of Portland organizational chart and the glaring invisibility of disability-centering positions and offices:</p> <p>The proposed upcoming changes to the City of Portland organizational structure removes all mention of people with disabilities, which is unacceptable. I demand that the city demonstrate the value and diverse perspectives that disabled people contribute to our community by reinstating and fully staffing programs and positions. The recent council discussion of creating a centralized disability and aging office would be a great step forward to engage and support this demographic.</p> <p>Recently the city cut the disability program in Civic Life as well as the age-friendly program within Planning, removing critical disability advocacy voices from the civic discussion. Three weeks ago, PBOT proposed eliminating positions and work that provide critical accessibility infrastructure, including ongoing ADA ramp construction and full TriMet, MAX, and Streetcar service.</p> <p>Budgets are quite literally a statement of a city's values: we put our dollars in the places that matter the most. By cutting the positions and programs that are designed by and for people experiencing disability, it underlines a perception that people experiencing disability are less-than in the city of Portland. Each individual cut might seem insignificant, but the cumulative effect is an erasure from civic life.</p> <p>City of Portland, we can do better. I testify that the City should the create a centralized disability and aging office, provide the dollars to reinstate the disability program and age friendly positions within that new office, and fund the administrative staffing support to ensure the full effectiveness of the office.</p>	No	10/28/23 6:38 AM
926	Anne Hamburg	Support	<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. I was stunned to hear it had been dropped. Taking this step will simply allow further discussion on how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>I feel strongly a Bureau of Natural Resources is necessary. It'll be a perfect avenue to take waterway restoration, resource protection, climate resilience and urban wildlife conservation to the next level. Meshing these objectives with the objectives with other bureaus can be seamless; there doesn't have to be rancor. To accomplish this, our natural resources, our future, need a staunch, well-funded advocate, like a Bureau of Natural Resources. We must move beyond the woefully inadequate status quo and give real consideration to new city structures that will better protect our natural environment and the health of our communities.</p>	No	10/28/23 7:53 AM
926	Anonymous	Support		No	10/28/23 9:02 AM
926	Anonymous	Support	Please adopt the Mapp's amendment to restore a New Bureau of Natural Resources to the City of Portland Reorganization Chart.	No	10/28/23 9:44 AM
926	Anonymous	Support	Please adopt the Mapp's amendment to restore a New Bureau of Natural Resources to the City of Portland Reorganization Chart.	Yes	10/28/23 10:03 AM

- **Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart.** This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.



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926	Caroline Skinner	Support with changes	<p>From Caroline Skinner zip 97203: Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:  A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape. Thank you for your consideration.</p>	No	10/28/23 11:49 AM
926	Anonymous	Support	This is a very important position which must be included!	No	10/28/23 12:06 PM
926	Anonymous	Support with changes	This entire transition has been handled extremely poorly. City council members need to help with the transition instead of delaying it. Already this transition is costing taxpayers big and almost certainly going to result in city layoffs and cuts next year.	No	10/28/23 10:17 PM
926	Roger H. Kofler	Support	As we simultaneously deal with a major revamp of city government, address the housing shortage and deal with climate change, along with its extreme weather, we need a Bureau of Natural Resources. Please adopt the Mapp's Amendment.	No	10/29/23 9:08 AM

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926	Melanie Klym	Support with changes	<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p>	No	10/29/23 9:14 AM
926	Andra Georges	Support with changes	<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart.</p> <p>The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation:</p> <p>A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p>	No	10/29/23 11:30 AM

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926	Kyenne Williams		<p>I love Portland, have lived here over 30 years, and am urgently requesting adoption of the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues are essential priorities in the creation of a new Bureau of Natural Resources:</p> <ul style="list-style-type: none"> <li>- Adequate funding: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</li> <li>- Authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</li> <li>- The Bureau of Natural Resources must be intentional, empowered and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</li> </ul>	No	10/29/23 11:43 AM
926	Kit Siegel	Support	Please support Mingus Mapps proposal to upgrade Portland's Natural Resources.	No	10/29/23 2:20 PM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Matthew Wyss	Support	<p>I am here today to urge you to adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart.</p> <p>As you know, Portland is a city that prides itself on its green values. We have made great strides in protecting our environment, but there is still much work to be done.</p> <p>A new Bureau of Natural Resources would be a powerful tool to help us achieve our environmental goals. It would provide a single point of focus for our city's environmental efforts, and it would ensure that natural resources are given the priority they deserve.</p> <p>The Mapps' Amendment is important because it does not dictate any specific changes to existing programs. It simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>I believe that a new Bureau of Natural Resources should be a priority for Portland for the following reasons:</p> <p>* **A new Bureau of Natural Resources must be adequately funded.** The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>* **A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation.** A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>* **The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary.** It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p> <p>I believe that a new Bureau of Natural Resources would be a wise investment for the City of Portland. It would help us to protect our environment, improve our quality of life, and create a more sustainable future for our city.</p> <p>I urge you to adopt the Mapps' Amendment and take the first step towards creating a new Bureau of Natural Resources.</p>	No	10/29/23 11:01 PM
926	Michael Veale	Support with		Yes	10/30/23 11:11 AM
926	Terry J. Harris	Support with changes	The council should (1) Adopt a budget framework for the transition, (2) Remand details for refinement and more engagement, (3) Strike the council operations org-chart proposal as woefully incomplete. Details in attached testimony and proposed amended resolution.	Yes	10/30/23 11:39 AM
926	Anonymous	Support	Please support Councilman Mapps' amendment to restore the Bureau of Natural Resources to the new city government formation!	No	10/30/23 11:45 AM

## Comments on Nov 1, 2023 Agenda, Item 926

Submitted by: Michael Veale

I support the recommended organizational changes to the extent they have been detailed in CAO Jordan's submission. However, I remain concerned about everything else being deferred to phases 2 (adapt & future improvements) and 3 (future state); particularly a number of concerns I have raised in prior submissions to the Transition Team.

Thus far, the organization definition has spoken to the alignment of boxes on the organization chart. Existing entities (bureaus, offices, etc) are in place and can continue to function as they have but a number of new offices/functions are being created with little definition other than what is included in "Recommended Changes to the City of Portland's Organizational Structure" document.

The referenced "Transition Work Plan" implies that proposals for the phase 2 items will **not be started, nor socialized before Jan 2025**. **Figure 1** is a portion of the proposed organization chart where several of the boxes under the City Administrator are new. I suppose most could muddle along as they are functioning entities today. However, Council Operations Manager and Community and Civic Life Engagement Officer are new/reconstituted functions. The first would seem critical to a well-functioning City Council and Executive/Legislative Relationship and the second is very visible to the engaged public.

What also worries me is that how the Executive and Legislative bodies will function (interrelate and support one another) with their split under the new Charter. To have no view/suggestions prior to Jan 2, 2025 implies that both will grope trying to figure out how things should work. I have written about this extensively (see **Figure 2**). I hope the Transition process will develop and socialize (including publicly) suggestions prior to Jan 2025; in fact, why not in time to socialize with the elected between election results and Jan 2025. However, as I stated earlier documentation implies phase 2 starts Jan 2025.

I am not yet convinced that projected run-rate expenses will be sufficient if the new Council chooses to play a larger role on setting policy through a higher level of legislative analyst support staff versus leveraging executive staff based on trusted and effective defined interaction model between the separated Executive and Legislative branches. As the Council creates committees and their roles developing policy and assessing performance are defined, the question emerges who on the Executive side manages those relationships. That will influence staffing and job roles (e.g., DCAs, Council Operations, etc). My advice is have a proposal for Council, where the Executive branch provides most subject/policy support and coordination of policy/performance work schedules; as well as suggestions on best alignment of committees with relevant DCAs/bureaus.

Figure 1

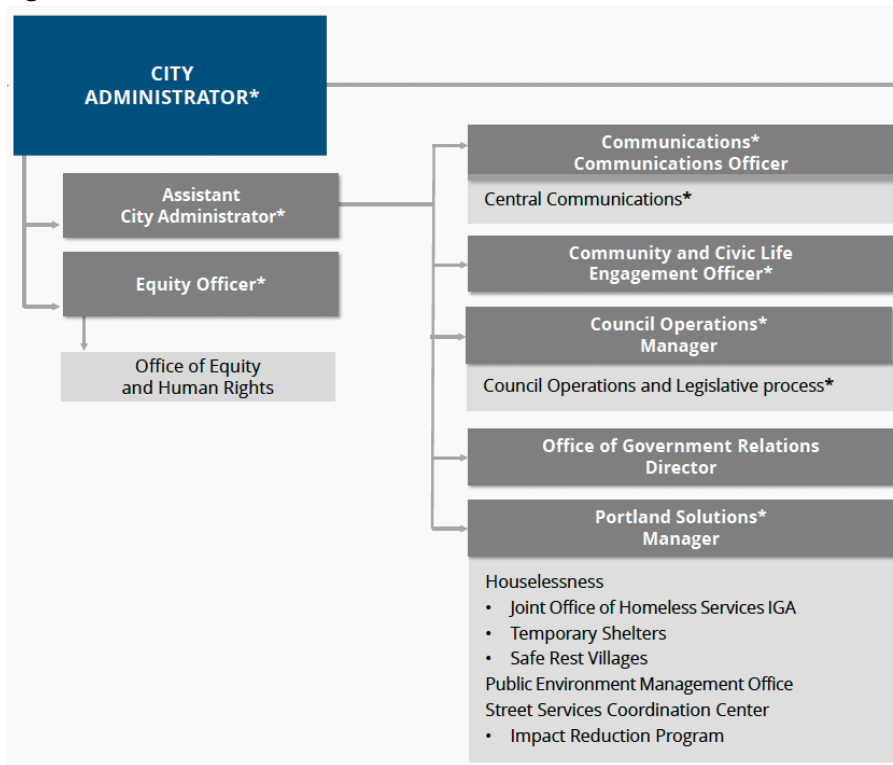
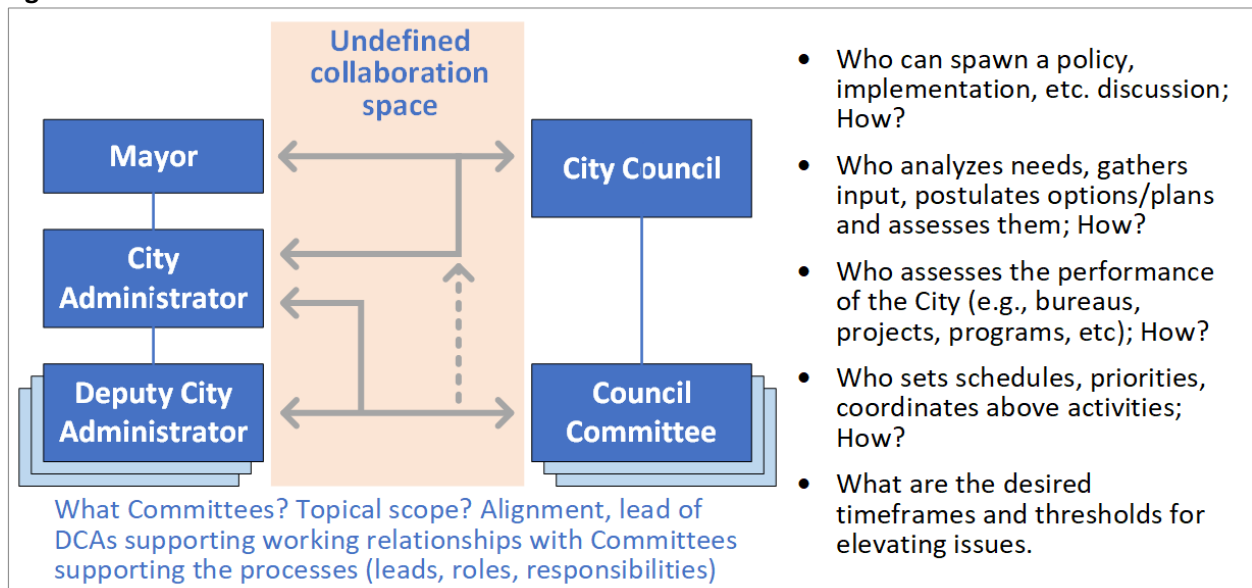


Figure 2



## RESOLUTION No. XX

Ensure an effective, efficient transition to Portland's new form of government by establishing a [budget framework for a](#) coordinated high-level reporting structure for city bureaus, offices and key functions (Resolution)

WHEREAS, in November 2022, Portlanders passed Measure 26-228 and changed the City of Portland's government in three primary ways:

- Allowed voters to rank candidates in order of the voter's 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; and

WHEREAS, effective January 1, 2025, Measure 26-228 changed the roles and responsibilities of the mayor and the newly expanded council; and

WHEREAS, council is currently comprised of the mayor and four commissioners, who together exercise all legislative and executive power conferred on the city, including budget authority and individual executive oversight over bureaus, office and key functions assigned to council members by the mayor; and

WHEREAS, in the new form of government, bureaus, offices and key functions will be managed by a professional city administrator rather than individual council members; and

WHEREAS, the transition to a new form of government requires and provides an opportunity for the city to reimagine its high-level organizational structure to improve service delivery for city employees and all Portlanders; and

WHEREAS, in February 2023, council directed the existing chief administrative officer (CAO) to implement Measure 26-228, including establishing a project schedule and strategy for budget management, resource allocation, and funding (Resolution No. 37609); and

WHEREAS, since April 2023, service area teams – including bureau leadership and council offices – have worked to recommend a new organizational structure that groups bureaus and offices to report to a city administrator, elevates key functions, and relocates programs to maximize their support; and

WHEREAS, as directed, the CAO has proposed an organizational structure, attached as Exhibit A, based on feedback from the service area teams, and city employees ~~and Portlanders~~; and

~~WHEREAS, the proposal advances the City's core values by creating equity, engagement and communications officers directly under the city administrator; creating deputy city administrators to ensure citywide standards and practices; grouping budget and finance functions together; and increasing transparency and accountability around city functions; and~~

~~WHEREAS, implementing the proposal will be a significant technical and cultural effort, requiring changes to systems and ways of working together; and~~

~~WHEREAS, adoption of the proposed organizational structure approximately fourteen months before the new form of government is effective will allow the city, led by the CAO and a Technical Implementation Team, to execute the proposal in a thoughtful, effective way while simultaneously continuing work on urgent citywide needs.~~

NOW, THEREFORE, BE IT RESOLVED that the CAO is directed to work cooperatively with city bureaus and offices to implement a budget framework for the organizational structure in Exhibit A and as further explained in the attached Exhibit B (Recommended Changes to the City of Portland's Organizational Structure Background and Summary Report) except not including Council Operations; and

BE IT FURTHER RESOLVED that the CAO will submit to the council for its consideration draft code amendments necessary to ensure City systems – financial, human resources, and otherwise – align with the ~~new organizational structure~~ charter amendments; and

BE IT FURTHER RESOLVED that the CAO is authorized, in consultation with city council as appropriate, to prioritize ~~implementation~~ further development of the new organizational structure over other proposed or ongoing City work to ensure timely progress on the transition; and

BE IT FURTHER RESOLVED that the CAO and the project sponsor of the Technical Implementation Team are authorized to act on the Team's steering and technical committee's recommendations, as well as to assemble and direct the resources necessary to implement organizational change; and

BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, identify ~~and align~~ program and reporting structures within and across service areas to enable budgeting and technical implementation; and



BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, consider the appropriate distribution of resources to advance citywide equity, communications and engagement; and

BE IT FURTHER RESOLVED that the CAO will report to council on progress made to implement the organizational structure no later than March 29, 2024.

**Terry J. Harris**

5047 SW 18<sup>th</sup> Pl  
Portland, OR 97239

To: Mayor Wheeler, members of the Portland City Council  
Re: Council Resolution, Proposed Organizational Chart

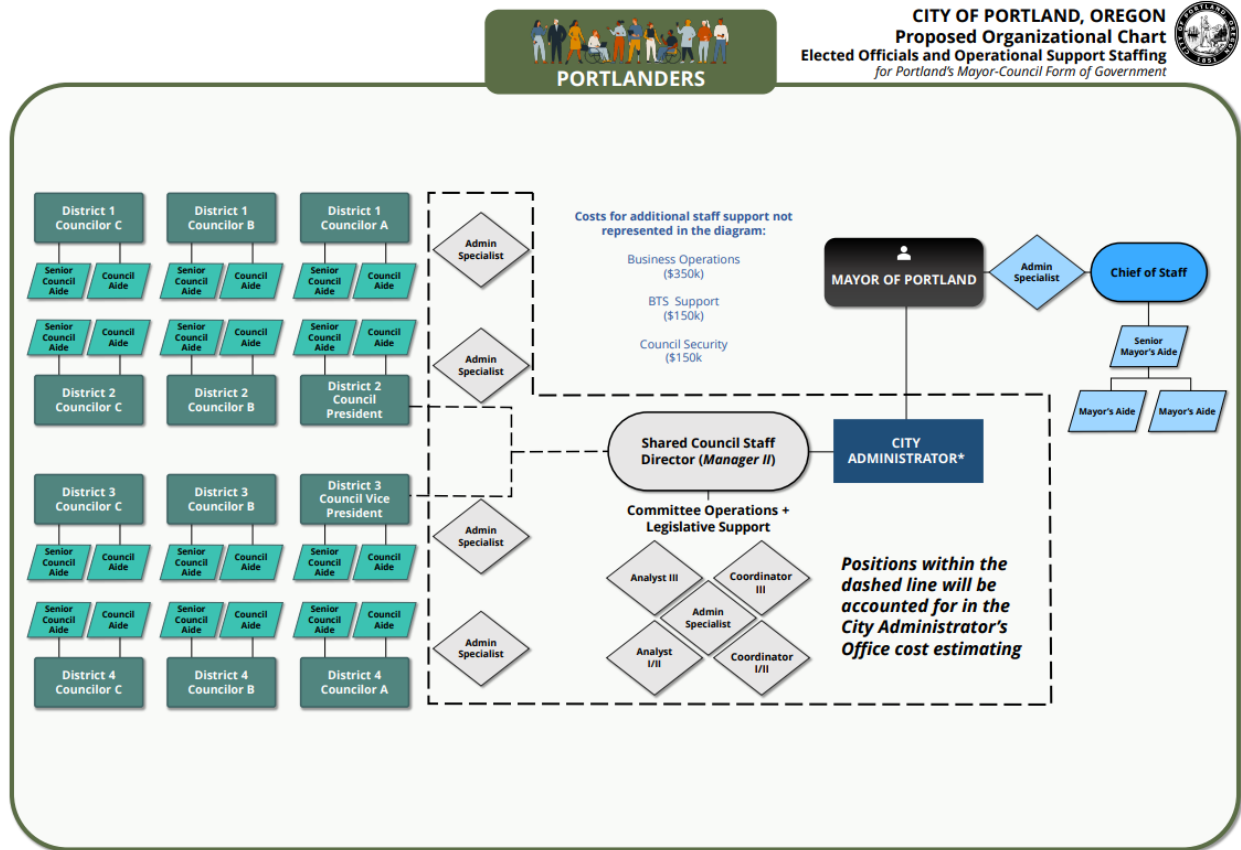
October 30, 2023

Thank you for this opportunity to comment on the proposed resolution to adopt the organizational chart for the new government structures necessary to implement the amendments to the charter adopted by voters last year. I remain generally supportive of the general design, but as I wrote to you a month ago, I remain concerned that adopting this particular chart at this particular time will unnecessarily result in permanent flaws being built into the new government before it even convenes.

My basic recommendations are summarized here, with details on the pages that follow.

- 1. To accommodate the budget deadlines and compressed timeframe for the transition, the council should adopt a broad baseline funding framework based *generally* on this org chart, but remand details back to the transition for refinement and more community and expert engagement.** (A marked-up version of the proposed resolution showing suggested amendments is attached separately.)
- 2. The org chart's treatment of the new legislative branch's staffing and operations is deeply flawed, so the legislative scheme offered by this org chart should be rejected outright until much more work is done.**
- 3. With careful further consideration upon remand, several key features of the city administrator's new reporting structure could be greatly improved and could provide significant cost savings.**
- 4. Even recognizing the time pressures and complexities involved in this effort, the public process has been terrible. A remand of the details would be a second chance to improve engagement and buy-in by the public.**

**1. This City Council structure is ill-conceived, underfunded, and misaligned with the charter**



The above chart was not part of the original organization chart package that was released for public comment in September. Although this is at least an acknowledgment that the city council will require organizational structures and staffing to be successful in the new government, the chart falls far short of what will be actually necessary. **This portion of the proposal should be rejected outright, and the Council should expressly strike this chart from the exhibits along with any accompanying narrative.**

*a. The Charter requires the Auditor's involvement through the Clerk of the City Council.*

[Section 2-501](#) of the City Charter requires the Auditor to serve as the Clerk of the Council, and outlines Charter-required duties. [City Code Chapter 3.02](#) describes the many specific ministerial duties involved. The Auditor, independently elected citywide, does not report to the mayor or the new city administrator. Therefore, to the extent the "shared council staff" envisioned by this org chart is performing the duties assigned to the Auditor's office, that staff must report to the Auditor, not the city administrator.

*b. Separation of powers prohibits involvement by the executive branch.*

The charter amendments adopted by voters in 2022 make it very clear that all legislative authority is vested in the council. Legislative structures are therefore entirely up to the council to decide for themselves, and legislative staff entirely up to the council to hire and fire and manage for themselves.

*c. The draft ignores attorney staffing requirements.*

Although the draft org chart acknowledges council-related spending for staff support beyond the org chart itself for security, technology and business operations, the draft does not acknowledge the necessary legal staffing: bill drafting, legislative counsel, committee counsel, parliamentarian, etc. This staffing will likely report to the City Attorney, but with the new separation of powers between the executive and legislative branches will require sensitivity to legal conflicts between the two branches. This legal environment will be significantly more complex than it is now, and the staffing needs to be evaluated with care.

*d. The draft significantly underfunds the new and expanded city council operations.*

The voter-approved Charter amendments were to expand representation by adding council members, and to expand legislative activity by eliminating the commissioner-in-charge form of government. More council members with more time to work on legislative initiatives can be expected to lead to much more legislation. New committee structures and procedures *and staffing* will be necessary to manage this activity. City councils of Portland's peer cities typically have 5-10 standing committees. These committees will require committee clerks, committee counsel, bill drafters, and administrative assistance. **The two "analysts" and two "coordinators" for "Committee Operations and Legislative Support" afforded by this proposal will be nowhere near enough.**

Meanwhile, individual council members appear to be afforded two staffers each. This is on the low end of staffing found in peer cities and will prove to be even more problematic if councilors are managing offices in both city hall and in their districts. Previous transition estimates suggested a staffing level for each councilor to be in the range of 3 to 5, which seems more reasonable.

Finally, no additional staffing is afforded to the council president, who will have significantly more responsibilities with the new expanded legislative council. I understand that the transition is attempting to limit the perceived imbalance within districts when the council president is elected from a district, but simply handicapping the council president's ability to run the council is the wrong way to do that balancing. Besides, it's not clear the transition should be making these sorts of judgments anyway.

*e. "Shared" council staff will prove to be problematic.*

The org chart for council operations is particularly notable for the lack of clear lines of reporting. The "Committee Operations and Legislative Support" report to a "Shared Council Staff Director"

who reports to both the city administrator *and* the council's leadership. Meanwhile, the org chart suggests that the three elected councilpersons from a district could share a single administrative specialist who apparently has no line of reporting whatsoever shown on the chart.

**Staffing personal to councilors should not be shared.** For confidentiality reasons, but also for simple management reasons. Staff reporting to multiple (equal, elected) bosses will be put into impossible situations. Staffing to permanent structures should report to permanent staff. Staffing reporting to term-limited offices should be term-limited.

*f. The Mayor's office is significantly underfunded.*

Understanding that the Charter amendments intended to put control of the executive branch into the hands of a professional but unelected city administrator, it remains the duty of the elected mayor, at the very top of the executive branch, to supervise the city administrator. It will be important that the mayor has the tools to do that supervision in a substantive way. I worry **that this org chart skews power to the unelected city administrator, leaving Portland with a mayor who may be even weaker than we have now.**

I realize that some of this depends very much on the nature of the relationship between the mayor and the city administrator. But where, for example, would a theoretical "Director of Performance and Evaluation" be best situated? The supervising mayor's office or the supervised city administrator's? Further, might some of the functions in "community relations," like the "engagement officer" or "communications officer" be better in the mayor's office which must necessarily be more attuned to the electorate? Or will some of these functions just end up being duplicated?

Ultimately though, citizens of a big city tend to expect that the mayor of a big city has the ability and authority to preside effectively over the executive branch. This takes more staff than is being provided here.

## **2. Remanding org chart details for refinement will improve the organization.**

*a. Are there too many deputies?*

As I stated in my comments on the earlier draft of this organizational chart, I don't disagree with the need for deputy or assistant administrators. Nor do I think that the overall costs of this organizational structure are too large for our city to bear. Nevertheless, I can understand the criticism that the addition of deputy or assistant administrators at a top level of the organization alone should probably allow for some accompanying subtractions at other levels of the organization. Otherwise, the city management could be perceived as unnecessarily, and expensively, top-heavy.

The most obvious example in the current draft would be that the “Deputy Administrator for Parks and Recreation” could very simply be the same person as the Director of the Bureau of Parks and Recreation so there would be no need to add a position. Another example could be that the “Deputy Administrator for Budget and Finance” position could probably be served by the Budget Director or the Chief Financial Officer.

*b. Are deputies actually decision-makers? Should they be?*

The specific role of a deputy administrator in this org chart remains unclear. In my estimation, assuming highly functioning bureau heads, the deputies are more likely to be trackers, trouble-shooters, and traffic cops, but not ultimate decision-makers. Deputies would filter the most important decision-making *up* to the city administrator, but otherwise they would only be coordinating bureau heads, or pushing decisions back *down* to the bureau heads. A *decision-making* deputy, sandwiched between the city administrator as chief decision-maker, and bureau heads as bureau-level decision-makers, would essentially be a redundant decision-maker. Moreover, accountability to voters for the decisions would be attenuated. Deputies need to be more than just somebody for the city administrator to fire, to fend off being fired himself.

*c. Issues around Civic Life, District Coalitions and neighborhoods are not settled.*

Although some frantic progress has been made over the last month or so, how the new District Coalitions will work remains a large unknown. While the org chart contains vague placeholders for the entities, there’s not enough lot of detail to give confidence to anyone that it will work as advertised. Where will the coalitions be physically located? How will they be governed? What does the budget look like? What will be their relationship to the City? To the neighborhoods? To district-based councilors? To “Portland Solutions”? I understand that this issue might still be a management layer below what’s at stake in the draft org chart, but that next management layer informs what the top layer should look like. The yet-to-be-drafted RFP for District Coalitions will be critical to everyone’s understanding.

*d. “Natural Resources Bureau” and “Climate Officer” structures need to be carefully considered.*

To be clear, I support elevating “Natural Resources” to a more significant agency structure and appointing a “Climate Officer” to track and manage the City’s climate efforts. But I also worry somewhat about creating new silos or more conflicts when true integration of natural resource protection and climate action into existing bureaus is what’s most important. For example, “natural resources” jurisdiction could extend across many current bureaus: drinking water protection, pollution prevention, stormwater, stream protection, forestry, parks, wildlife, permitting, etc. Climate action is similarly multi-jurisdictional. So again, any resolution should adopt the budget framework for these ideas, but the details should be remanded.

### **3. The public process to this point has been terrible.**

Despite the narrative supplied by the Transition Team, the public process to arrive at this point has been minimal at best. The first draft of the org chart was released with less than a month for a comment period. This current revised draft was released with slightly more than a week before the hearing on the resolution. The org chart relating to the City Council is brand new.

Much of the “community involvement” cited by the Transition is purely historical – “community outcomes” from prior audits, past surveys, and previous testimony to the Charter Commission, for example – and in broad summary form. Meanwhile, the public input into the first draft of this proposal was dominated primarily by comments asking for more time to comment. The “listening sessions” sponsored by the transition were presented in an “announce and defend” Q&A format, where the public did the listening, not the transition.

Meanwhile, because the Mayor and Council determined that these organizational structures were beyond the scope of GTAC, there is no formal independent review of this organization chart. Indeed, the only deliberative accountability on this org chart will occur at your Council meeting -- by a Mayor and Council dealing with an extraordinarily full spectrum of other important matters to attend to. Your work sessions on all of this will have been held before hearing actual public testimony.

Because this org chart is such a consequential step forward, it seems worth the time and effort to consider some of the more difficult elements in a more inclusive and deliberative manner. I understand the argument that this org chart is a “work-in-progress” and that we can change things along the way. But I worry that the more likely scenario is that the city blows past this decision point and never returns. Resolvable problems built into this early org chart will simply get baked in and left for unidentified future problem-solvers to attempt to unwind.

Rationalizing poor public involvement because of the tight deadlines faced by the transition is belied by the fact that the urgency to adopt this resolution at this point in time is driven almost entirely by somewhat arbitrary deadlines on preliminary decisions on a budget that won't be adopted until next spring.

**A remand of the details of the chart would allow for more meaningful engagement by the public on a more realistic timeline.**

Thank you all for your hard work on this enormous task.

***Terry J. Harris***

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	John Dutt	Support with changes	<p>Regarding proposed City of Portland organizational chart, I think this is a solid, good faith attempt at restructuring our city's government in response to the voter approved ballot measure. However, one area that I don't see defined in this org chart is the role of a citywide ADA/Disability/Aging program. Currently the City has a very disjointed and uncoordinated approach to serving the disabled community. As we restructure our government, we should take this as an opportunity to establish a centralized ADA/Aging Office which will help us have a coordinated approach to making local government more accessible to community members living with disabilities.</p> <p>The Disability Program under the current Office of Equity and Human Rights is under-resourced to do much more than basic ADA compliance for the City. The City has been subject to paying out many settlements as the result of various bureaus inability to meet ADA requirements and a centralized program would be much more effective in helping City bureaus maintain compliance.</p> <p>The City should be doing much more than "compliance", however number of bureau disability related positions within the City have been eliminated or proposed for cuts in just the last few months:</p> <p>The Bureau of Planning and Sustainability had an Age-Friendly Program Manager staffed by Alan DeLaTorre which was eliminated.</p> <p>The Office of Community and Civic Life had a Disability Program Coordinator position that was focused on City access/engagement for the disabled community was eliminated.</p> <p>The Bureau of Transportation had a Communication Specialist position staffed by Tom Haig, which focused on programs for disabled residents that was eliminated.</p> <p>The Bureau of Transportation ADA Coordinator position currently staffed by Lisa Strader has been proposed to be cut as part of PBOT's current budget development process.</p> <p>The Bureau of Emergency Management has also been engaged in efforts to improve the City's support for Portlanders with disabilities in emergency preparedness and response but lacks connections to community organizations and community members to ensure plans are inclusive of vulnerable community members needs in emergency events. To be effective disability focused outreach staff need to be added to this effort.</p> <p>The city needs to demonstrate the value and diverse perspectives that disabled people contribute to our community by reinstating, implementing and fully staffing these programs and positions. The recent council discussion of creating a centralized disability and aging office would be a great step forward to engage and support this demographic as well as help our City function more efficiently. This Disability/Aging Office should be one single entity instead of a few positions spread out across the organization. It should also be separate from the Equity Officer so that the work is not buried in the important racial equity work the City also needs to be fulfilling.</p> <p>I testify that the City should the create a centralized disability and aging office under the City Administrator, separate from the Equity Officer, provide the dollars to reinstate the disability program and age friendly positions within that new office, and fund the administrative staffing support to ensure effective functioning of this office to demonstrate the City's commitment to this vital a growing section of our community.</p>	No	10/30/23 11:54 AM



Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Anonymous		Please adopt the Commissioner Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.	No	10/30/23 12:24 PM
926	Erinne Goodell	Support with changes	I support Commissioner Mapps's amendment to restore a new Bureau of Natural Resources to the city reorganization chart. With a new city structure, this is the time to make critical changes like this to protect our rivers, wetlands, and other natural resources. This bureau is sorely needed to keep Portland on track and strong in our environmental resource protection, even as we tackle important issues like housing. The Bureau of Natural Resources should be adequately funded and have real authority to make decisions alongside and commensurate to other bureaus like BES, PBOT and Parks and Recreation. I believe this is an opportunity to be intentional and strategic about our city structure going forward, and the Bureau of Natural Resources is an important part of that vision.	No	10/30/23 1:06 PM
926	Jerome Fulton	Support	<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:  A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p>	No	10/30/23 2:02 PM
926	Anonymous	Support with changes	I want to testify against the decision of the city to get rid of the disability program in city life. I am alarmed that people with disabilities are not represented in this city organizational chart. I testify that the elimination of the age friendly program and the proposed cuts to PBOT grossly impact people with disabilities. All other major cities have Aging and Disability Office's that are visible and engaged with the community. We know that people with disabilities are often invisible and the elimination of all of these programs and positions verifies that the city of Portland sees people with disabilities as third class citizens.	No	10/30/23 3:30 PM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Anonymous	Support	<p>Dear City Council,</p> <p>Please restore a Bureau of Natural Resources back into the proposed restructuring of city government and ensure that it is adequately funded, has real authority to impact priorities, programs, and policies across city bureaus, and is intentional, strategic, and visionary.</p> <p>Gratefully, Michaela McCormick</p>	No	10/30/23 4:51 PM
926	Peyton Priestman	Support with changes	<p>I want to testify that it is absolutely unacceptable that city got rid of the disability program coordinator position in civic life. Under the current proposed city organizational chart, disabled folks are NOT being adequately represented. The recent elimination of several positions and programs dedicated to serving the disability community was disgraceful, and reinforces that the ongoing erasure and underrepresentation of folks with disabilities in our city. That also includes the elimination of the age-friendly program manager position and the proposed elimination of the ADA position at PBOT. All other major cities have Aging and Disability Office's that are visible and engaged with the community. I testify that it is vital that the city reinstates the disability program coordinator position and the age-friendly program manager position immediately, as well as dedicating significant funding to establishing a centralized disability and aging office. The city needs to demonstrate its commitment to equity and diversity in all forms, and that includes valuing the rights and needs of people with disabilities.</p>	No	10/30/23 6:18 PM
926	Neeraja	Support	<p>I support a stand-alone Bureau of Natural Resources and the addition of a Climate Officer to the Executive Leadership Team of the City Administrator's office. With the potential amendments forthcoming from City commissioners suggesting a Climate Officer and a Natural Resources Plan, I support Commissioner Mapps' amendment to develop a natural resources plan by September 30, 2024, including 1) a facilitator to guide the process, 2) a robust public engagement process, 3) determining sources of funding, and 4) coordinating within existing bureaus and service areas to most comprehensively address ecosystem functioning, climate change mitigation and adaptation, and aid public wellbeing.</p> <p>I advocate adding a Climate Officer, a new position, in the City Administrator's office. I understand the current Chief Sustainability Officer position would remain under the Bureau of Planning &amp; Sustainability (BPS), and the Chief Sustainability Officer already has a full job description implementing and overseeing aspects of BPS's responsibilities.</p>	No	10/30/23 6:24 PM
926	Anonymous	Support	<p>We need a Climate Officer and a stand-alone Bureau of Natural Resources. This is extremely important because of all the ill effects of climate change. Portland needs to stand up and do climate action now. We need to show people that this is critical.</p>	No	10/30/23 6:44 PM
926	Anonymous	Support	<p>I have read Willamette Riverkeepers perspectives on this and agree wholeheartedly. I am always fearful that bureaucratic bungling can make good ideas useless. Please work carefully.</p>	No	10/30/23 7:04 PM
926	Marianne Fitzgerald	Oppose	<p>See attached detailed comments. The City of Portland's Proposed Organizational Chart is very top-heavy in administration, very unclear regarding how decisions are made, and very expensive to implement. See attached letter for suggestions for improvement.</p>	Yes	10/30/23 8:12 PM

Date: October 30, 2023

To: Mayor Wheeler and Commissioners Gonzalez, Mapps, Ryan, Rubio via [cctestimony@portlandoregon.gov](mailto:cctestimony@portlandoregon.gov)

From: Marianne Fitzgerald, Portlander

Re: Agenda Item 926, "Ensure an effective, efficient transition to Portland's new form of government by establishing a coordinated high-level reporting structure for city bureaus, offices and key functions"

The latest draft of the draft organizational chart for the City of Portland baffles me. Like a process flow chart, decisionmaking and chain of command should be straightforward. Instead, the Mayor, City Council and City administrator offices have new layers of administration and new staff positions that will likely lead to confusion and reduced accountability to the people who live, work, play and pay taxes in Portland. The organizational chart graphic itself includes a wall between "Portlanders" and the bureaucrats. We really need more, not less, meaningful civic engagement in decisions affecting the people of Portland. And a more cost-effective way to deliver services that balances the new charter with realistic revenue forecasts and needs.

Overall Structure: This proposal was sold to the voters as an expanded city council run by a professional city administrator, costing \$900,000 to \$8.7 million annually. In my first cut estimate I counted 14 elected officials; 8 city administrators (1 + 6 + 1); 39 support staff just for the Mayor, City Administrator and City Councilors; and 39 bureau or office directors. Some of these new staff will replace existing city positions but it's still a net increase of at least \$13 million/year and likely more. Decisionmakers need to consider costs and impacts on other general fund needs in implementing charter reform. It's not clear how these people in the proposed organizational chart will work together and be held accountable to the people of Portland. And it makes more sense to start lean and add later if needed, than to start with a larger staff now that you will have a hard time cutting later.

City Administrator, Deputy City Administrators, Assistant City Administrator: It's not clear why the organizational chart proposes six service areas and why the staff report differentiates between "inward" and "outward" facing bureaus. All of these services serve the people of Portland. The position of "Assistant City Administrator" implies a lesser importance of the programs assigned to this lesser administrator. That position must serve on an equal basis on the Executive Leadership Team however you classify it. The programs/functions listed under the "Assistant City Administrator" in the draft organizational chart are related to many city services. These programs/functions need to be on the ELT and integrated into bureau services. The staff report language is very directive and does not reflect any role for people in the community to discuss and make recommendations on decisions that affect them.

Accountability. There is no system for handling citizen complaints. How do the people in Portland hold the EIGHT proposed city administrators accountable for delivering services in a cost-effective manner on top of the current bureau structures that already have directors and deputy directors in their organization charts?

New Bureau or Service Area: I strongly support establishing a new Office of Community Grants within the Budget and Finance service area. In the spirit of streamlining government operations, there should be a central place within Budget and Finance to manage the grant system and create a public reporting database. Today this function is scattered among bureaus. The Portland Clean Energy Fund, Community Small Grants, Community Watershed Stewardship Grants, and Neighborhood to the River Grants are just a few. The public cannot track how the city's community grant funds are budgeted and managed today. A streamlined grants

administration office could provide more oversight and training regarding the financial management systems that grant recipients should have in place to manage the grant funds and report to the public.

Disability Community. The proposed organization chart perpetuates misguided past decisions that eliminated programs that serve the disability community in Portland. This must change.

Communications and Meaningful Civic Engagement. The City of Portland adopted “Public Involvement Principles” on August 4, 2010 that represents a road map for effective civic engagement. It seems a waste of resources that these principles continue to be ignored or revisited without a data-driven evaluation of their effectiveness. The proposed organizational chart separates “communications” from “civic engagement.” While there are some advantages to standardizing how the city’s many bureaus, programs and service areas engage with Portlanders about issues, the system should not be one size fits all but instead be flexible depending on the issues and audiences.

District Offices. The district offices are intended to serve the people in the community. Commissioner Ryan made a unilateral decision that district coalitions will align with the new city council districts. Please don’t make another unilateral decision regarding the locations of those offices.

City Council President and Vice President. The organizational chart identifies Districts 2 and 3 for these positions, which is not supported by the Charter language. City Council elects its President and Vice President at its first regular meeting of each calendar year. Was this meant to be for illustration only?

Chief of Police and City Attorney. The organizational chart separates the Chief of Police from the Portland Police Bureau but does not separate the City Attorney from the City Attorney’s office staff nor the Auditor from the Hearings Office staff. Why? It makes more sense to have the leaders of the bureau and these offices in charge of their staff. The Chief of Police is the leader of the Portland Police Bureau and needs to be aligned with the Portland Police Bureau.

Liaison Roles. The organizational chart has the Mayor responsible for the East Portland Action Plan, Multnomah Youth Commission, Metro’s Joint Policy Advisory Committee on Transportation and Metro Policy Advisory Committee. These liaison roles should be associated with the bureau service areas that they serve in order to avoid confusion about policy positions.

Timelines and Mid-Course Corrections. The ordinance includes a report date of March 29, 2024. As you are developing the recommended budgets for FY 2024-25 you need to consider further changes to the organizational chart to better align with budget resources available.

In summary, the City of Portland’s Proposed Organizational Chart is very top-heavy in administration, very unclear regarding how decisions are made, and very expensive to implement.

Please be more inclusive with the people in Portland who must live with the decisions about the future of Portland’s government structure for years to come.

Sincerely,  
Marianne Fitzgerald  
Resident and taxpayer in the City of Portland

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Anonymous	Support with changes	<p>I appreciate all the hard work that has gone into the updated organizational structure.</p> <p>One of the things that still needs to be accomplished as the charter reform rolls out is a stronger and more coordinated way of addressing climate change. There are climate, environment, and sustainability related issues in each of the proposed service areas. I'm glad to see that these are spread out across the city's priorities and projects.</p> <p>Two ways I would like to see the organizational structure prioritize climate are:</p> <ol style="list-style-type: none"> <li>1. Create a new Climate Officer role in the City Administrator's office. This would be a new position. The Chief Sustainability Officer needs to continue in the Bureau of Planning &amp; Sustainability. A new Climate Officer would be able to have a bird's eye view of all the service areas and bureaus. Having a Climate Officer would enable a more cohesive approach to climate action, implement the Climate Emergency Workplan, and acquire outside funding to meet the City's climate and environmental goals.</li> <li>2. Work on a natural resources plan by September 2024, including 1) a facilitator to guide the process, 2) a robust public engagement process, 3) determining sources of funding, and 4) coordinating within existing bureaus and service areas to most comprehensively address ecosystem functioning, climate change mitigation and adaptation, and aid public wellbeing.</li> </ol> <p>Thank you for ensuring Portland's new structure will focus on addressing climate change, environmental concerns, and equity.</p>	No	10/31/23 7:23 AM
926	Anonymous	Oppose	<p>I want to testify that it is absolutely unacceptable that the city got rid of the disability program in civic life. I want to make clear that I don't see disabled people being represented in this city organizational chart. Without these voices we are further isolating an extremely vulnerable population.</p> <p>The elimination of the age friendly program and the proposed cuts to the PBOT grossly impact people with disabilities. All other major cities have Aging and Disability Office's that are visible and engaged with the community. Cutting these programs and positions further erases a population that struggles to be seen and heard in the community as is. We need the city to be a part of the solution to this, not further feeding the problem and structures that limit the ability of all people to show up to the table. These actions solidify that the city of Portland sees disabled folks at third class citizens. Do better Portland.</p>	No	10/31/23 8:12 AM
926	Harriet Cooke member 350 pdx and Havurah Climate Action Team	Support with changes	<p>I strongly support Commissioner Mapps' amendment to develop a Natural Resources Plan. I also join 350PDX recommendations to add a Climate Officer in the City administration office, and to Not move the Chief sustainability officer from BPS. As stated by 350PDX, we need more coverage of this problem that promises to have new and greater challenges yearly.</p>	No	10/31/23 9:23 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Anonymous	Support with changes	<p>1. City council members should not get to appoint or have say in hiring of deputy city administrators. The entire reason we are changing this form of government is because voters do not want city council managing bureaus. If city council has influence over who is hired as a deputy administrator they will wield influence over bureaus. We need professionally managed bureaus with administrators with experience managing city agencies. Don't let city council members install more political hack.</p> <p>2. City council staff allocations should be reduced their duties are narrow now that they won't be managing bureaus.</p> <p>3. The city manager or chief administrator and HR should select all deputies and there should be no elected officials part of that process.</p> <p>4. Salaries for city council should be curtailed significantly.</p>	No	10/31/23 10:43 AM
926	Todd Burkholder	Support	<p>Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <ul style="list-style-type: none"> <li>•A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</li> <li>•A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</li> <li>•The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</li> </ul> <p>I believe that a new Bureau of Natural Resources within the City of Portland could and should represent a major step forward in protecting the Willamette River and natural resources across our urban landscape.</p>	No	10/31/23 11:25 AM
926	Owen Wozniak	Support	<p>As others have already requested, I urge you to include consideration of a Natural Resources Bureau. If appropriately funded and empowered, it could go a long ways toward improving Portland's approach to our critical natural infrastructure.</p>	No	10/31/23 12:11 PM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Anonymous	Support	Please adopt the Mapps' Amendment to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.	No	10/31/23 1:40 PM
926	Anonymous	Support	I fully support Commissioner Mapps's amendment. The proposal by Parks was not vetted through other bureaus or community groups that have been working for many months and years to find common ground. Parks' proposal also doesn't have a solid financial analysis. This amendment will continue the work that has been happening, and to make sure a final proposal is well vetted and supported by Portlanders. It's clear most Portlanders' want a new Natural Resources Bureau if its well thought out, community informed, and managed in a financially sustainably way. Also other bureaus have a solid track record and higher community support from community groups doing natural area management, and Park's proposal would unnecessarily consolidate programs with no benefit for the public. Please support this amendment so that the City can take more time to assess how natural assets can best be managed for all Portlanders.	No	10/31/23 4:23 PM
926	Ann Turner	Support with changes	As a retired physician and member of Oregon Physicians for Social Responsibility's Healthy Climate Action Team, I strongly advocate that the City add a Climate Officer as a new position in the City Administrator's office. The current Chief Sustainability Officer position would remain under the Bureau of Planning & Sustainability (BPS). We must have a Climate Officer action to mitigate the effects of impending climate disaster in the short time we have left. The Climate Officer must have authority to implement and oversee the current Climate Emergency Workplan, working with all city agencies, and be accountable for meeting the City's climate targets.	No	10/31/23 4:42 PM
926	Rod Merrick	Support with changes	Adoption of the Reorganization Plan (as of October 26 2023) and associated budget proposed by The Charter Transition Team is premature; it should be delayed. Alternatives need to be developed and presented along with the full accounting of associated costs. See testimony.	No	10/31/23 5:06 PM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	ELIANNE LIEBERMAN	Support with changes	<p>I support Commissioner Mapps' amendment to develop a natural resources plan 2024. I think it is well thought out and all the steps proposed are necessary to ensure citizen engagement, adequate funding, and coordination between bureaus and service areas. This would provide the city the ability to truly support a healthy natural environment, to successfully address climate change through mitigation and adaptation and to improve the health of all Portland's citizens.</p> <p>I also would like to see a new position created in the City Administrator's office, that of a Climate Officer. This would keep the Chief Sustainability Officer position in the Bureau of Planning &amp; Sustainability (BPS).</p> <p>I support 350PDX 's rational of why a Climate Officer is needed.          "We need a Climate Officer because:          We have a climate emergency. We cannot adequately respond to that emergency without elevating nature and nature-based solutions. This is the moment to do that. We need clean land, water, and air to have a healthy climate.          A Climate Officer would:          Unite government systems and employees with Community and Business to respond to Climate together in unison, whether through adaptation, mitigation or natural systems.</p> <p>Be transparent and involve the public and staff in the conversation. Portland's rivers, trees, open spaces and green infrastructure are why so many people live and stay here.</p> <p>Keep the funding stable until 2025 - one fiscal year. This effort is likely to uncover cost savings and efficiencies, but it could ultimately cost more if the city needs to rebuild programs, relationships and credibility.</p> <p>Unify and help the new, expanded 2025 Council to establish Climate targets, goals and strategies on an annual basis.</p> <p>Serve on the City's executive leadership team, bringing climate, environment, and sustainability awareness into the City's decision making, budgeting, and implementation in all areas.</p> <p>Have authority to coordinate and oversee implementation across bureaus and service areas to meet the targets of the Climate Emergency Workplan (CEW). There is currently nobody overseeing or coordinating this effort. Only about 4% of the CEW has been completed. 92% of the plan has been started, but needs coordination, funding, and leadership to reach the City's goals in a timely manner.</p> <p>Acquire outside funding to help the City meet its climate and sustainability goals.</p> <p>Coordinate inter-agency communication and collaboration on climate, environment, equity, and sustainability goals and projects through a volunteer Sustainability &amp; Climate Commission and/or a climate cabinet with members from various bureaus and service areas."</p>	No	10/31/23 8:49 PM
926	Rod Merrick	Support with	Please substitute this version for earlier submittal. Thanks!	Yes	10/31/23 9:02 PM



**Subject: Agenda Item 926. Charter Transition Team Reorganization Proposal**

**To:** Mayor Wheeler, Commissioner Rubio, Commissioner Gonzalez, Commissioner Mapps Commissioner Dan Ryan C: **Government Transition Advisory Committee**

Adoption of the **Reorganization Plan** (as of October 26 2023) and associated budget proposed by The Charter Transition Team is premature; it should be delayed. Alternatives need to be developed and presented along with the full accounting of associated costs. While I appreciate the efforts to prepare for changes that the Portland Charter will require, there is insufficient analysis of the full costs or the pitfalls of the proposed model by criteria that matter. These would include efficient use of taxpayer money and specific areas of improved service delivery, equity, and responsiveness to the pressing need for continuous improvement. This is “just the cost of government” is not reassuring criteria for those responsible for paying the bill.

**Ballooning Budgets:**

The annual costs for *operating* City Hall in the reorganization are now estimated to be \$13 million above current costs, or 1344% above the low estimate of \$.9 million and 120% above the high estimate of \$5.9 million provided to the public by the Charter Commission and city staff. The reorganization model needs to aim for parity with existing operating costs.

One time transition costs over 3 years are now estimated to be a low of \$12 million to high of \$17.7 million excluding facility costs that will certainly run higher than the estimated \$7 million. By contrast, the charter commission provided estimates of \$4 to \$5.9 million. That is three times above the low estimate and three times more than the high estimate and still fails to account for many expenses.

**Higher Taxes or Reduced Services:** For a city losing population and middle class tax payers and challenged to provide basic services and infrastructure maintenance, the proposed organization chart balloons bureaucracy and robs the budget of critically needed funds. At issue is the cost of operating City Hall under the admittedly problematic Commissioner form of government, under 5 commissioners including the mayor and supporting staff, compared to 51 identified positions that purport to provide equivalent functionality. The budget proposal offers no credible plan to address the problem.

**Missing Job Descriptions:** The proposed Reorganization Chart fails to define the functional roles that the 12 City Councilors should be expected to play, to explain the need for 34 support staff that they will have at their disposal or to explain the function or need for field offices.

The Mayor is given 5 aides at various levels to oversee the Police and the City Administrator. Since he or she has no legislative role in City Council except as a tie breaker, the position is inherently weak in setting the agenda for the city or participating in legislation unless the City Council is very evenly divided. Beyond a ceremonial role and looking over the shoulder of the City Administrator, what is the mayor expected to do? We are informed that the deputy administrators will insure that everyone works together but their roles are otherwise unclear.

**Public Engagement:** Shouldn't the City Auditor and public be asked to weigh in on plan options? Members of the **Government Transition Advisory Committee**, who have been largely excluded from oversight of the Reorganization Transition Team, are now charged with the public relations job of educating the public about the charter reform and especially providing “voter education” about the six

votes each voter is allowed for 3 City Councilors. There has not been adequate public process on the reorganization plan; there needs to be more. Thanks for your consideration.

Regards from a Concerned Citizen,

Rod Merrick

PS

**Misinformation from the now de-commissioned Charter Commission.**

- Grossly underestimated the cost for implementing the Charter reform
- Grossly underestimated the cost for sustaining the new form of government
- Misleading voters to believe that the voting system was conventional “ranked choice voting” not a costly complex 19<sup>th</sup> century philosophy advanced in English speaking countries and largely abandoned in all but one US city and a few college campuses for electing student government.

**Conflict of interest:** On June 29, 2022 Commissioner Ryan raised the issue of conflict of interest for members of the Charter Commission who might run in the first election under a system they designed, comparing it to a hiring committee that designs a job description and then applies to fill it.

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Ian Ruder	Support with changes	<p>It's time to stop the shortsighted elimination of aging and disability positions across the city and focus on positions and programs to protect our city's aging and disabled populations and the accessible beacon that is Portland.</p> <p>In the last few weeks alone, the civic life disability program position and the age friendly position in planning have been eliminated and it sounds like the ADA position in PBOT is under consideration for elimination. This is the kind of short-sighted budget planning that puts our most at risk populations in jeopardy.</p> <p>As a proud Portland disabled person, I'm constantly touting our city's excellence when it comes to access and disability thinking. Building this environment hasn't happened by chance and without the voices of thoughtful disabled people in civic government, it can easily crumble. Please don't let this happen.</p> <p>The city should the create a centralized disability and aging office, provide the dollars to reinstate the disability program and age friendly positions within that new office, and fund the administrative staffing support to ensure the full effectiveness of the office. We can, and must, do better.</p>	No	10/31/23 10:49 PM
926	Jesse Cornett	Oppose		Yes	11/01/23 5:58 AM
926	Anonymous	Support	<p>Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p> <p>Please REJECT Ryan Amendment #1 which is a poorly conceived, last minute modification of the inadequate status quo and fails to address many of the City's most important environmental programs.</p> <p>The City must do a better job of providing public notice and comment on the proposed restructuring. Posting amendments the night before a hearing on this important transition is not sufficient</p>	No	11/01/23 6:12 AM
926	Anonymous	Support		No	11/01/23 6:25 AM



November 1, 2023

Mayor Wheeler and City Commissioners:

I am writing to encourage you to reject item #926 on your agenda today.

It is apparent the author of the proposal, Michael Jordan, is an able administrator. But combined with other actions his office is taking to undermine Portland's current and future elected officials, Jordan seems to think he has found his Secretary of State Alexander Haig moment.

Jordan and his staff have put a great deal of effort into agenda item #926. Unfortunately, the end result reflects that it was conceived by bureaucrats, for bureaucrats.

The proposal inflates costs and adds staff that were not conceived by the Charter Review Commission, nor voted on by the public. In fact, the fiscal statement you have been provided does not clearly cite what the new costs specific to the required changes are, instead bundling in the optional aspects as well.

By stripping the new council of staff, Jordan's proposal will thwart the will of the voters by shifting the power structure from elected officials to bureaucrats. Engaging our community is a stated goal under Jordan's proposal, but the proposal misses the mark. As drafted, doors of the offices of elected officials would all too often have to be locked, and calls sent to voicemail.

In fact, Mr. Jordan's proposal would create an environment where no elected official can be effective unless they choose to work 60 or more hours weekly on a regular basis. That is an unfair expectation of those who hope to serve. It places a high burden on those who have family obligations and such.

Lastly, should you proceed with this proposal, bear in mind that before the city conducts a nationwide search to add administrators, the city has voted to change our form of governance from the one you currently lead. January 2025 will usher in up to one dozen new elected officials. **We will lead this city. Please, do not make false promises or tie our hands.**

Your acceptance of the current proposal will sabotage the ability for early successes by our new council. Successes those suffering in our city sorely need. I would encourage you to go back to the drawing board, with elected officials and a greater swath of the community at the table.

My best,

A handwritten signature in black ink, appearing to be 'JA' with a long horizontal stroke extending to the right.

Jesse Cornett  
Candidate for Portland City Council, District #3  
971-219-5429  
[jesse@cornettforportland.com](mailto:jesse@cornettforportland.com)

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Sarah Taylor	Support	Please support the creation of a Natural Resource Bureau. The assessment, protection, and coordination of these resources in one place is essential to public health, the economy, and equity. This will increase efficiency, save money and build a stronger city.	No	11/01/23 6:46 AM
926	Ted Gleichman, Portsmouth neighborhood	Support	It is imperative that Portland maintain, strengthen, and broaden its commitment to environmental sanity, health, and justice. Please SUPPORT Mapps #1 and REJECT Ryan #1. Thank you.	No	11/01/23 7:11 AM
926	Wendy Rankin	Support	As a Portlander for the past 50 years, I am in full support of assuring that we take care of our natural resources here in the city before more degradation.	No	11/01/23 7:17 AM
926	Mark Darienzo	Support with changes	Please adopt Mapps amendment #1 to restore the Department of Natural Resources	No	11/01/23 7:19 AM
926	Wayne Stewart	Support	Please continue discussions related to a natural resources bureau. Adopt Commissioner Mapps amendment number one.	No	11/01/23 7:22 AM
926	Helen Bishop	Support	I urge you to ADOPT Mapps Amendment #1 to restore the Bureau of Natural Resources.	No	11/01/23 7:37 AM
926	Francie Royce	Support	Protection and management of natural resources are essential for a progressive city. I support Commissioner Mapps proposal of a Natural Resources bureau	No	11/01/23 7:39 AM
926	Alejandra Favela	Support	I urge the city to ADOPT Mapps Amendment #1 to restore the Bureau of Natural Resources and REJECT Ryan Amendment #1. The citizens of this city urgently need the Bureau of Natural Resources in order to develop and maintain responsible and sustainable environmental policies!	No	11/01/23 7:59 AM
926	Anonymous	Support with changes	Yesterday, Commissioner Ryan & Director Long submitted an unannounced and unvetted amendment to operationalize natural areas and trees in the PP&R bureau. I urge the Council to consider the lack of transparency and good governance - City core values- associated with the stunt that occurred at Council yesterday. The people of Portland and the councilors they elected deserve the time to review all of the amendments proposed BEFORE the day of a vote on them.	No	11/01/23 8:00 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Scott Stroot	Support with changes	<p>Please REJECT Ryan Amendment #1 which is a poorly conceived, last minute modification of the inadequate status quo and fails to address many of the City's most important environmental programs. Instead, adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p> <p>The City must do a better job of providing public notice and comment on the proposed restructuring. Posting amendments the night before a hearing on this important transition is not sufficient.</p>	No	11/01/23 8:02 AM
926	Brian Fletcher	Support	<p>- Hi, I support Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. Please adopt. - Please REJECT Ryan Amendment #1.</p>	No	11/01/23 8:20 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Anonymous	Support	<p>Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart to allow for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal. The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <ol style="list-style-type: none"> <li>1. A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure, including possible water rate-payer sourcing, to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</li> <li>2. A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</li> <li>3. The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</li> </ol> <p>· Please REJECT Ryan Amendment #1 which is a poorly conceived, last minute modification of the inadequate status quo and fails to address many of the City's most important environmental programs. The City must do a better job of providing public notice and comment on the proposed restructuring. Posting amendments the night before a hearing on this important transition is not sufficient.</p>	No	11/01/23 8:25 AM



Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Gil Wistar	Support with changes	<p>Please adopt Mingus Mapps' Amendment #1, designed to restore a new Bureau of Natural Resources in Portland. I was excited earlier this year to hear about this new organization to manage the city's environmental programs – but then heard it was not going to happen. That unfortunate decision would give Portland a black eye nationally – especially when Oregonians expect the state and its local governments to prioritize environmental protection and enhancement. The “Ryan Amendment” is a disaster because it would lead inevitably to inaction on Portland’s environmental programs.</p> <p>The new Bureau of Natural Resources will need to be able to affect priorities, programs, and plans within the city’s related environmental bureaus. Most importantly, the bureau should focus on incorporating “green” strategies into other bureaus’ actions related to city parks, water projects, and surface/subsurface infrastructure like roads and sanitary sewers.</p> <p>As a new Bureau, Natural Resources should NOT be “shoehorned” into city government. Rather, the new organization must be added strategically to fit in with existing bureaus. This will likely require changes within some or all related bureaus, which should not come as a surprise. The overall vision is for the Bureau of Natural Resources to take the lead in environmental protection and enhancement in Portland, working cooperatively and strategically within city government.</p> <p>Finally, it’s critical that the new Bureau have sufficient funding on an ongoing basis, which will require a citywide commitment to ensure it stays economically sustainable for the long term. This may be the most important aspect of the new organization, judging by discussions with my peers who also live in Portland.</p>	No	11/01/23 8:35 AM
926	Teetle Clawson	Support	Creating a Bureau of Natural Resources is critical to the future viability of our community through the challenges we face with the rapidly changing climate.	No	11/01/23 8:39 AM
926	Bonnie McKinlay	Support	<p>I support continued discussion on including a Bureau of Natural Resources on the City of Portland Reorganization Chart. I back Mingus Mapps' Amendment #1 over Commissioner Dan Ryan's amendment.</p> <p>The important lessons our elders and experience have taught us, that we impart to our youth are all about taking care of things. We say, “Take care of your toys. Take care of your puppy. Take care of your homework, your car, your health, your relationships...your future.” Similarly, we must transfer the “taking care” axiom to our city’s well-being. Taking care of Portland’s natural resources is essential for human, species, environmental and economic health.</p> <p>Environmental degradation is the source of the existential calamities all over our planet. We know that Portland is part of this picture. Protect our natural gifts. Give strength and integrated decision-making power to a new Bureau of Natural Resources.</p>	No	11/01/23 8:40 AM
926	Nancy Hiser, Linnton Neighborhood Association		<p>“It is imperative that Portland maintain, strengthen, and broaden its commitment to environmental sanity, health, and justice. This is mainstream because it affects ALL of Portland--not a niche request. Please SUPPORT Mapps #1 and REJECT Ryan #1. Thank you.</p>	No	11/01/23 8:45 AM
926	Anonymous	Support with changes	It is imperative that Portland maintain, strengthen, and broaden its commitment to environmental sanity, health, and justice. Please SUPPORT Mapps #1 and REJECT Ryan #1. Thank you.	No	11/01/23 8:52 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Portland Resident and taxpayer	Support with changes	Creating a sixth service area for basically one bureau seems duplicative and eye-poppingly wasteful in our current strained economy. Delete the 6th service area, and group Parks & Recreation with other bureaus for maximum effectiveness.	No	11/01/23 8:55 AM
926	Ms. Leigh Coffey	Support	Please Support the Mapps Amendment to Restore a Bureau of Natural Resources to the City of Portland Restructuring Proposal. Let's protect our rich and beautiful Willamette River and other urban natural resources.	No	11/01/23 8:56 AM
926	Laura Rogers	Support with changes	Please adopt the Mapps Amendment #1 to create a new Bureau of Natural Resources to develop a plan to provide strong coordination of the City's resources to mitigate and adapt to climate change and monitor and report progress towards climate and environmental goals. Decline Ryan Amendment #1.	No	11/01/23 8:57 AM
926	Barbara Bernstein	Support	In order for Portland to maintain, strengthen, and broaden its commitment to environmental and climate health, and justice we need restore a Bureau of Natural Resources to the City of Portland Restructuring Proposal. Please SUPPORT Mapps #1 and REJECT Ryan #1. Thank you.	No	11/01/23 8:58 AM
926	James Plunkett		re: Bureau of Natural Resources Adopt Mapps amendment #1	No	11/01/23 9:02 AM
926	Jan L Zuckerman	Support with changes	Please adopt Commissioner Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart and ensure that it is sustainably funded in order to adequately address the long overdue issues facing our city's natural resources and resiliency, especially during this climate crisis. In addition, this bureau must be given the power to make decisions, and actually impact priorities and programs in a way that integrates and coordinates the real needs facing us now. Creating this bureau demonstrates our city's commitment to be innovative and lead in the restoration of our severely damaged urban ecosystem. I encourage you to reject Commissioner Ryan's amendment that does not adequately address our city's environmental programs.	No	11/01/23 9:03 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	ERIC HOLLSTEIN	Support	<p>Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p> <p>Please REJECT Ryan Amendment #1 which is a poorly conceived, last minute modification of the inadequate status quo and fails to address many of the City's most important environmental programs.</p> <p>The City must do a better job of providing public notice and comment on the proposed restructuring. Posting amendments the night before a hearing on this important transition is not sufficient.</p>	No	11/01/23 9:04 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Dave Mendenhall	Support with changes	<p>Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal. The department must have teeth to effect actual stewardship and not be window dressing. Please reject Ryan proposal on this same issue.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p>	No	11/01/23 9:15 AM
926	Shawn Looney	Support	<p>Please adopt Mapps amendment #1 to restore a new Bureau of Natural Resources to the City's Reorganizational Chart to allow for further discussion about organizing environmental programs and to explore how a BNR could advance this goal. The Bureau needs adequate funding and authority to impact other policies and strategies. We must do better at protecting our natural environment and the health of our communities.</p>	No	11/01/23 9:17 AM
926	350PDX	Support	<p>On behalf of the forest Defense team at 350PDX, I ask that you adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. Environmental services are currently distributed over many city bureaus, leading to a lack of coordination between bureaus which has a negative impact on the city's ecology and residents.</p> <p>This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal. Please do not stop this important conversation before it even begins!</p>	No	11/01/23 9:49 AM
926	Teresa Frye	Support	<p>I strongly support the restoring of the Bureau of Natural Resources to the proposed restructuring. What is Portland without oversight on its gifted natural resources? This should certainly be more than a footnote to the City's agenda and the Bureau helps to assure that.</p>	No	11/01/23 9:50 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Michael Heumann	Support	<p>I am submitting testimony to urge the you to adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment opens the door for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal. A new Bureau of Natural Resources must be adequately funded: Our City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time. Moreover, the new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure. The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary with careful consideration given to which environmental programs are housed within this bureau and invest in it a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p> <p>This is an important amendment to adopt at this time, and it can help the City of Portland become more effective in investing in and sustaining our critical natural resources that help make this a livable city. Thank you.</p>	No	11/01/23 9:52 AM
926	Virginia Ehelebe	Oppose		Yes	11/01/23 9:52 AM
926	Anonymous	Support with changes	<p>Need to clear up some half-truths from Parks' presentation on 10/31. First, due to our collegial collaboration over the last few years, not only has BES assigned mgmt responsibilities to PPR for some natural areas, but the reverse is also true: PPR has also assigned mgmt responsibilities to BES for some natural areas. We have essentially trued up our management responsibilities to match our respective mission and regulations.</p> <p>The other glaring misrepresentation is that an org change that moves positions and funding from other bureaus into Parks simply reflects current IAAs. No, an org change of this magnitude, across regulatory lines, and ratepayer funding constraints and legal liabilities is a major disruption that doesn't fix any identified problems, ignores fixes that are already working, and will keep the city attorneys busy for years.</p> <p>Please do not proceed with this last-minute, ill-conceived idea. Do not support Commissioner Ryan's amendment #1</p>	No	11/01/23 9:57 AM
926	Willamette Riverkeeper	Support with	Please see attached comments from Willamette Riverkeeper	Yes	11/01/23 10:11 AM
926	Sammy Salmon and Friends	Support	<p>Please do not let natural resource restoration and protection fall into the hands of the Parks department. Portland's parks are designed and maintained for its citizens, not its wildlife. A natural resources bureau that convenes employees that have worked for decades managing natural resources and Endangered Species is one that draws staff from several bureaus and is not tied to the vision of serving people. It should be a bureau that indirectly serves Portland's citizens through competent watershed management that has been demonstrated by successful projects completed by staff primarily in BES and PWB natural resources divisions. Accept Mapps #1 and please, please reject Ryan #1.</p>	No	11/01/23 10:14 AM

I urge the Council to **reject** the resolution proposed in **Agenda Item 926**.

- **The proposed super-sized city administrator’s office**—with more assistant and deputy administrators than Los Angeles, a city with six times the population of Portland—**would add significantly to the cost of charter reform**.
- **The “Leadership Team” label applied to the city administrator’s office** in the organizational chart and impact statement **is hard to square with the charter ballot language**. The ballot language—by specifying a mayor-council form of government and indicating the city administrator would manage daily operations—implied the office would play a support, not a leadership, role.

The resolution’s supporting documents also **raise troubling questions about the transition team’s commitment to fiscal discipline and robust public engagement**.

- The CAO impact statement contains yet another upside surprise on transition-related costs. Neither that statement nor the CBO memo provide a comprehensive enough accounting of transition costs to assuage concerns that escalating costs will trigger tax and fee hikes or lead to a reduction in city services.
- The claim that significant public input shaped the proposed organizational structure rings hollow. The impact statement, for example, fails to cite any feedback advocating a bulking up the administrator’s office. Rather, a 2022 Charter Commission survey suggests residents want to strengthen the mayor’s office; a majority of respondents said the mayor should be the “one leader with the responsibility to lead the city and be accountable to voters.”

Before approving any organizational chart, I hope city leaders will work to forge a consensus on the following questions:

- **How much can the city afford to spend on the transition** given the forecast availability of unallocated discretionary general funds?
- **Who will be responsible for articulating the broad vision for the city** when charter reform takes effect, and how should that impact the organizational structure chosen?



Date: November 1, 2023  
From: Bob Sallinger, Urban Conservation Director, Willamette Riverkeeper  
To: Portland City Council  
Re: City of Portland Bureau Restructuring

Dear Mayor Wheeler and City of Portland Commissioners,

I am writing on behalf of Willamette Riverkeeper and our thousands of members in the City of Portland regarding the City of Portland Restructuring Proposal. Willamette Riverkeeper has worked on protecting and restoring the Willamette River and other natural resources in the City of Portland since 1996. I personally have worked on natural resources in the City of Portland since 1992 and have served on numerous natural resource related committees including two terms on the Portland Parks Board, one term on the Portland Utility Board, the Watershed Advisory Stakeholder Group (including a stint as chair) that developed the Portland Watershed Management Plan, and more than a dozen PP&R and BES budget committees. We have a longstanding and deep interest in how Portland's approach to protecting and restoring natural resources has evolved over recent decades.

**We are writing today to strongly support Mapps Amendment # 1 (Natural Resources) which restores a proposed new Natural Resource Bureau to the Organizational Chart and to strongly oppose Ryan Amendment # 1 (Natural Resources) which would transfer natural area and tree programs currently at BES and embed them at PP&R.**

**Support: Mapps Amendment #1:** Portland has long been a leader in protection of urban natural resources. However, that leadership has waned in recent years. We believe that current institutional approaches to addressing natural resource issues must be reinvisioned and that the original proposal by the COO to include an new Bureau of Natural Resources presents a unique and important opportunity to consider how the City advances natural resource protection and restoration, climate resilience, climate justice, species recovery, sustainable stormwater, contaminated site remediation, environmental compliance and a host of other programs. We were disappointed when the proposed Bureau of Natural Resources was removed from the ReOrg Chart and appreciate Commissioner Mapps' amendment to restore it. It is important to note that restoring this bureau to the ReOrg Chart does not presume a specific outcome; it merely ensures that that it will be given the consideration it merits as the reorganization efforts move forwards and that a thoughtful process will be in place to consider how a wide range of environmental programs, scattered across multiple bureaus, can best be aligned.

We believe that as this proposal moves forward, it is critical to address the following issues:

- **A new Bureau of Natural Resources must be adequately funded:** The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.
- **A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus** such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.
- **The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary:** It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.

**Oppose: Ryan Amendment #1:** We have a deep respect for the work of Portland Parks and Recreation. However, we are deeply disappointed in this amendment which appears last minute, half-baked, poorly considered and woefully insufficient to address the natural resource challenges facing the City. This amendment would move tree programs and natural area programs currently at BES over to PP&R. This proposal fails on several levels:

- While natural areas and trees are cornerstones of the the City's natural resource programs, there are multiple other important programs that must also be considered and integrated including sustainable stormwater/ green infrastructure, Superfund, Bull Run, floodplains, environmental zones, species recovery, permitting and regulatory compliance, science and research and others. Simply consolidating trees and natural areas at parks fails to address a significant portion of the range of environmental programs embedded within the City. It picks off the two highest profile and best funded natural resource programs, while ignoring other programs that are critical for maintaining a healthy, equitable, climate resilient, regulatory compliant urban landscape.
- PP&R has not demonstrated that it has the capacity to adequately administer the natural area and tree programs currently within its purview. Natural areas currently administered by PP&R are heavily degraded and the Bureau has struggled to maintain and prioritize critically important restoration programs. Our urban tree canopy is currently in decline after decades of expansion. Simply transferring additional tree and natural area assets to parks will add to the burden of a structure that is inadequate to manage its existing assets.



- The City has failed to consider significant legal issues that could be associated with the transfer of BES assets to PP&R. Natural resource assets owned by BES often come with very different legal mandates than those owned by PP&R. This is due to the fact that they may have been acquired with rates, they may be tied to mitigation programs, they may be directly tied to regulatory compliance obligations, and other complicating factors.
- This last minute amendment has received no public review or stakeholder involvement. It feels like an end run around a process that already suffered from a lack of public engagement.
- While the Mapps Amendment allows for a thoughtful, orderly process for realigning natural resource programs that could in fact, result in a well conceived strategy for accomplishing the outcome for which PP&R is advocating, the Ryan amendment simply makes it a fait accompli without addressing either critically important issues associated with this transfer or the fate of other natural resource programs.

**Support: Rubio 1: Moving Chief Sustainability Officer to City Administrator Office:** We support this adjustment on the basis that sustainability and climate action ought to be something to which all city programs are held accountable. At the same time, we would note that these types of overarching positions often have very little power or impact. They can very easily become green window dressing for the bureaucracy. In order to make this position effective, the City must truly give it standing and it also must align natural resource, climate and environmental programs in a manner that is coherent, effective and well-funded (see our support for Mapps Amendment #1) in order to give this position the horsepower necessary to actually drive progress. Ultimately, we support locating the Chief Sustainability Office wherever it will have the most impact and efficacy.

**Concerns about timing of the amendments:** Multiple proposed amendments, including the ones listed above, were released late on the evening prior to the public hearing on November 1. While we appreciate that the City is operating on a very short timeline, it is still unacceptable to provide this little notice on so many complex amendments. Despite the short timeline, reorganization of City government must be done in a thoughtful, well-considered manner with adequate time for meaningful notice and comment.

Thank you for your consideration of these comments.

Respectfully,

Bob Sallinger  
Urban Conservation Director

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Priscilla Seaborg (retired attorney)	Support	Please adopt Commisioner Mapps' amendment to restore and fund the Natural Resources Conservation commission. It is vitally important to protect the Willamette river and the surrounding wetlands. Thank you.	No	11/01/23 10:17 AM
926	Drew Simrin	Support	My name is Drew and I live upstream.  ADOPT Mapps Amendment #1 to restore the Bureau of Natural Resources.  The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary.	No	11/01/23 10:19 AM
926	Albert Kaufman	Support	Please ADOPT Mapps Amendment #1 to restore the Bureau of Natural Resources	Yes	11/01/23 10:39 AM
926	Lynn Handlin, small business owner	Support with changes	11/1/2023, regarding agenda item 926, reorganization issue, support with changes  Dear City Council Members,  Climate change is here, it is bad, and getting worse, hurting those least responsible first and worst. We still have a chance at allowing future generations a livable environment, but only if we all act together, boldly and strategically.  To move in the right direction on climate please adopt the Mapps amendment 1 to restore a new Bureau of Natural Resources to the Portland reorganization chart. The City is far behind on climate goals and this will help the City to get on track. The bureau will not be much use if not fully funded from the beginning. Also the Bureau will need to have real authority to do stuff and work with other bureaus, in part to prevent things like the Division street debacle: when PBOT and the Water bureau failed to coordinate and those who work and live in that area east of I 205 are paying the price with a worse heat island – concrete where the people were promised trees. Water pipes are critical infrastructure but so are trees and if we have a Bureau of Natural Resources with substantial authority maybe we can save more trees and even increase tree canopy.  Reject the Ryan amendment – this is a badly done last minute modification of the woefully inadequate status quo and fails to address many of the city's most important environmental programs.  To date the City has made a serious lack of progress on climate and indeed in some areas is actually going backwards in terms of climate justice. Allowing and encouraging the expansion of dangerous polluting fuel storage and transportation in CEI hub, increased loss of tree canopy in low income areas like outer East Portland area a few examples. To help reverse this trend the City needs a Climate Officer in the City administrators office.  Commissioner Rubio sent me an email in response to my comment about wanting a City Climate officer telling me that the position already exists, as part of the Bureau of Planning and Sustainability. But that position is NOT a City Climate Officer, that position already has more than enough to do. We need a City Climate Officer whose sole focus is climate justice in Portland. Climate change impacts all areas of our lives, and all areas of government, it is an existential threat to humanity, I think we need to treat it as such. We need a Climate Officer to coordinate communication and collaboration between bureaus. We can not afford to wait, we can not afford to use half measures, we must do this now. Lynn Handlin outer SE Portland	Yes	11/01/23 10:54 AM



# Lawn Care Goes Electric

Why it's time to switch to a new generation of clean, quiet electric lawn equipment



# Lawn Care Goes Electric

Why it's time to switch to a new generation of clean, quiet electric lawn equipment



Written by

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October 2023

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# Executive summary

Lawn and garden equipment – lawn mowers, string trimmers, leaf blowers, chainsaws and other machines – is a significant source of pollution, noise and disruption. The inefficient engines in gasoline-powered lawn equipment can emit as much pollution in an hour as driving hundreds of miles in a typical car, and that pollution is released right in the middle of our neighborhoods, where people live and breathe.

Electric lawn equipment is cleaner, quieter and, over a lifetime of use, often cheaper than fossil fuel-powered options. Recent advances in battery technology allow cordless electric lawn equipment to achieve comparable performance with gasoline-powered equipment for many jobs.

Advances in battery electric technology have made it feasible to transition from gasoline to electric lawn equipment. **In the United States, lawn and garden equipment powered by gasoline and other fossil fuels released more than 30 million tons of carbon dioxide to the atmosphere in 2020 – more than all the greenhouse gas emissions from the city of Los Angeles.<sup>1</sup> That same equipment emitted air pollution linked to serious health problems in amounts comparable to those from tens of millions of cars.**

To accelerate the transition to cleaner lawn equipment, governments must encourage the adoption of electric equipment and consider restrictions on the most polluting fossil fuel equipment.

**Gasoline-powered lawn and garden equipment is a surprisingly large source of air pollution.**

- The inefficient two-stroke engines often used in smaller, gasoline-powered lawn equipment are notoriously polluting, with the smell of unburned gasoline

often combining with that of freshly cut grass on summer days. While manufacturers have increasingly adopted more efficient four-stroke engines (similar to those in automobiles) in some lawn equipment, these engines still lack the advanced emission controls that have reduced pollution from cars and trucks.

- Operating a commercial lawn mower for just one hour produces as much smog-forming pollution as driving 300 miles in a car. Using a commercial leaf blower is even more polluting, emitting as much smog-forming pollution as driving 1,100 miles in a car.<sup>2</sup>

**Lawn and garden equipment emitted large amounts of pollution in 2020.**

The Environmental Protection Agency's National Emissions Inventory provides county-level estimates of emissions from lawn and garden equipment.<sup>3</sup> In 2020 (the most recent year for which data are available), lawn and garden equipment was responsible for significant emissions of several pollutants.

- **Particulate matter** – Fine particulates (PM<sub>2.5</sub>) are tiny particles far smaller than the width of a human hair. Pollution from fine particulates causes millions of premature deaths each year around the world and health problems ranging from cancer to reproductive ailments to mental health problems.<sup>4</sup> In 2020, lawn and garden equipment in the U.S. emitted more than 21,800 tons of fine particulates – an equivalent amount to the pollution from 234 million typical cars.<sup>5</sup> Florida ranked first among all states for fine particulate emissions from lawn and garden equipment, with Harris County, Texas (home to Houston), ranking first among U.S. counties.

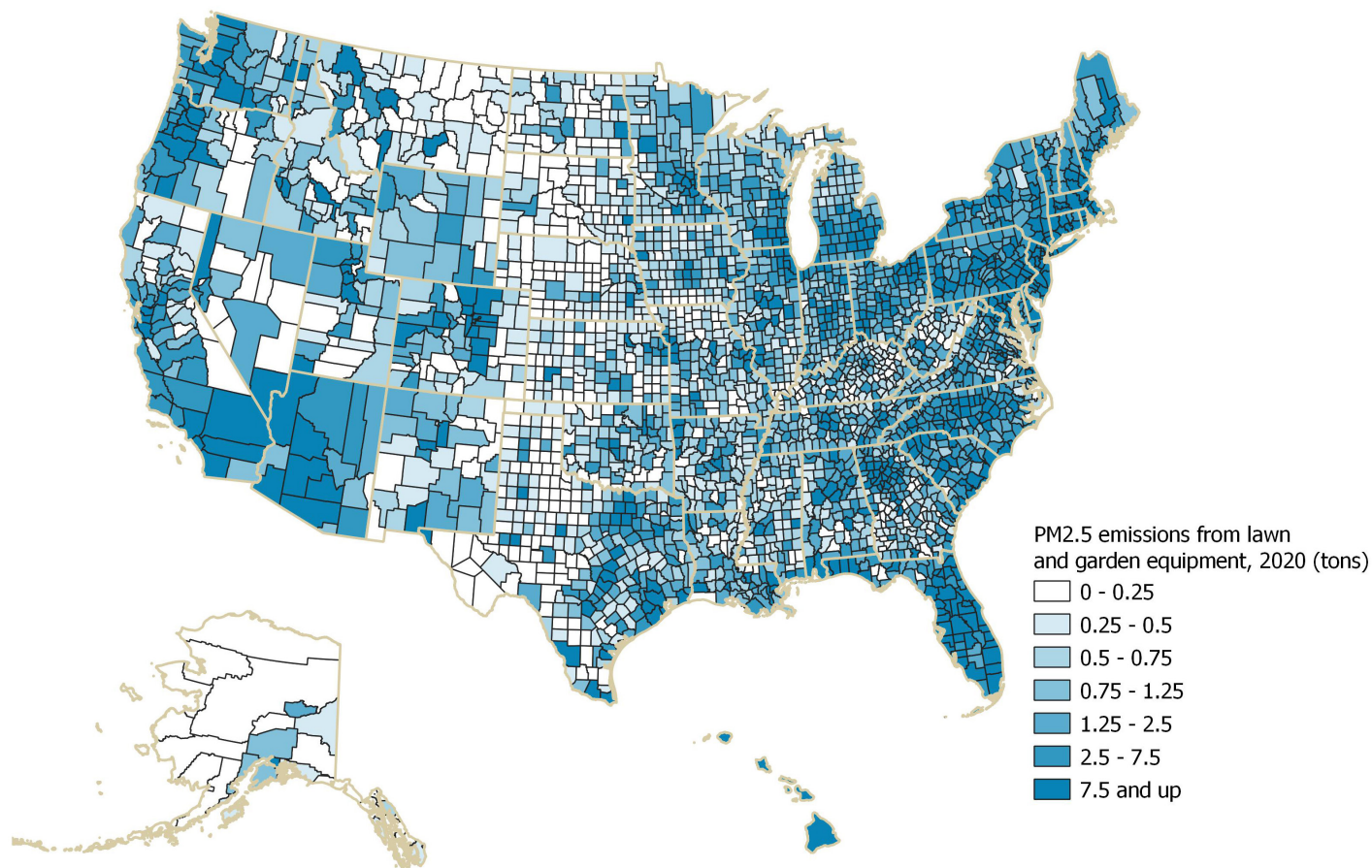


Figure ES-1. PM<sub>2.5</sub> emissions from lawn and garden equipment by county, 2020

- Carbon dioxide** – Carbon dioxide is the leading contributor to climate change. In 2020, lawn and garden equipment in the U.S. emitted more than 30 million tons of carbon dioxide – greater than the total greenhouse gas emissions from the city of Los Angeles.<sup>6</sup> California was the leading state for emissions of carbon dioxide from lawn and garden equipment, with Los Angeles County, Calif., leading all U.S. counties for carbon dioxide emissions from lawn and garden equipment.
- Nitrogen oxides and volatile organic compounds** – Nitrogen oxides (NO<sub>x</sub>) and volatile organic compounds (VOCs) are the chemical components of ozone, the main ingredient in smog, which is associated with breathing problems and asthma attacks and can cause premature death with prolonged exposure.<sup>7</sup> In 2020, lawn and garden equipment emitted more than 68,000 tons of NO<sub>x</sub> emissions, the equivalent of pollution from 30 million typical cars, as well as more than 350,000 tons of VOC emissions. Florida ranked first among all states for NO<sub>x</sub> emissions, while California ranked first for VOC emissions.
- Air toxics** – Lawn and garden equipment also emits numerous toxic and cancer-causing chemicals. In 2020, emissions of cancer-causing chemicals from lawn and garden equipment in the U.S. included:<sup>8</sup>

  - More than 20 million pounds of benzene,
  - 3.5 million pounds of 1,3-butadiene,
  - 7 million pounds of formaldehyde.



Electric lawn equipment has emerged as an attractive alternative to polluting gasoline-powered equipment, with residential equipment now often competitive on availability, cost and performance.

- Electric lawn equipment is easy to find at major hardware retailers. Retailers offer dozens of options for electric mowers, trimmers, leaf blowers, chain-saws and other types of equipment.
- Electric lawn equipment sometimes has a higher initial price tag but saves money over time due to lower operating costs. In the case of electric mowers, reduced costs for fuel and maintenance lead to the additional investment in electric models being paid back in one to three years.<sup>9</sup>
- Electric lawn equipment is often comparable in quality and performance to gasoline-powered equipment, with typical equipment performing better on some metrics and worse on others in product testing.
- Electric lawn equipment is far quieter than gasoline-powered versions and produces reduced vibration – making it healthier and safer to use.
- Electric equipment is also making inroads in the commercial sector, with an increasing array of available options.

To improve the quality of the air we breathe and protect the climate, states and cities should take concrete steps to encourage a transition from gasoline-powered lawn equipment to cleaner electric options.

- Local and state governments, along with major institutions, should **lead by example** by adopting electric lawn equipment for their own facilities.
- Local and state governments should create **financial incentives** to encourage the purchase of electric lawn equipment. In 2023, for example, Colorado adopted legislation that will provide a 30% discount on electric lawn mowers, leaf blowers, trimmers and snow blowers.<sup>10</sup> In addition to rebates and tax credits, governments should consider loan programs to help commercial landscapers afford the upfront cost of electric equipment.
- To meet the particular needs of **commercial landscapers**, opportunities for education, training and technical support should be provided.
- Local and state governments should consider policies that **phase out** sales of gasoline-powered lawn equipment over time, and/or **restrict the use** of the noisiest and most polluting equipment in certain circumstances. California, for example, will require that most small off-road engines sold, including those in lawn equipment, be zero emission starting in 2024.<sup>11</sup>

# Introduction

Americans have a love/hate relationship with lawns.

Lawns can be places to play with kids or dogs, relax or enjoy time with friends.

But while many Americans enjoy having lawns, taking care of them isn't nearly as much fun. In a 2019 survey, weed management and lawn mowing ranked as Americans' two least favorite outdoor chores.<sup>12</sup>

As a result, many of us turn to gasoline-powered lawn equipment – mowers, string trimmers, leaf blowers and more – to try to make the job easier. But much of that equipment comes with its own serious problems.

Gasoline-powered engines are dirty. The seemingly simple task of filling a fuel tank can pollute the very land that is being cared for with spilled fuel. Refueling lawn mowers results in 17 million gallons of spilled gasoline in America each year,<sup>13</sup> producing pollution that can leach into the soil, contaminate groundwater and pose a hazard to wildlife.<sup>14</sup>

Gasoline-powered lawn equipment is smelly, too, overwhelming the aroma of freshly mown grass with exhaust fumes. But this exhaust isn't just unpleasant, it's also a health risk, containing cancer-causing pollutants such as benzene, formaldehyde and 1,3-butadiene.<sup>15</sup>

Gasoline-powered lawn equipment is also notoriously noisy. The Centers for Disease Control and Prevention (CDC) recommends that lawn mower users wear ear protection to prevent hearing loss.<sup>16</sup> Many gasoline-powered lawn tools are more than loud enough to disturb neighbors' sleep or disrupt a peaceful morning.

The good news is that Americans no longer need to rely on gasoline-powered lawn equipment. In addition to trusty, quiet and emissions-free options such as rakes and reel mowers, a new generation of electric-powered lawn equipment is enabling Americans to do their yard work with less pollution, noise and fuss.

In this report, we look at the heavy toll that gasoline-powered lawn equipment inflicts on our health, the climate and our communities, and the environmental, performance and cost benefits of battery-powered lawn equipment.

Electric lawn equipment may not be enough to make Americans love yard work. But it can certainly make it much more tolerable – for ourselves, our neighbors, our air and our climate.

# Lawn and garden equipment pollutes our air

## Gasoline-powered lawn and garden equipment is noisy and dirty

The air pollution and noise pollution generated by gasoline-powered lawn equipment are hazardous to human health.

### What makes gasoline engines so dirty?

Some gasoline-powered lawn equipment relies on inefficient two-stroke engines, which run on a mixture of gasoline and oil and produce significant pollution.<sup>17</sup> The California Air Resources Board (CARB) estimates that using a commercial leaf blower (many of which are powered by two-stroke engines) for one hour produces as much smog-forming pollution as driving 1,100 miles in a car.<sup>18</sup>

Two-stroke engines, which tend to be lighter than four-stroke engines, are particularly common in gasoline-powered leaf blowers, chainsaws and string trimmers. Of the 29 gasoline-powered leaf blowers offered on the Lowe's website on August 15, 2023, 18 were two-stroke and 11 were four-stroke.<sup>19</sup> It's a similar story with string trimmers. Out of 32 gasoline-powered string trimmers offered by Lowe's (on August 15, 2023), 22 had two-stroke engines.<sup>20</sup>

For larger equipment such as lawn mowers, manufacturers have primarily turned to four-stroke engines similar to those used in cars. Four-stroke engines use oil lubrication and better fuel compression to increase combustion efficiency and reduce carbon monoxide emissions, but remain significant sources of pollution.<sup>21</sup> CARB estimates that operating a commercial lawn mower for just one hour produces as much smog-forming pollution as driving 300 miles in a car.<sup>22</sup>

In a 2015 paper that analyzed emissions from gasoline-powered lawn equipment, the Environmental Protection Agency (EPA) listed four-stroke as the only engine type for lawn mowers.<sup>23</sup> As of August 15, 2023, Home Depot did not include any lawn mowers among the two-stroke lawn equipment options on its website.<sup>24</sup>

## Pollution from gasoline-powered lawn equipment threatens our health and the climate

Gasoline-powered lawn equipment is a big source of a variety of pollutants that put our health and the climate at risk.

### Ozone-forming compounds (VOCs and NO<sub>x</sub>)

Nitrogen oxides (NO<sub>x</sub>) and volatile organic compounds (VOCs) are the chemical precursors of ground-level ozone (commonly known as smog), which forms when those pollutants react in the presence of sunlight.<sup>25</sup> Exposure to ozone can cause breathing problems and bring on asthma attacks.<sup>26</sup> Exposure to high concentrations of ozone increases the risk of death from respiratory issues.<sup>27</sup> Children are especially susceptible to negative effects from ground-level ozone, in part because they need more air relative to their body weight than adults and their lungs are not fully grown.<sup>28</sup>

Ozone adversely affects our environment as well. The U.S. Department of Agriculture reports that "ground-level ozone causes more damage to plants than all other air pollutants combined."<sup>29</sup> One study estimated that ground-level ozone reduced corn yields by about 10% and soybean yields by about 5% in rain-fed fields in the U.S.

between 1980 and 2011, illustrating the severe impact that pollution can have on agricultural crops and ecosystems.<sup>30</sup>

Some of these ozone-forming compounds are also hazardous pollutants on their own. VOCs include benzene, 1,3-butadiene and formaldehyde, three of the four air pollutants that posed the greatest risk of cancer according to the state of California, as cited in a 2007 study.<sup>31</sup>

### Particulate matter

Particulate matter (PM) is another hazardous pollutant from gasoline-powered lawn equipment. Particulate matter refers to soot, smoke, dust and other particles suspended in the air.<sup>32</sup> PM<sub>2.5</sub> denotes particulates less

than 2.5 micrometers wide.<sup>33</sup> PM<sub>10</sub> is dust, allergens and other particles up to 10 micrometers wide.<sup>34</sup> (For comparison, the width of one human hair is about 70 micrometers).<sup>35</sup> Pollution from fine particulates (PM<sub>2.5</sub>) causes millions of premature deaths each year around the world and health problems ranging from cancer to reproductive ailments to mental health problems.<sup>36</sup>

### Climate pollution

Gasoline-powered lawn equipment releases considerable amounts of greenhouse gases. In 2020, fossil fuel-powered lawn equipment accounted for approximately 0.45% of U.S. greenhouse gas emissions – a small but significant share of the overall problem.<sup>37</sup>

## Noise and vibration from gasoline-powered lawn equipment are irritating and unhealthy

Lawn equipment is notorious for being loud, ruining many a quiet morning. Noise from lawn equipment is not just an annoyance, however; it negatively affects public health. A pilot study of two gasoline-powered leaf blowers and a hose vacuum (a piece of equipment commercial landscapers use to suck up piles of leaves) conducted by researchers from Quiet Communities and Harvard's T.H. Chan School of Public Health found that the equipment produced levels of noise that exceeded the World Health Organization's "daytime sound standards" of 55 amplitude-weighted decibels (dB(A)) as far as 800 feet – more than two football fields – away from the testing site.<sup>38</sup> The ability of harmful levels of noise from the gas blowers to carry over long distances was attributed to a strong low frequency component. A 2013 study concluded that environmental noise at that level could account for more than 500 hypertension-related heart attacks and almost 800 additional stroke cases annually in the United Kingdom.<sup>39</sup>

The same field study referenced above found even greater levels of noise close to the equipment. Noise levels averaged 82.8 dB(A) 100 feet away from the testing site and 85.5 dB(A) 50 feet away.<sup>40</sup> These are levels of noise at which prolonged exposure may lead to hearing loss.<sup>41</sup>

Staying inside doesn't fully protect people from nearby leaf blowers, either. Low-frequency sounds can readily penetrate walls. A head-to-head study by the engineering firm Arup and nonprofit Quiet Communities found that noise from gas blowers penetrated walls more readily than noise from electric blowers due to presence of a strong low frequency component in the gas blower noise.<sup>42</sup>

The specific effects of exposure to noise generated by lawn equipment have not received extensive study, but several studies have linked sustained exposure to traffic noise to adverse health outcomes, including increased risks of mental illness and ischemic heart disease.<sup>43</sup>

Beyond the effects of noise exposure, the vibration of gas-powered lawn equipment can cause other health issues, including back pain and carpal tunnel syndrome.<sup>44</sup> While the Occupational Safety and Health Administration (OSHA) does not currently regulate vibration exposure in the United States, one study concluded that operating a gas-powered lawn mower for eight hours exceeds the 2.5 m/s<sup>2</sup> "action value" set by the American Conference of Governmental Industrial Hygienists at which ways for workers to reduce exposure should be considered.<sup>45</sup>

## Lawn and garden equipment produces as much pollution as tens of millions of cars

Lawn and garden equipment may be small in size, but it can produce an outsized share of a region’s air pollution. For some pollutants, the amount of emissions produced by lawn equipment is nearly equivalent to the amount produced by cars.

The EPA’s National Emissions Inventory (NEI) provides county-level estimates of emissions of various pollutants by source, derived from EPA modeling (with the exception of estimates for California, which were produced by the state of California).<sup>46</sup> In this analysis, we reviewed emissions classified as produced by “lawn and garden equipment” for 2020, which is the latest year for which estimates are available.<sup>47</sup> The EPA’s “lawn and garden equipment” category includes lawn care machines such as mowers, leaf blowers and string trimmers, along with chainsaws and snow blowers. (See methodology.)

### Emissions by pollutant

#### Particulates

In 2020, lawn and garden equipment in the United States emitted nearly 22,000 tons of fine particulates (PM<sub>2.5</sub>). This includes only “primary” particulate emissions, or those that are directly emitted by the equipment. Lawn equipment also emits other pollutants that react in the atmosphere to form “secondary” particulates, which can also damage health. The use of some kinds of lawn equipment – especially leaf blowers – can also create clouds of dust with small particulates capable of harming health, pollution that is also not included in the figures below.<sup>48</sup>

Emissions of fine particulates from lawn equipment in 2020 in the United States were greater than the fine particulate emissions produced by more than 234 million typical American cars over the course of a year.<sup>49</sup>

Florida ranked first among all U.S. states in emissions of fine particulates from lawn equipment, with lawn equipment producing the equivalent of the emissions from 22.7 million cars. (See Table 1.) Among U.S. counties, Harris County, Texas (home to the city of

Houston), ranked first for fine particulate emissions from lawn equipment, followed by Cook County, Ill. (Chicago), Clark County, Nev. (Las Vegas), Palm Beach County, Fla., and Dallas County, Texas. (See Figure 1, page 11.)

State	PM <sub>2.5</sub> emissions, primary (tons)
Florida	2,116
Texas	1,777
New York	1,071
Pennsylvania	965
Illinois	931
Ohio	885
Georgia	864
North Carolina	839
Virginia	814
New Jersey	689

Table 1. Top 10 states for PM<sub>2.5</sub> emissions from lawn and garden equipment, 2020

### Climate pollution

Lawn and garden equipment is also a significant source of carbon dioxide, the leading cause of global warming.<sup>50</sup> In 2020, lawn equipment in the U.S. emitted more than 30 million tons of carbon dioxide – an amount greater than all the carbon dioxide-equivalent greenhouse gas emissions from the city of Los Angeles in 2021.<sup>51</sup> California led all states in carbon dioxide emissions from lawn equipment, emitting as much pollution as 850,000 cars produce over the course of a year. Los Angeles County, Calif., led all U.S. counties for carbon dioxide emissions from lawn equipment, followed by Orange County, Calif., Harris County, Tex., San Diego County, Calif., and Cook County, Ill. (See Figure 2, page 11.)

In 2020, lawn equipment in the U.S. also produced nearly 19,000 tons of methane, which is a global warming pollutant more than 80 times as potent as carbon dioxide over 20 years.<sup>52</sup> (The production of electricity to power electric lawn equipment produces a relatively small amount of “upstream” carbon dioxide pollution at power plants. See ‘Upstream’ emissions from electric lawn and garden equipment”, page 14 for more details.)

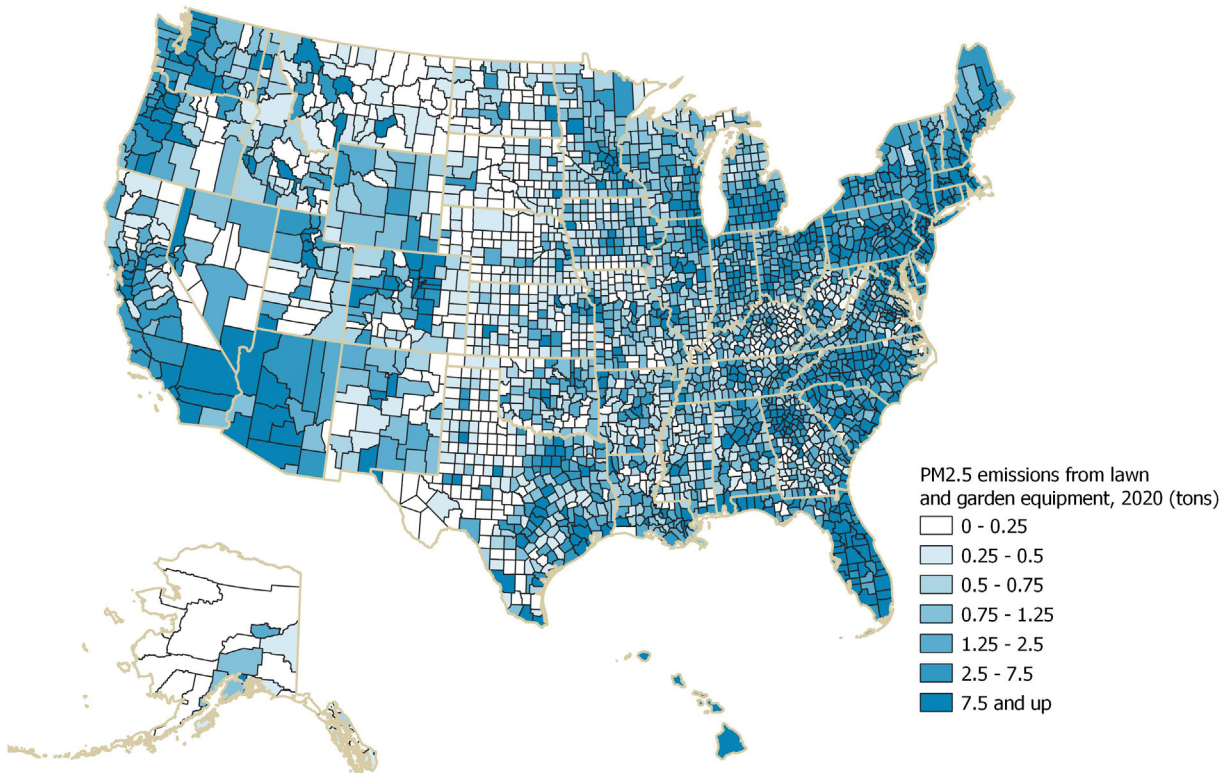


Figure 1. PM<sub>2.5</sub> emissions from lawn and garden equipment by county, 2020

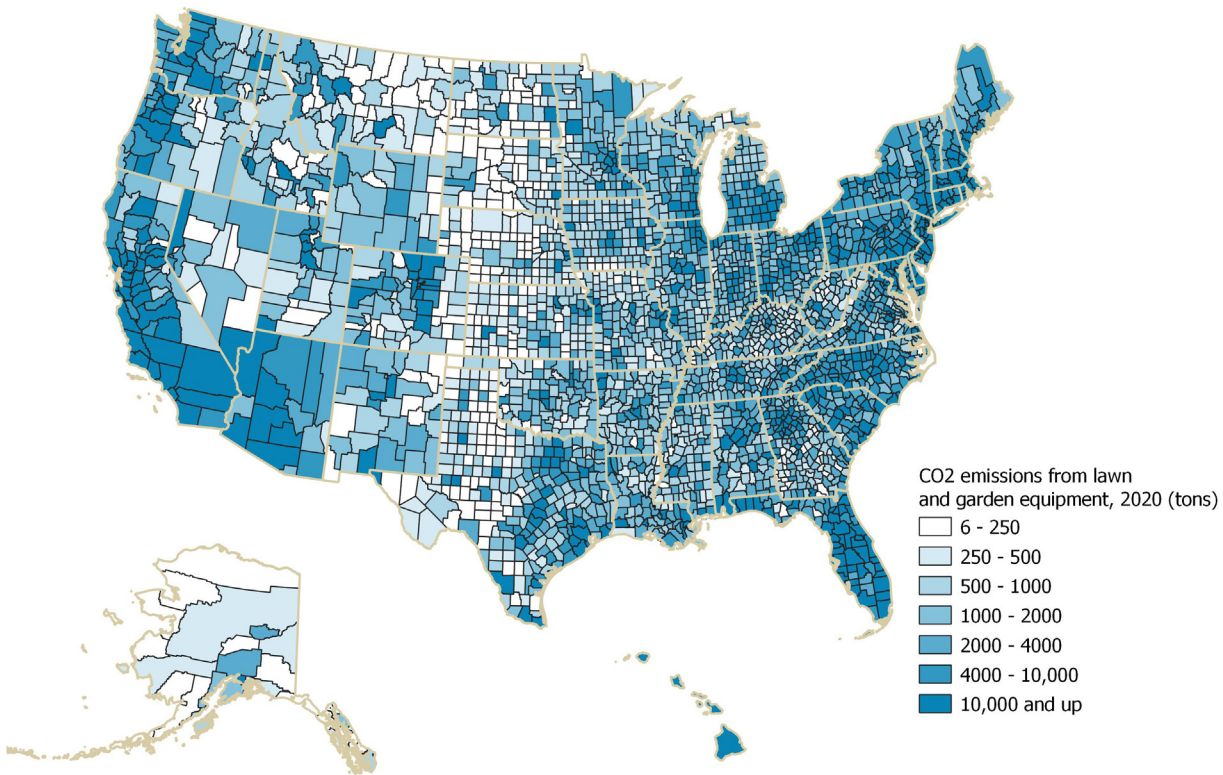


Figure 2. Carbon dioxide emissions from lawn and garden equipment by county, 2020

State	Carbon dioxide emissions
California	3,865,999
Florida	2,575,055
Texas	2,263,494
New York	1,370,870
Illinois	1,197,037
Pennsylvania	1,149,423
Ohio	1,055,582
Georgia	1,043,062
North Carolina	984,230
Virginia	963,374

Table 2. Top 10 states for carbon dioxide emissions from lawn equipment, 2020 (tons)

### Ozone-forming pollution

Emissions of volatile organic compounds (VOCs) and nitrogen oxides (NO<sub>x</sub>) from lawn and garden equipment contribute to the formation of ground-level ozone, the main ingredient in smog.

In 2020, lawn and garden equipment in the U.S. produced more than 68,000 tons of NO<sub>x</sub> emissions, the equivalent of one year’s worth of pollution from 30 million typical cars, as well as more than 350,000 tons of VOC emissions. An EPA study estimated that lawn equipment produced nearly 4% of the nation’s VOC emissions in 2011.<sup>53</sup>

Florida led all states in NO<sub>x</sub> releases from lawn equipment, followed by Texas, California, New York and Illinois. California was the top state for volatile organic compound releases. (See Table 3, page 13.) Los Angeles County was the top county in the U.S. for both nitrogen oxide and volatile organic compound releases from lawn equipment. (See Figures 3 and 4.)

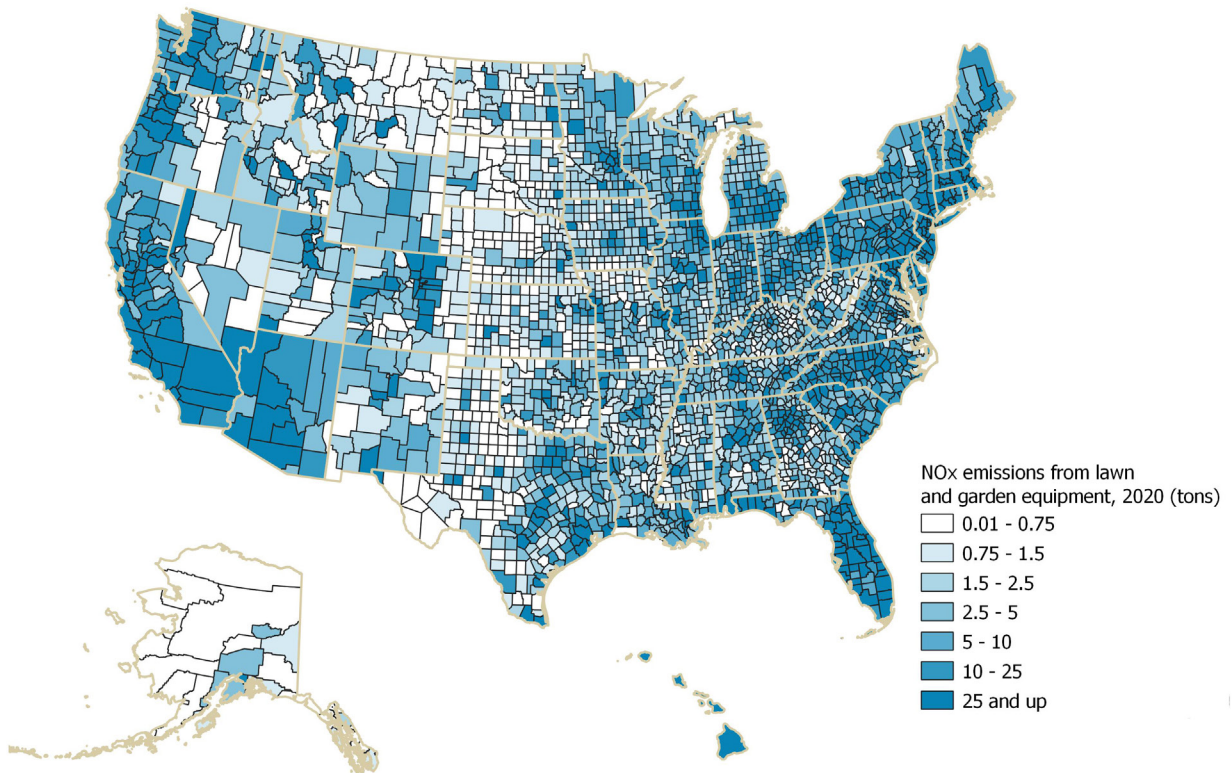


Figure 3. Nitrogen oxide emissions from lawn and garden equipment by county, 2020

State or territory	Nitrogen oxides (tons)	Volatile organic compounds (tons)
Florida	5,913	30,116
Texas	5,126	26,374
California	4,560	33,762
New York	3,271	16,986
Illinois	2,995	14,395
Pennsylvania	2,913	14,553
Ohio	2,672	13,380
Georgia	2,520	12,108
Virginia	2,459	11,564
North Carolina	2,380	11,510

Table 3. Top 10 states for emissions of nitrogen oxides and volatile organic compounds from lawn equipment, 2020 (tons)

Many volatile organic compounds emitted by lawn equipment are also toxic – pollution that is especially concerning because it occurs locally in areas where people live.<sup>54</sup>

In 2020, emissions of cancer-causing chemicals from lawn and garden equipment in the U.S. included:<sup>55</sup>

- More than 20 million pounds of benzene,
- 3.5 million pounds of 1,3-butadiene,
- 7 million pounds of formaldehyde.

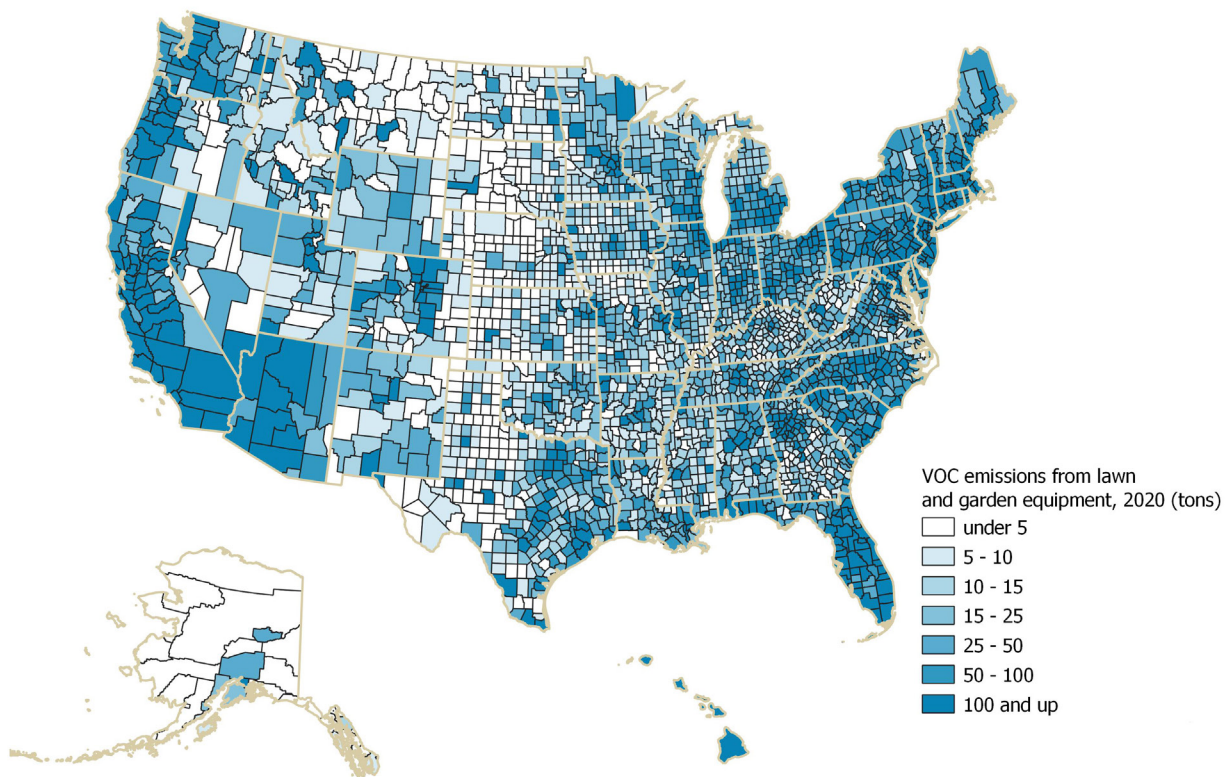


Figure 4. Volatile organic compound emissions from lawn and garden equipment by county, 2020



## “Upstream” emissions from electric lawn and garden equipment

Electric lawn and garden equipment is not completely free of emissions, as some amount of pollution is released at the power plants that generate the electricity used to power the equipment. These “upstream” emissions, however, are far less than the emissions produced from burning gasoline or other fossil fuels in lawn equipment.

While the upstream emissions of specific pollutants vary, carbon dioxide provides a good example of the difference between electric and gasoline-powered equipment. According to one study, gasoline-powered riding mowers release 13.8 times as much carbon dioxide per acre as battery-powered lawn mowers when upstream emissions from power plants are taken into account.<sup>56</sup> Electric lawn equipment purchased today will also likely produce less upstream pollution over time as dirty fossil fuel power plants are increasingly phased out in favor of clean, renewable energy.

A 2021 life-cycle analysis confirmed that, even when all the greenhouse gas impacts of the manufacture and use of lawn equipment are taken into account, electric lawn equipment is still the clear winner. The study found that residential electric push mowers produce 49.9% fewer carbon dioxide emissions over their lifetime than gasoline-powered versions, while electric riding mowers reduce carbon dioxide emissions by 32.3% over their lifetime compared with their gasoline-powered counterparts.<sup>57</sup>

## Emissions by type of equipment

The EPA’s National Emissions Inventory provides a detailed window into the types of lawn and garden equipment that produce the most pollution.

- **Commercial versus residential** – Commercial lawn and garden equipment nationwide is responsible for two to four times the total amount of pollution as residential equipment. In 2020, commercial operations were responsible for 82% of all fine particulate emissions from lawn equipment, along with 77% of NO<sub>x</sub> emissions, 73% of carbon dioxide emissions and 67% of VOC emissions. (See Figure 5.)
- **Equipment type** – The EPA includes three broad types of equipment in its “lawn and garden” sector: chainsaws, snow blowers and other commercial and residential lawn and garden care equipment. For most pollutants, lawn equipment produces the vast majority of the emissions in the sector, but there are exceptions: chainsaws, which are largely powered by two-stroke engines, produced about one-third of all fine particulate emissions from the lawn and garden sector, along with more than 20% of VOC emissions.
- **Engine type** – Across all types of equipment, two-stroke engines were responsible for 85% of all fine particulate emissions from gasoline-powered equipment in the lawn and garden sector in 2020, along with 51% of all VOC emissions. By contrast, two-stroke engines were responsible for only 10% of NO<sub>x</sub> emissions and 9% of carbon dioxide emissions from gasoline-powered equipment. While EPA data does not indicate how many pieces of two-stroke and four-stroke equipment are in operation, these data suggest that while two-stroke engines may consume only a small fraction of the fuel used in lawn equipment, they produce vastly more of certain types of pollutants than four-stroke engines.<sup>58</sup>

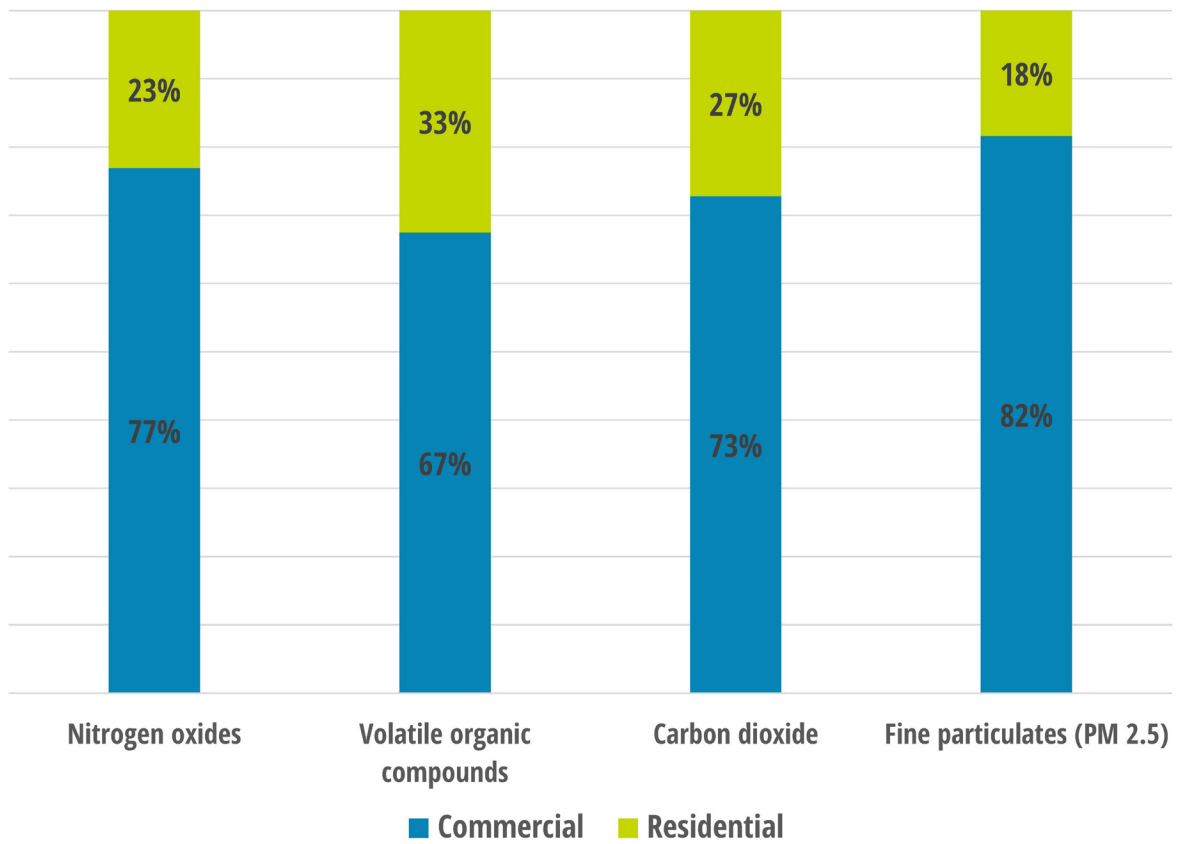


Figure 5. Share of pollution from commercial and residential lawn equipment

# Electric lawn equipment is effective and affordable

Lawn equipment has historically been dominated by gasoline-powered engines. The electric models that were available on the market until recently often relied on inconvenient power cords that limited the range of the equipment. Today, as a result of steady advancements in battery technology, rechargeable battery-powered lawn equipment offers residential users comparable performance, value and convenience to gasoline-powered models with minimal environmental impact.

The demands of commercial lawn care are different from, and greater than, those of residential users. But electric equipment is also making inroads in the commercial sector, with an increasing array of available options.

## Electric lawn equipment is widely available

Electric lawn equipment is easy to find at major hardware retailers. Ace Hardware, for example, offers 23 battery electric lawn mower models, with one costing as little as \$299.99.<sup>59</sup> Electric leaf blowers are available, too:

Ace Hardware lists 20 battery-powered models<sup>60</sup> versus 20 gasoline-powered options.<sup>61</sup> A midsummer advertising catalog for Home Depot features several battery-powered leaf blowers, string trimmers and other cordless tools.<sup>62</sup> The number and variety of electric lawn equipment models is expected to continue to grow; Home Depot announced in 2023 that 85% of the lawn equipment it sells will be powered by electricity by 2028.<sup>63</sup>

## Electric lawn equipment saves money relative to gas models

Electric lawn equipment sometimes has a higher initial price tag but saves money over time due to lower operating costs. In contrast, while a gasoline-powered model may be cheaper upfront, the user must purchase gasoline regularly and maintain the engine.<sup>64</sup> Beyond those recurring costs, maintaining an engine can be frustrating and time-consuming, while recharging a battery is as simple as it gets.

A Consumer Reports interactive tool shows that extra up-front investment in an average-price electric lawn

	Push/Self-propelled	Lawn mowing time (mins)	Break-even point (years)	Five-year savings
<b>Scenario 1</b>	Push	15	3.1	\$65
<b>Scenario 2</b>	Self-Propelled	15	2.5	\$85
<b>Scenario 3</b>	Push	30	2.2	\$130
<b>Scenario 4</b>	Self-Propelled	30	1.8	\$150
<b>Scenario 5</b>	Push	60	1.4	\$261
<b>Scenario 6</b>	Self-Propelled	60	1.2	\$281

Table 4. Five-year savings from average-price battery-powered lawn mower relative to gasoline-powered model (estimated using Consumer Reports online tool)<sup>67</sup>

mower is almost guaranteed to save money over five years compared to a similarly priced gas model.<sup>65</sup>

Consider the following examples, with gas prices held constant at the national average for August 7, 2023 of approximately \$3.80 per gallon.<sup>66</sup> For a relatively small lawn that takes just 15 minutes to mow, an average-price electric push mower pays off the additional cost relative to an average-price gasoline-powered mower in just over three years and saves the owner \$65 over five years (See Table 4, Scenario 1). An electric self-propelled mower (as opposed to a push mower without propulsion) under the same conditions pays for the extra upfront cost – achieving the “break-even point” – in 2.5 years and saves the user \$85 over five years. (See Table 4, Scenario 2.)

Savings are even greater, and the break-even point is reached faster, for bigger lawns with mowing times of 30 or 60 minutes. (See Table 4, Scenarios 3-6.)

Depending on individual lawn care needs, rotating one battery among multiple machines can increase savings on battery-powered products.<sup>68</sup> In many cases, the battery itself can be a significant proportion of the total cost of a new battery-powered lawn mower. For example, STIHL lists one electric lawn mower at \$399.99 with the battery and charger and \$249.99 without, so the battery constitutes more than one-third of the total price.<sup>69</sup> STIHL and several competing brands offer proprietary batteries for use in tools across their lawn equipment suites.<sup>70</sup> Consumers who adopt electric equipment from a single manufacturer for all of their lawn and garden needs, therefore, may experience even greater savings than those owning just one piece of electric equipment.

State rebates or tax credits for battery-powered lawn equipment can also boost savings. For example, Massachusetts residents who have Eversource, National Grid, Cape Light Compact or Unitil as their electricity provider are eligible for a rebate of \$30 to \$75 on four types of lawn equipment in 2023.<sup>71</sup> In Colorado, some types of electric lawn equipment will be 30% cheaper beginning in early 2024 because of a statewide credit for retailers.<sup>72</sup> Consumers in the market for lawn equipment should consult state, local government and utility resources to determine whether similar rebates or tax credits apply to them.

## Electric lawn equipment is up to the task

Battery-powered lawn equipment beats out gasoline-powered equipment on lifetime costs, but can it get the job done? In most cases, the answer is “yes.”

### Lawn mowers

Consumer Reports’ extensive independent testing of lawn mowers found a wide range of performance among electric lawn mowers, with a few poor performers but also many options that do the job just as well as gasoline-powered models.<sup>73</sup> Overall, the average scores for electric mowers were slightly below those of gasoline-powered models.<sup>74</sup> However, the testers found a wider range in quality for electric models in certain categories, with a few low outliers dragging down those average scores. Notably, electric models performed better than gas models on “handling” and slightly worse on “cutting evenness.”<sup>75</sup> By avoiding the very cheapest options when picking an electric mower, consumers will likely be satisfied with the quality.

Maximum run time has historically been an advantage of gasoline-powered lawn equipment, but electric models are lasting longer and should continue to improve with better battery technology. Consumer Reports found that the battery-powered lawn mowers they tested ran for an average of 30-45 minutes on one charge – enough to cover a quarter-acre lawn.<sup>76</sup> Some users purchase additional batteries to increase the amount of coverage for one mowing session and minimize downtime.

### Leaf blowers

Battery-powered leaf blowers are even more competitive in performance for residential users than electric lawn mowers. In Consumer Reports’ testing, battery-powered and gasoline-powered leaf blowers each won one performance category handily on average score, and gas edged out electric in “[t]he ability to sweep leaves into a tiny pile.”<sup>77</sup> Despite giving gasoline-powered blowers a tiny advantage on average in “sweeping” in its evaluation, Consumer Reports noted that the best electric models earned scores identical to

the best gasoline models.<sup>78</sup> Wirecutter, the New York Times' independent consumer product review platform, recommends five corded and cordless leaf blowers but only one gasoline-powered model.<sup>79</sup> The one gasoline-powered model they recommend is suitable only for "... [i]f your property is more than an acre and has densely wooded areas, and you often need to blast a heap of leaves 100 feet across a field."<sup>80</sup>

### String trimmers

Battery-powered string trimmers have become a fixture in the lawn equipment sector. Consumer Reports gave gasoline-powered models a slight advantage in their testing but noted, "... in almost every case, it's easy to find an electric string trimmer that matches or beats the performance of gas models."<sup>81</sup>

Other reviewers rate battery-powered models even more favorably. Popular Mechanics only included two gasoline-powered options on its May 2023 list of 11 recommended string trimmers.<sup>82</sup> In August 2022, Wirecutter cited the "continued success of cordless string trimmers [they]ve tested" and "the hassle of owning a small engine" among reasons that they stopped recommending gasoline-powered string trimmers entirely.<sup>83</sup>

### Commercial equipment

Commercial landscapers have different needs than an average homeowner who mows the lawn once a week. Lawn care equipment must be capable, durable and, above all, available for work whenever needed. Run time and recharging are top concerns about electric equipment according to a 2021 poll of readers of a landscape industry trade publication,<sup>84</sup> but landscapers who have embraced electric equipment are using a variety of strategies to keep their equipment running.

For commercial users in particular, education and training are important for understanding basic differences in battery electric versus gas combustion technology platforms, safety considerations, electrical infrastructure needs, proper charging practices, and operation, handling, storage and maintenance to optimize performance and productivity, and extend product life.

Landscapers may maintain additional backup batteries, or use mobile charging trailers that keep a supply of freshly charged batteries at worksites in order to extend run time.<sup>85</sup> Manufacturers have also introduced rapid chargers to speed the recharge of batteries, ensuring that a bank of fully charged batteries are ready and waiting for the next day's work.<sup>86</sup> The arrival of electric pickup trucks like the Ford F-150 Lightning provides opportunities for recharging some lighter equipment at the worksite from electricity stored in the vehicle's battery.<sup>87</sup> Some operators have even outfitted trucks and trailers with solar panels to provide a remote source of electricity to recharge batteries while at job sites.<sup>88</sup> Continued improvements in battery technology should result in further improvements in run time, charging time and flexibility of charging options in the years ahead.

One clear advantage of electric lawn equipment for commercial operators is ease of maintenance. In the same landscape industry poll mentioned above, maintenance was seen as the second-biggest advantage of electric equipment, trailing only reductions in noise.<sup>89</sup> Electric equipment has far fewer moving parts than gasoline-powered equipment, leading to potentially greater reliability and lower maintenance costs.<sup>90</sup> Battery replacement – typically required after about five years<sup>91</sup> – can be a significant cost, but continual improvement in battery technology could also lead to longer and more reliable operation.

### Electric lawn equipment is quieter than gas models

The irritating and unhealthy noise created by gasoline-powered lawn equipment is well documented. The good news is that battery-powered lawn equipment is almost universally quieter than gasoline-powered models. In Consumer Reports' testing, even the noisiest electric lawn mowers and string trimmers were quieter than the quietest gasoline-powered models.<sup>92</sup> Wirecutter, Popular Mechanics and CNN Underscored agree that electric lawn mowers win the noise battle handily, and it's a similar story for leaf blowers and string trimmers.<sup>93</sup> Consumers switching from gas to electric lawn equipment can feel good about contributing much less to noise pollution and rest assured that their ears (and neighbors) will thank them.

# Recommendations

To improve the quality of the air we breathe and protect the climate, governments should take concrete steps to encourage a transition from gasoline-powered lawn equipment to cleaner electric options. Specifically:

**Local and state governments, along with major institutions, should lead by example by using electric equipment for their landscaping needs.**

Leading cities and states have adopted policies requiring a transition to electric equipment wherever feasible. For example, the New York State Department of Conservation is due to release a plan before the end of 2023 to transition its lawn equipment to zero-emission technology.<sup>94</sup> Working with the American Green Zone Alliance (AGZA), the city of South Pasadena, Calif., transitioned its maintenance operations to electric equipment.<sup>95</sup> In 2023, Colorado Gov. Jared Polis issued an executive order to phase out the use of gasoline-powered small landscaping equipment on state property in parts of the state with the worst ozone pollution. The policy takes effect in 2025.<sup>96</sup>

For commercial entities, technical specifications and field-tested equipment certifications can help inform the purchase of high-quality, commercial-grade equipment.

**Local and state governments, along with electric utilities, should create financial incentives to encourage the purchase of electric lawn equipment. For example:**

- In 2023, Colorado adopted legislation that will provide a 30% discount on electric lawn mowers, leaf blowers, trimmers and snow blowers.<sup>97</sup>
- California provides point-of-sale discounts on the purchase of electric lawn equipment by small-scale commercial landscapers. Additional residential and commercial incentives are available in several of California's air management districts.<sup>98</sup>
- Mass Save, the utility energy efficiency program serving Massachusetts' investor-owned utilities, provides incentives of up to \$3,500 for the purchase of electric commercial lawn mowers, and smaller rebates for other types of residential and commercial lawn equipment.<sup>99</sup>
- The city of Yonkers, N.Y., outside New York City, provides rebates toward the purchase of residential and commercial leaf blowers – a policy that supports the city's ban on the use of gasoline-powered leaf blowers during the summer months.<sup>100</sup>
- The city of Louisville, Ky., offers rebates on the purchase of electric lawn equipment, with higher rebates available for individuals or businesses who also trade-in old gasoline-powered equipment for retirement.<sup>101</sup>
- The public utility serving Burlington, Vt., provides incentives for the purchase of electric lawn mowers.<sup>102</sup>
- Clark County Rural Electric Membership Corporation, a utility provider in Indiana, is offering up to \$50 towards customer purchases of electric lawn mowers, leaf blowers and string trimmers through the end of 2023.<sup>103</sup>

In addition to these examples of direct financial incentives, state governments should consider creating grant programs to help localities and institutions transition to electric equipment, provide education and training, and offer loan programs to help commercial landscapers finance equipment purchases.

Local and state governments should consider **phasing out gasoline-powered lawn equipment**, and/or **restricting the use** of the noisiest and most polluting equipment in certain circumstances.

- California will require that most off-road equipment with small engines sold in the state starting in 2024 – including lawn and garden equipment – be zero-emission.<sup>104</sup>
- In 2018, Washington, D.C., banned the sale or use of gasoline-powered leaf blowers.<sup>105</sup>
- Several cities and towns, including Brookline, Mass., ban the use of gasoline-powered leaf blowers for part of the year.<sup>106</sup>
- Cities and towns may also adopt rules such as noise ordinances and bans on use during certain hours of the day that reduce the nuisance caused by gasoline-powered equipment and encourage the use of cleaner, quieter alternatives.
- Governments phasing out gasoline-powered lawn equipment should provide support to encourage a smooth transition to clean electric equipment.

# Methodology

This analysis uses data from the U.S. Environmental Protection Agency's (EPA) National Emissions Inventory (NEI) for 2020 to estimate air emissions from lawn and garden equipment at the county level across the United States. The EPA estimates were based on the agency's air pollution modeling, with the exception of emissions data for California and three tribal jurisdictions, which were supplied by the state and tribal governments, respectively. The EPA encouraged state, local and tribal governments to submit additional inputs for the agency's modeling; 12 states and one county did so. For the remainder of the country, the estimates are based on inputs developed for the EPA's MOVES3 emissions model.<sup>107</sup>

Data on nonroad emissions from the 2020 NEI was downloaded from the EPA on July 26, 2023.<sup>108</sup> Emissions data was provided in a set of five files, corresponding to EPA regions, which were combined and further analyzed using Python. Emissions related to lawn and garden equipment were identified using EPA Source Classification Codes (SCCs) downloaded from the EPA on July 26, 2023.<sup>109</sup> SCCs associated with the level three category "lawn and garden equipment" were included in our estimates. This category includes lawn equipment such as mowers, trimmers and leaf blowers, along with snow blowers and chainsaws. It also includes emissions from all fossil fuel-powered equipment, including equipment powered with gasoline, diesel fuel and liquefied petroleum gases (propane).

County-level emissions for the SCC codes described above were grouped by county and by state to produce the county- and state-level emissions estimates in this report.

For nitrogen oxides, fine particulates and carbon dioxide, we estimated the number of miles that would need to be driven in a typical passenger car to produce the same amount of emissions as is produced by lawn equipment. To do so, we compared emissions estimates against the amount of nitrogen oxides and fine particulates (PM<sub>2.5</sub>) produced per mile of driving in a typical gasoline-powered passenger car in 2020, based on data for light-duty vehicles from the Bureau of Transportation Statistics.<sup>110</sup>

For carbon dioxide, we assumed that a typical car would produce one ton of CO<sub>2</sub> emissions for every 2,326 miles driven in a passenger car, based on data from the EPA.<sup>111</sup>

For all pollutants, we then estimated the number of typical passenger cars that would produce the same amount of pollution as lawn and garden equipment, assuming that the average car is driven 10,556 miles per year, based on data for 2021 from the Federal Highway Administration.<sup>112</sup> (Note: 2021 data was used for the comparison because per-capita miles driven in 2020 were abnormally low due to the COVID-19 pandemic.)



# Appendix A: Emissions from lawn and garden equipment by state, 2020

Table A-1. Emissions from lawn and garden equipment by state, 2020

State	Nitrogen oxides (tons)	Volatile organic compounds (tons)	Carbon dioxide (tons)	Methane (tons)	PM <sub>2.5</sub> , primary (tons)	1,3-Butadiene (lbs.)	Benzene (lbs.)	Formaldehyde (lbs.)
Alabama	946	4,765	402,797	270	325	43,560	281,920	77,078
Alaska	76	453	36,646	36	26	5,144	37,067	8,859
Arizona	985	5,924	445,908	308	333	49,092	359,830	84,926
Arkansas	553	2,787	238,673	162	188	26,040	165,997	45,103
California	4,560	33,762	3,865,999	N/A	325	449,527	1,939,054	1,676,985
Colorado	1,969	9,811	775,805	584	671	95,924	551,416	168,567
Connecticut	872	4,144	337,890	254	284	41,604	235,033	74,690
Delaware	311	1,327	125,942	83	100	13,332	78,007	24,188
District of Columbia	41	268	20,244	16	11	2,554	16,903	3,813
Florida	5,913	30,116	2,575,055	1,684	2,116	272,675	1,759,153	493,947
Georgia	2,520	12,108	1,043,062	698	864	112,994	709,342	201,667
Hawaii	333	1,542	141,793	93	115	14,988	90,047	27,033
Idaho	432	2,161	165,242	126	147	20,735	121,706	36,566
Illinois	2,995	14,395	1,197,037	897	931	145,737	828,399	254,793
Indiana	1,473	7,483	590,829	444	493	72,578	427,467	126,691
Iowa	609	3,202	247,179	189	207	30,801	182,952	53,102
Kansas	635	3,312	256,484	193	214	31,491	189,188	55,099
Kentucky	668	3,493	279,246	205	221	33,155	205,531	56,536
Louisiana	626	3,381	282,001	191	212	30,499	203,962	52,416
Maine	359	1,767	141,561	109	120	17,752	100,090	30,579
Maryland	1,839	8,739	722,471	531	597	86,845	495,586	155,335
Massachusetts	1,554	7,447	614,932	462	500	75,302	424,381	132,488
Michigan	1,783	8,834	709,938	543	561	88,093	511,328	151,680

**Table A-1. Emissions from lawn and garden equipment by state, 2020**

State	Nitrogen oxides (tons)	Volatile organic compounds (tons)	Carbon dioxide (tons)	Methane (tons)	PM <sub>2.5</sub> , primary (tons)	1,3-Butadiene (lbs.)	Benzene (lbs.)	Formaldehyde (lbs.)
Minnesota	1,163	5,887	456,933	352	390	57,500	335,073	99,045
Mississippi	362	1,938	159,935	109	118	17,386	117,992	29,804
Missouri	1,438	7,329	586,045	436	485	71,203	418,231	125,153
Montana	213	1,046	83,158	65	67	10,477	60,502	17,787
Nebraska	361	1,931	145,354	112	124	18,268	110,248	31,514
Nevada	933	4,817	380,631	261	338	42,642	277,146	77,390
New Hampshire	414	1,983	161,091	121	137	19,887	111,812	35,065
New Jersey	2,125	10,180	834,100	620	689	101,289	578,741	179,884
New Mexico	385	2,071	157,901	118	123	19,041	121,152	32,957
New York	3,271	16,986	1,370,870	1,042	1,071	169,047	983,371	286,280
North Carolina	2,380	11,510	984,230	669	839	108,595	667,252	193,605
North Dakota	120	615	48,896	38	35	6,134	36,552	10,079
Ohio	2,672	13,380	1,055,582	795	885	130,092	761,137	229,120
Oklahoma	1,072	5,257	451,058	304	379	49,286	306,623	87,382
Oregon	1,128	5,514	441,118	333	374	54,512	311,843	95,644
Pennsylvania	2,913	14,553	1,149,423	871	965	142,417	827,520	249,396
Puerto Rico	1,030	5,353	455,690	298	372	48,239	313,006	87,127
Rhode Island	182	897	72,640	55	58	8,990	51,676	15,553
South Carolina	1,255	6,016	524,581	350	427	56,466	353,712	100,790
South Dakota	132	696	54,075	42	42	6,727	40,778	11,343
Tennessee	1,272	6,261	531,798	365	425	58,773	369,867	103,257
Texas	5,126	26,374	2,263,494	1,503	1,777	241,738	1,565,312	426,503
Utah	599	3,049	237,367	181	201	29,559	173,394	51,185
Vermont	159	788	62,780	48	53	7,886	44,903	13,587
Virgin Islands	30	153	13,596	9	11	1,447	8,973	2,576
Virginia	2,459	11,564	963,374	691	814	112,920	658,480	203,605
Washington	1,736	8,332	670,407	508	557	82,927	475,567	144,690
West Virginia	319	1,709	131,042	100	106	16,311	98,751	27,878
Wisconsin	1,169	5,797	460,196	353	382	57,587	331,489	99,597
Wyoming	110	548	43,567	34	33	5,442	32,017	9,230
<b>U.S. Total</b>	<b>68,582</b>	<b>353,758</b>	<b>30,167,664</b>	<b>18,858</b>	<b>21,840</b>	<b>3,513,209</b>	<b>20,457,482</b>	<b>7,069,165</b>

**Table A-2. Emissions from lawn and garden equipment compared with emissions from automobiles**

State	Emissions compared with millions of miles driven in a typical car			Emissions compared with number of typical cars		
	Nitrogen oxides	PM <sub>2.5</sub>	Carbon dioxide	Nitrogen oxides	PM <sub>2.5</sub>	Carbon dioxide
Alabama	4,471	36,803	937	423,136	3,483,168	88,672
Alaska	358	2,955	85	33,911	279,690	8,067
Arizona	4,652	37,808	1,037	440,292	3,578,245	98,162
Arkansas	2,612	21,364	555	247,206	2,021,914	52,542
California	21,543	36,838	8,992	2,038,926	3,486,444	851,061
Colorado	9,304	76,117	1,805	880,554	7,204,002	170,786
Connecticut	4,118	32,240	786	389,770	3,051,268	74,383
Delaware	1,471	11,316	293	139,261	1,070,950	27,725
District of Columbia	192	1,272	47	18,132	120,411	4,456
Florida	27,938	239,953	5,990	2,644,129	22,709,915	566,873
Georgia	11,905	97,965	2,426	1,126,755	9,271,702	229,620
Hawaii	1,573	13,002	330	148,921	1,230,569	31,214
Idaho	2,043	16,633	384	193,309	1,574,189	36,376
Illinois	14,152	105,618	2,784	1,339,410	9,995,996	263,516
Indiana	6,960	55,854	1,374	658,701	5,286,189	130,065
Iowa	2,878	23,497	575	272,343	2,223,834	54,414
Kansas	3,000	24,306	597	283,976	2,300,430	56,462
Kentucky	3,157	25,012	650	298,784	2,367,210	61,473
Louisiana	2,957	24,086	656	279,875	2,279,600	62,080
Maine	1,696	13,659	329	160,491	1,292,690	31,163
Maryland	8,691	67,665	1,680	822,556	6,404,064	159,045
Massachusetts	7,344	56,732	1,430	695,041	5,369,291	135,371
Michigan	8,426	63,602	1,651	797,454	6,019,521	156,286
Minnesota	5,496	44,214	1,063	520,189	4,184,562	100,589
Mississippi	1,712	13,378	372	162,008	1,266,099	35,208
Missouri	6,794	54,977	1,363	642,987	5,203,213	129,012
Montana	1,006	7,550	193	95,184	714,595	18,306

**Table A-2. Emissions from lawn and garden equipment compared with emissions from automobiles**

State	Emissions compared with millions of miles driven in a typical car			Emissions compared with number of typical cars		
	Nitrogen oxides	PM <sub>2.5</sub>	Carbon dioxide	Nitrogen oxides	PM <sub>2.5</sub>	Carbon dioxide
Nebraska	1,705	14,059	338	161,332	1,330,582	31,998
Nevada	4,410	38,312	885	417,392	3,625,961	83,792
New Hampshire	1,956	15,530	375	185,133	1,469,767	35,463
New Jersey	10,038	78,174	1,940	950,050	7,398,599	183,619
New Mexico	1,819	13,983	367	172,162	1,323,349	34,760
New York	15,453	121,491	3,189	1,462,544	11,498,282	301,783
North Carolina	11,248	95,152	2,289	1,064,514	9,005,487	216,669
North Dakota	568	4,021	114	53,731	380,533	10,764
Ohio	12,626	100,334	2,455	1,195,008	9,495,953	232,376
Oklahoma	5,066	43,010	1,049	479,467	4,070,608	99,296
Oregon	5,328	42,419	1,026	504,268	4,014,714	97,108
Pennsylvania	13,766	109,448	2,674	1,302,837	10,358,520	253,034
Puerto Rico	4,868	42,230	1,060	460,768	3,996,774	100,316
Rhode Island	862	6,589	169	81,578	623,588	15,991
South Carolina	5,931	48,383	1,220	561,311	4,579,103	115,481
South Dakota	625	4,707	126	59,185	445,459	11,904
Tennessee	6,010	48,202	1,237	568,786	4,562,028	117,070
Texas	24,218	201,502	5,265	2,292,112	19,070,831	498,286
Utah	2,829	22,789	552	267,747	2,156,860	52,254
Vermont	753	5,973	146	71,261	565,336	13,820
Virgin Islands	142	1,235	32	13,435	116,871	2,993
Virginia	11,620	92,335	2,241	1,099,795	8,738,873	212,077
Washington	8,202	63,112	1,559	776,245	5,973,091	147,584
West Virginia	1,506	12,006	305	142,576	1,136,322	28,848
Wisconsin	5,523	43,360	1,070	522,678	4,103,748	101,307
Wyoming	522	3,799	101	49,367	359,504	9,591
<b>U.S. Total</b>	<b>324,044</b>	<b>2,476,570</b>	<b>70,170</b>	<b>30,668,583</b>	<b>234,390,507</b>	<b>6,641,112</b>

# Appendix B: Top counties for emissions from lawn and garden equipment

Table B-1. Top 100 counties for carbon dioxide emissions from lawn and garden equipment, 2020

Rank	County	State	Carbon dioxide (tons)	Carbon dioxide (number of cars equivalent)
1	Los Angeles County	California	675,790	148,768
2	Orange County	California	613,584	135,074
3	Harris County	Texas	443,353	97,600
4	San Diego County	California	442,915	97,503
5	Cook County	Illinois	366,806	80,749
6	Palm Beach County	Florida	309,980	68,239
7	Riverside County	California	308,450	67,902
8	Clark County	Nevada	303,190	66,744
9	Dallas County	Texas	302,146	66,515
10	King County	Washington	259,950	57,225
11	Broward County	Florida	248,193	54,637
12	Suffolk County	New York	239,199	52,657
13	Maricopa County	Arizona	233,413	51,384
14	St. Louis County	Missouri	229,028	50,418
15	Bexar County	Texas	220,804	48,608
16	Santa Clara County	California	218,133	48,020
17	Alameda County	California	200,917	44,230
18	Miami-Dade County	Florida	199,024	43,813
19	Orange County	Florida	196,158	43,182
20	Tulsa County	Oklahoma	191,705	42,202
21	Fairfax County	Virginia	186,782	41,118
22	DuPage County	Illinois	173,150	38,117
23	Montgomery County	Maryland	172,840	38,049
24	Cuyahoga County	Ohio	166,478	36,648
25	Sacramento County	California	156,767	34,511
26	Mecklenburg County	North Carolina	154,694	34,054
27	Travis County	Texas	154,390	33,988
28	Middlesex County	Massachusetts	153,480	33,787

**Table B-1. Top 100 counties for carbon dioxide emissions from lawn and garden equipment, 2020**

Rank	County	State	Carbon dioxide (tons)	Carbon dioxide (number of cars equivalent)
29	Tarrant County	Texas	153,142	33,713
30	Lake County	Illinois	152,215	33,509
31	Hillsborough County	Florida	149,015	32,804
32	Montgomery County	Pennsylvania	148,271	32,640
33	Duval County	Florida	145,650	32,063
34	Westchester County	New York	143,203	31,525
35	Gwinnett County	Georgia	140,396	30,907
36	San Bernardino County	California	139,107	30,623
37	Fairfield County	Connecticut	136,200	29,983
38	Arapahoe County	Colorado	132,379	29,142
39	Nassau County	New York	127,801	28,134
40	Wake County	North Carolina	125,853	27,705
41	Hennepin County	Minnesota	123,712	27,234
42	Oakland County	Michigan	122,181	26,897
43	Collin County	Texas	115,867	25,507
44	Pima County	Arizona	115,724	25,476
45	Contra Costa County	California	114,750	25,261
46	Oklahoma County	Oklahoma	113,031	24,883
47	Shelby County	Tennessee	112,807	24,833
48	Salt Lake County	Utah	112,243	24,709
49	Cobb County	Georgia	111,786	24,609
50	Washington County	Oregon	108,727	23,935
51	Collier County	Florida	108,330	23,848
52	Franklin County	Ohio	106,824	23,516
53	Bergen County	New Jersey	106,597	23,466
54	Ventura County	California	103,903	22,873
55	Allegheny County	Pennsylvania	103,845	22,861
56	Polk County	Florida	103,258	22,731
57	Jefferson County	Colorado	102,337	22,529
58	Wayne County	Michigan	102,289	22,518
59	Pinellas County	Florida	102,240	22,507
60	Monroe County	New York	102,202	22,499
61	Ashland County	Ohio	98,918	21,776
62	San Mateo County	California	95,818	21,093
63	Bucks County	Pennsylvania	94,520	20,808
64	Prince George's County	Maryland	94,007	20,695
65	Baltimore County	Maryland	93,931	20,678
66	Lee County	Florida	92,959	20,464

**Table B-1. Top 100 counties for carbon dioxide emissions from lawn and garden equipment, 2020**

Rank	County	State	Carbon dioxide (tons)	Carbon dioxide (number of cars equivalent)
67	Pierce County	Washington	90,646	19,955
68	Loudoun County	Virginia	90,286	19,876
69	Honolulu County	Hawaii	90,029	19,819
70	Davidson County	Tennessee	89,981	19,808
71	Kane County	Illinois	89,517	19,706
72	Clackamas County	Oregon	87,135	19,182
73	Pulaski County	Arkansas	87,014	19,155
74	Bernalillo County	New Mexico	86,387	19,017
75	Chester County	Pennsylvania	86,154	18,966
76	Snohomish County	Washington	85,909	18,912
77	Marion County	Indiana	85,301	18,778
78	Middlesex County	New Jersey	81,580	17,959
79	Johnson County	Kansas	80,032	17,618
80	New Castle County	Delaware	79,461	17,493
81	Jackson County	Missouri	78,677	17,320
82	Hartford County	Connecticut	77,753	17,117
83	Shelby County	Alabama	77,504	17,062
84	Morris County	New Jersey	77,495	17,060
85	El Paso County	Colorado	76,614	16,866
86	Fresno County	California	76,429	16,825
87	Milwaukee County	Wisconsin	74,150	16,323
88	Kings County	New York	73,722	16,229
89	Monmouth County	New Jersey	73,363	16,150
90	Anne Arundel County	Maryland	73,183	16,111
91	Queens County	New York	72,492	15,958
92	Fulton County	Georgia	72,346	15,926
93	Essex County	Massachusetts	70,771	15,580
94	DeKalb County	Georgia	70,579	15,537
95	Adams County	Colorado	69,862	15,380
96	Frederick County	Virginia	69,511	15,302
97	Will County	Illinois	69,500	15,300
98	Hamilton County	Ohio	68,284	15,032
99	Erie County	New York	68,282	15,032
100	Seminole County	Florida	68,193	15,012

**Table B-2. Top 100 counties for nitrogen oxide emissions from lawn and garden equipment, 2020**

Rank	County	State	Nitrogen oxides (tons)	Nitrogen oxides (number of cars equivalent)
1	Los Angeles County	California	1,135	507,571
2	Harris County	Texas	1,009	451,099
3	Cook County	Illinois	894	399,996
4	Clark County	Nevada	735	328,888
5	Palm Beach County	Florida	726	324,555
6	Dallas County	Texas	703	314,378
7	King County	Washington	687	307,067
8	Suffolk County	New York	602	269,077
9	St. Louis County	Missouri	584	261,092
10	Broward County	Florida	563	251,614
11	Bexar County	Texas	513	229,319
12	Maricopa County	Arizona	498	222,549
13	Fairfax County	Virginia	489	218,668
14	Tulsa County	Oklahoma	471	210,713
15	Orange County	Florida	462	206,503
16	Orange County	California	456	203,992
17	Montgomery County	Maryland	449	200,959
18	DuPage County	Illinois	447	200,004
19	Miami-Dade County	Florida	435	194,645
20	Cuyahoga County	Ohio	428	191,421
21	San Diego County	California	415	185,752
22	Lake County	Illinois	399	178,553
23	Middlesex County	Massachusetts	390	174,373
24	Montgomery County	Pennsylvania	388	173,616
25	Mecklenburg County	North Carolina	383	171,416
26	Travis County	Texas	361	161,529
27	Fairfield County	Connecticut	360	161,055
28	Westchester County	New York	358	160,249
29	Gwinnett County	Georgia	351	156,971
30	Tarrant County	Texas	349	155,986
31	Duval County	Florida	344	153,811
32	Hillsborough County	Florida	342	152,850
33	Arapahoe County	Colorado	336	150,400
34	Hennepin County	Minnesota	317	141,841
35	Oakland County	Michigan	315	140,799
36	Wake County	North Carolina	311	139,255
36	Nassau County	New York	311	139,179
38	Salt Lake County	Utah	286	127,745



**Table B-2. Top 100 counties for nitrogen oxide emissions from lawn and garden equipment, 2020**

Rank	County	State	Nitrogen oxides (tons)	Nitrogen oxides (number of cars equivalent)
39	Washington County	Oregon	285	127,400
40	Collin County	Texas	278	124,498
41	Cobb County	Georgia	277	123,867
42	Bergen County	New Jersey	276	123,345
43	Shelby County	Tennessee	274	122,394
44	Oklahoma County	Oklahoma	272	121,722
45	Pima County	Arizona	271	121,013
46	Franklin County	Ohio	270	120,812
47	Riverside County	California	268	119,865
48	Ashland County	Ohio	267	119,271
49	Jefferson County	Colorado	263	117,440
50	Allegheny County	Pennsylvania	260	116,062
51	Monroe County	New York	259	115,719
52	Collier County	Florida	256	114,698
53	Bucks County	Pennsylvania	246	110,162
53	Wayne County	Michigan	246	110,146
55	Loudoun County	Virginia	244	108,955
56	Polk County	Florida	241	107,983
57	Baltimore County	Maryland	238	106,597
57	Pierce County	Washington	238	106,567
59	Prince George's County	Maryland	237	105,882
60	Kane County	Illinois	234	104,789
61	Clackamas County	Oregon	231	103,386
62	Snohomish County	Washington	229	102,307
63	Chester County	Pennsylvania	226	101,018
64	Pinellas County	Florida	224	100,099
65	San Bernardino County	California	223	99,706
66	Davidson County	Tennessee	222	99,287
67	Bernalillo County	New Mexico	220	98,334
68	Santa Clara County	California	217	96,879
69	Lee County	Florida	213	95,150
70	Pulaski County	Arkansas	212	94,996
71	Marion County	Indiana	211	94,452
72	Middlesex County	New Jersey	210	93,818
73	Honolulu County	Hawaii	209	93,254
74	Johnson County	Kansas	205	91,864
74	Morris County	New Jersey	205	91,766
76	Hartford County	Connecticut	199	89,122

**Table B-2. Top 100 counties for nitrogen oxide emissions from lawn and garden equipment, 2020**

Rank	County	State	Nitrogen oxides (tons)	Nitrogen oxides (number of cars equivalent)
77	Alameda County	California	198	88,731
77	New Castle County	Delaware	198	88,575
79	Shelby County	Alabama	197	88,179
80	Jackson County	Missouri	196	87,477
81	El Paso County	Colorado	192	85,870
82	Frederick County	Virginia	190	84,989
83	Monmouth County	New Jersey	189	84,467
84	Anne Arundel County	Maryland	187	83,611
84	Milwaukee County	Wisconsin	187	83,436
86	Somerset County	New Jersey	180	80,591
86	Essex County	Massachusetts	180	80,393
88	Will County	Illinois	178	79,530
89	Adams County	Colorado	176	78,556
90	Sacramento County	California	175	78,285
91	Barnstable County	Massachusetts	174	77,649
92	Fulton County	Georgia	173	77,422
93	Douglas County	Colorado	172	77,097
94	DeKalb County	Georgia	171	76,667
94	Allen County	Indiana	171	76,483
96	Hamilton County	Ohio	168	75,259
97	Knox County	Tennessee	166	74,155
98	Waukesha County	Wisconsin	165	73,790
98	Erie County	New York	165	73,635
100	Stark County	Ohio	164	73,238

**Table B-3. Top 100 counties for fine particulate (PM<sub>2.5</sub>) emissions from lawn and garden equipment, 2020**

Rank	County	State	PM <sub>2.5</sub> , primary (tons)	PM <sub>2.5</sub> , primary (number of cars equivalent)
1	Harris County	Texas	358	3,838,708
2	Cook County	Illinois	274	2,942,956
3	Clark County	Nevada	273	2,925,594
4	Palm Beach County	Florida	265	2,843,023
5	Dallas County	Texas	245	2,630,084
6	King County	Washington	222	2,386,132
7	Suffolk County	New York	209	2,243,944
8	St. Louis County	Missouri	203	2,180,081
8	Broward County	Florida	203	2,179,786
10	Bexar County	Texas	182	1,955,358
11	Tulsa County	Oklahoma	172	1,848,796
12	Maricopa County	Arizona	167	1,795,236
12	Orange County	Florida	167	1,793,145
14	Fairfax County	Virginia	164	1,761,687
15	Miami-Dade County	Florida	155	1,662,658
16	Montgomery County	Maryland	147	1,580,988
17	Cuyahoga County	Ohio	143	1,536,464
18	DuPage County	Illinois	142	1,523,550
19	Mecklenburg County	North Carolina	139	1,491,783
20	Montgomery County	Pennsylvania	134	1,437,933
21	Travis County	Texas	128	1,372,318
22	Middlesex County	Massachusetts	127	1,359,347
23	Lake County	Illinois	126	1,353,456
24	Westchester County	New York	124	1,333,517
25	Duval County	Florida	122	1,313,005
25	Hillsborough County	Florida	122	1,311,570
25	Gwinnett County	Georgia	122	1,304,644
28	Fairfield County	Connecticut	120	1,288,039
28	Tarrant County	Texas	120	1,284,163
30	Arapahoe County	Colorado	118	1,269,581
31	Wake County	North Carolina	112	1,207,264
32	Hennepin County	Minnesota	109	1,165,396
33	Nassau County	New York	107	1,148,162
34	Oakland County	Michigan	102	1,092,898
35	Collin County	Texas	98	1,047,945
36	Oklahoma County	Oklahoma	97	1,044,934
36	Washington County	Oregon	97	1,044,836
36	Salt Lake County	Utah	97	1,043,291

**Table B-3. Top 100 counties for fine particulate (PM<sub>2.5</sub>) emissions from lawn and garden equipment, 2020**

Rank	County	State	PM <sub>2.5</sub> , primary (tons)	PM <sub>2.5</sub> , primary (number of cars equivalent)
39	Cobb County	Georgia	96	1,027,084
40	Pima County	Arizona	95	1,018,362
41	Shelby County	Tennessee	94	1,013,243
41	Collier County	Florida	94	1,006,554
43	Ashland County	Ohio	92	991,517
44	Bergen County	New Jersey	90	968,111
44	Jefferson County	Colorado	90	962,700
44	Franklin County	Ohio	90	961,929
47	Monroe County	New York	87	935,425
47	Polk County	Florida	87	933,040
49	Allegheny County	Pennsylvania	85	907,682
50	Bucks County	Pennsylvania	84	906,712
51	Loudoun County	Virginia	82	881,650
52	Los Angeles County	California	81	873,203
53	Pinellas County	Florida	79	842,700
54	Clackamas County	Oregon	78	839,956
54	Chester County	Pennsylvania	78	837,139
56	Prince George's County	Maryland	77	828,154
56	Pierce County	Washington	77	825,252
56	Baltimore County	Maryland	77	824,818
56	Lee County	Florida	77	822,788
60	Davidson County	Tennessee	76	819,899
60	Wayne County	Michigan	76	819,778
60	Pulaski County	Arkansas	76	817,413
63	Kane County	Illinois	74	793,572
63	Snohomish County	Washington	74	789,743
65	Bernalillo County	New Mexico	72	776,488
65	Honolulu County	Hawaii	72	775,421
67	Johnson County	Kansas	71	764,841
67	Shelby County	Alabama	71	762,423
67	Marion County	Indiana	71	757,948
70	Middlesex County	New Jersey	69	737,181
71	Morris County	New Jersey	67	721,803
72	Jackson County	Missouri	66	709,937
73	El Paso County	Colorado	65	702,575
73	Hartford County	Connecticut	65	693,379
75	Frederick County	Virginia	64	688,081
76	New Castle County	Delaware	63	681,068

**Table B-3. Top 100 counties for fine particulate (PM<sub>2.5</sub>) emissions from lawn and garden equipment, 2020**

Rank	County	State	PM <sub>2.5</sub> , primary (tons)	PM <sub>2.5</sub> , primary (number of cars equivalent)
77	Monmouth County	New Jersey	62	663,598
78	Adams County	Colorado	61	659,937
78	Anne Arundel County	Maryland	61	657,288
78	Milwaukee County	Wisconsin	61	656,729
81	Douglas County	Colorado	60	642,102
81	Somerset County	New Jersey	60	641,835
83	DeKalb County	Georgia	59	629,176
84	Fulton County	Georgia	58	627,797
84	Allen County	Indiana	58	627,684
84	Essex County	Massachusetts	58	621,494
87	Seminole County	Florida	57	616,028
87	Barnstable County	Massachusetts	57	612,554
87	Knox County	Tennessee	57	608,917
87	Waukesha County	Wisconsin	57	606,892
91	Will County	Illinois	56	600,558
91	Hamilton County	Ohio	56	598,724
93	Stark County	Ohio	55	595,247
94	Guilford County	North Carolina	54	584,282
94	Randolph County	Indiana	54	579,084
94	Ada County	Idaho	54	578,874
94	Beaufort County	South Carolina	54	575,757
98	Denver County	Colorado	53	566,539
98	Charleston County	South Carolina	53	565,164
100	Erie County	New York	52	563,313

**Table B-4. Top 100 counties for volatile organic compound emissions from lawn and garden equipment, 2020**

<b>Rank</b>	<b>County</b>	<b>State</b>	<b>Volatile organic compounds (tons)</b>
1	Los Angeles County	California	8,603
2	Harris County	Texas	5,013
3	Cook County	Illinois	4,405
4	Clark County	Nevada	3,817
5	Palm Beach County	Florida	3,534
6	Dallas County	Texas	3,390
7	King County	Washington	3,212
8	Orange County	California	3,100
9	San Diego County	California	3,086
10	Maricopa County	Arizona	3,031
11	Suffolk County	New York	2,908
12	Broward County	Florida	2,880
13	St. Louis County	Missouri	2,826
14	Bexar County	Texas	2,527
15	Miami-Dade County	Florida	2,349
16	Fairfax County	Virginia	2,302
17	Orange County	Florida	2,265
18	Tulsa County	Oklahoma	2,167
19	Montgomery County	Maryland	2,092
20	Cuyahoga County	Ohio	2,084
21	DuPage County	Illinois	2,040
22	Riverside County	California	1,962
23	Middlesex County	Massachusetts	1,862
24	Montgomery County	Pennsylvania	1,841
25	Lake County	Illinois	1,784
26	Hillsborough County	Florida	1,775
27	Mecklenburg County	North Carolina	1,771
28	Westchester County	New York	1,756
29	Tarrant County	Texas	1,754
30	Travis County	Texas	1,749
31	Duval County	Florida	1,674
32	Arapahoe County	Colorado	1,670
33	Fairfield County	Connecticut	1,662
34	San Bernardino County	California	1,655
35	Santa Clara County	California	1,619
36	Hennepin County	Minnesota	1,596
37	Gwinnett County	Georgia	1,588
38	Nassau County	New York	1,570

**Table B-4. Top 100 counties for volatile organic compound emissions from lawn and garden equipment, 2020**

Rank	County	State	Volatile organic compounds (tons)
39	Pima County	Arizona	1,506
40	Oakland County	Michigan	1,497
41	Alameda County	California	1,468
42	Wake County	North Carolina	1,442
43	Salt Lake County	Utah	1,424
44	Franklin County	Ohio	1,357
45	Washington County	Oregon	1,344
46	Sacramento County	California	1,341
47	Allegheny County	Pennsylvania	1,333
48	Oklahoma County	Oklahoma	1,303
49	Bergen County	New Jersey	1,302
50	Shelby County	Tennessee	1,297
51	Jefferson County	Colorado	1,276
52	Wayne County	Michigan	1,273
53	Collin County	Texas	1,272
53	Cobb County	Georgia	1,272
55	Monroe County	New York	1,255
56	Collier County	Florida	1,219
57	Pinellas County	Florida	1,214
58	Polk County	Florida	1,213
59	Bucks County	Pennsylvania	1,175
60	Prince George's County	Maryland	1,152
61	Baltimore County	Maryland	1,144
62	Pierce County	Washington	1,123
63	Bernalillo County	New Mexico	1,109
64	Loudoun County	Virginia	1,102
65	Marion County	Indiana	1,096
66	Ashland County	Ohio	1,088
67	Lee County	Florida	1,083
68	Clackamas County	Oregon	1,073
69	Chester County	Pennsylvania	1,069
70	Snohomish County	Washington	1,058
71	Kane County	Illinois	1,051
72	Davidson County	Tennessee	1,020
73	Johnson County	Kansas	1,001
74	Middlesex County	New Jersey	1,000
75	Honolulu County	Hawaii	987
76	Jackson County	Missouri	982

**Table B-4. Top 100 counties for volatile organic compound emissions from lawn and garden equipment, 2020**

<b>Rank</b>	<b>County</b>	<b>State</b>	<b>Volatile organic compounds (tons)</b>
76	El Paso County	Colorado	982
78	Pulaski County	Arkansas	980
79	Contra Costa County	California	958
80	Hartford County	Connecticut	956
81	Morris County	New Jersey	940
82	Kings County	New York	933
83	Milwaukee County	Wisconsin	919
84	Queens County	New York	912
85	Monmouth County	New Jersey	894
86	Anne Arundel County	Maryland	888
86	Adams County	Colorado	888
88	Hamilton County	Ohio	880
89	Shelby County	Alabama	865
90	Essex County	Massachusetts	854
90	New York County	New York	854
92	Frederick County	Virginia	853
93	San Francisco County	California	847
94	Erie County	New York	846
95	Fulton County	Georgia	841
96	Denver County	Colorado	837
97	New Castle County	Delaware	835
98	Allen County	Indiana	824
99	Will County	Illinois	823
99	Somerset County	New Jersey	823



# Notes

1 The emissions estimates in this report reflect those in the EPA’s “Lawn and Garden Equipment” category, which includes equipment such as lawn mowers, leaf blowers and string trimmers, along with snow blowers and chainsaws. Emissions of 30.2 million short tons of carbon dioxide from lawn equipment converted to 27.3 million metric tons using conversion of 0.907 metric tons per short ton. Los Angeles city emissions in 2021 were 26.9 million metric tons. See Los Angeles Department of Public Works, City of Los Angeles, *2021 Community Greenhouse Gas Inventory*, March 2023, archived at <https://web.archive.org/web/20231005184246/https://www.lacitysan.org/cs/groups/public/documents/document/y250/mdg4/~edisp/cnt088358.pdf>.

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11/1/2023, regarding agenda item 926, reorganization issue, support with changes

Dear City Council Members,

Climate change is here, it is bad, and getting worse, hurting those least responsible first and worst. We still have a chance at allowing future generations a livable environment, but only if we all act together, boldly and strategically.

To move in the right direction on climate please adopt the Mapps amendment 1 to restore a new Bureau of Natural Resources to the Portland reorganization chart. The City is far behind on climate goals and this will help the City to get on track. The bureau will not be much use if not fully funded from the beginning. Also the Bureau will need to have real authority to do stuff and work with other bureaus, in part to prevent things like the Division street debacle: when PBOT and the Water bureau failed to coordinate and those who work and live in that area east of I 205 are paying the price with a worse heat island – concrete where the people were promised trees. Water pipes are critical infrastructure but so are trees and if we have a Bureau of Natural Resources with substantial authority maybe we can save more trees and even increase tree canopy.

Reject the Ryan amendment – this is a badly done last minute modification of the woefully inadequate status quo and fails to address many of the city's most important environmental programs.

To date the City has made a serious lack of progress on climate and indeed in some areas is actually going backwards in terms of climate justice. Allowing and encouraging the expansion of dangerous polluting fuel storage and transportation in CEI hub, increased loss of tree canopy in low income areas like outer East Portland area a few examples. To help reverse this trend the City needs a Climate Officer in the City administrators office.

Commissioner Rubio sent me an email in response to my comment about wanting a City Climate officer telling me that the position already exists, as part of the Bureau of Planning and Sustainability. But that position is NOT a City Climate Officer, that position already has more than enough to do. We need a City Climate Officer whose sole focus is climate justice in Portland. Climate change impacts all areas of our lives, and all areas of government, it is an existential threat to humanity, I think we need to treat it as such. We need a Climate Officer to coordinate communication and collaboration between bureaus. We can not afford to wait, we can not afford to use half measures, we must do this now.

Lynn Handlin  
outer SE Portland

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Dr. Theodora Tsongas			Yes	11/01/23 11:00 AM
926	Mike Horner	Support	<p>Dear councilors</p> <p>I am writing in support of the Mapps Amendment #1 which will reinstate a Bureau of Natural Resources into the organizational structure for the transition. It is essential that all future decisions by bureaus and agencies be viewed through a lens of climate resilience and mitigation. Such an entity would require adequate funding and authority, all to be decided later but for now, this bureau must be penciled in. I would also encourage you to reject Ryan's Amendment.</p> <p>It appears that the need to notify the public of these discussions could be more timely.</p> <p>Mike Horner</p>	No	11/01/23 11:10 AM

To: Portland City Council

11/1/23

Public Comment on Proposal to Create a New Bureau of Natural Resources

Greetings Mayor and Commissioners:

- Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.
- The following issues should be priorities in the creation of a new Bureau of Natural Resources:
  - A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.
  - A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water

Bureau, Bureau of Transportation and Portland Parks and Recreation.

- A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected to decision-making at existing infrastructure bureaus at a foundational level such that it is able to integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.
- The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.
- Please REJECT Ryan Amendment #1 which is a poorly conceived, last minute modification of the inadequate status quo and **fails** to address many of the City's most important environmental programs.
- The City must do a better job of providing public notice and encouraging comment on the proposed restructuring. Posting amendments the night before a hearing on this important transition is not sufficient.

Thank you for your time and attention to these concerns.

Theodora Tsongas, PhD, MS  
Portland OR 97215

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Self		<p>Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p> <p>Please REJECT Ryan Amendment #1 which is a poorly conceived, last minute modification of the inadequate status quo and fails to address many of the City's most important environmental programs.</p> <p>Secondly, I am in support of a new Climate Officer who would:  Serve on the City's executive leadership team, bringing climate, environment, and sustainability awareness into the City's decision making, budgeting, and implementation in all areas.  Have authority to coordinate and oversee implementation across bureaus and service areas to meet the targets of the Climate Emergency Workplan (CEW). Created in 2020, the CEW has a goal of reducing emissions by 50% by 2030 and achieving net zero emissions by 2050. Only about 4% has been completed. 92% of the plan has been started, but needs coordination, funding, and leadership to reach the City's goals in a timely manner. 2023 CEW report  Acquire outside funding to help the City meet its climate and sustainability goals.  Coordinate inter-agency communication and collaboration on climate, environment, equity, and sustainability goals and projects through a volunteer Sustainability &amp; Climate Commission and/or a climate cabinet with members from various bureaus and service areas.</p> <p>In conclusion, the City must do a better job of providing public notice and comment on the proposed restructuring. Posting amendments the night before a hearing on this important transition is not sufficient and needs better engagement to meet basic standards of respect in obtaining public feedback.</p>	No	11/01/23 11:13 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Susan King			Yes	11/01/23 11:31 AM
926	John Nettleton	Support with changes	<p>Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p> <p>Please REJECT Ryan Amendment #1 which is a poorly conceived, last minute modification of the inadequate status quo and fails to address many of the City's most important environmental programs.</p> <p>The City must do a better job of providing public notice and comment on the proposed restructuring. Posting amendments the night before a hearing on this important transition is not sufficient.</p>	No	11/01/23 11:31 AM

## **Testimony to the Portland City Council**

### Government Transition Proposed Organizational Chart

Having met with members of the District Transition Advisory Committee, I understand that neighborhood support is currently contemplated as being a part of "Portland Solutions." While it is not entirely clear what purposes or functions will be housed in that segment of the new City government, I strongly recommend that support for neighborhoods and their vital role in creating and maintaining a vibrant city be a priority. To that end, I further recommend that neighborhood support be placed in Community Relations currently displayed under the City Manager.

The work of neighborhoods has been part of the fabric of our city for decades. Neighborhoods serve as the eyes and ears of the city. We serve as communication networks. We engage in public good projects and events. And we are geographical by definition which means that all within our boundaries are included.

It is especially important to give appropriate support to neighborhoods and coalitions as we transition to an untested new form of city government. Providing stability and a venue for citizen engagement at the very local level is one way to mitigate the uncertainty, skepticism and expected challenges that lie ahead.

Thank you for considering my comments.

Susan King

4712 SW Flower Ct.

[bnesta@msn.com](mailto:bnesta@msn.com)



Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	kelly lanspa	Oppose	<p>Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p> <p>Please REJECT Ryan Amendment #1 which is a poorly conceived, last minute modification of the inadequate status quo and fails to address many of the City's most important environmental programs.</p> <p>The City must do a better job of providing public notice and comment on the proposed restructuring. Posting amendments the night before a hearing on this important transition is not sufficient.</p>	No	11/01/23 11:32 AM
926	Kathleen Boylan	Support	<p>Please adopt the Mapps Amendment to Restore a Bureau of Natural Resources to the City of Portland Restructuring Proposal. It would be a major opportunity to take river restoration, climate resilience, and urban wildlife restoration to the next level.</p>	No	11/01/23 11:32 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Hugh Scollan	Oppose	<p>Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization Chart. This amendment does not dictate any specific changes to existing programs; it simply allows for further discussion about how to best organize the City's environmental programs and explore how a Bureau of Natural Resources could advance this goal.</p> <p>The following issues should be priorities in the creation of a new Bureau of Natural Resources:</p> <p>A new Bureau of Natural Resources must be adequately funded: The City must present a robust and realistic funding structure to ensure that a new Bureau of Natural Resources can hit the ground running and remain economically sustainable over time.</p> <p>A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation: A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected decision-making at existing infrastructure bureaus at a foundational level such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.</p> <p>The creation of a new Bureau of Natural Resources should be intentional, strategic and visionary: It should not simply become a home for orphaned and unwanted programs at other bureaus. Careful consideration must be given to which environmental programs are housed within this bureau and it must be invested from its conception with a commitment to accelerate protection and restoration of natural resources across our urban landscape.</p> <p>Please REJECT Ryan Amendment #1 which is a poorly conceived, last minute modification of the inadequate status quo and fails to address many of the City's most important environmental programs.</p> <p>The City must do a better job of providing public notice and comment on the proposed restructuring. Posting amendments the night before a hearing on this important transition is not sufficient.</p>	No	11/01/23 11:33 AM
926	Anonymous	Support	<p>Please restore Bureau of Natural Resources to the city of Portland's restructuring proposal. Portland must maintain, strengthen and broaden its commitment to environmental sanity, health and justice. Please adopt Mapps' amendment #1 over Commissioner Dan Ryan's amendment #1. Thank you. Anonymous</p>	No	11/01/23 11:33 AM
926	Susan Monson	Support	<p>Please adopt Mapp's amendment #1 to restore the Bureau of Natural Resources. Thank you.</p>	No	11/01/23 11:34 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Scott Shurtleff, EcoFaith Recovery	Support	<p>Mayor Wheeler and Commissioners,</p> <p>I am writing to support Commissioner Mapps' amendment to establish a Bureau of Natural Resources within the City of Portland's organization. It is imperative that we establish a bureau that can collaborate with existing bureaus address the climate emergency, achieve public wellbeing, and restore natural ecosystem functioning.</p> <p>I oppose Commissioner Ryan's amendment which does not conform to our City's climate action plans.</p> <p>Further, I support adding a new Climate Officer in the City Administrator's office, with the current Chief Sustainability Officer position remaining under the Bureau of Planning &amp; Sustainability (BPS). The Climate Officer will have responsibility for bringing climate, environment, and sustainability awareness into the City's decision making, budgeting, and implementation in all areas.</p> <p>Scott Shurtleff SW Portland</p>	No	11/01/23 11:35 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	Anonymous	Oppose	<p>Although I agree that it may be helpful to combine many of the natural areas into one bureau, I have concerns about merging natural area PP&amp;R properties into that separate Natural Resources bureau/group. The very nature of Parks is to serve and engage community, and I worry that in putting our natural areas into another bureau, that the City will lose the focus of the importance of creating access to nature for the Portland community. I have been working in the Land Stewardship Division of Portland Parks &amp; Recreation for 14 years, and with the City Nature work units for the past 8. The new city government restructuring is a huge change, and I implore you to take this one step at a time and wait on any changes like creating new groups and dividing bureau responsibilities until after the 12 new council members are in place, and we have more time to get input from the staff in all the affected programs (like the City Nature work group within PP&amp;R).</p> <p>Bureau of Environmental Services and Portland Parks &amp; Recreation have different goals for the land each bureau manages. Most of the land that BES manages, is managed with goals environmental service and function (like stormwater retention and flood mitigation), and are not often managed with human interaction in mind. Whereas, most of the natural areas that Portland Parks manages are accessible to the public and many of them have formalized trail systems. Portland Parks natural areas are parks, and because they are parks, the Portland community gets to interact with nature in a meaningful way, and participate in the conservation of wildlife habitat, and environmental services. These natural areas need to stay within the Parks bureau so that we can coordinate and support each other on issues of safety, long term management, capital improvements, SDC funding allocation, master plans, the ecological desired future conditions, and so much more.</p> <p>Removing the natural areas from the Parks bureau would remove the support we have from the Ranger program, and the multiple ways other bureau programs like Environmental Education and Recreation engage with the space. Portlanders voted to support Portland Parks with the creation of a Parks Levy. They support Portland Parks because the parks are visible and easy to engage with. Parks has a focus of equity for all our programs, and natural areas, and programs like the Natural Area Stewardship Program provide access to a diverse population of Portlanders. Please don't take that away from Portland, and please don't take the people away from Portland Parks natural areas.</p> <p>As an example of how much the public interacts with Portland Parks natural areas, last year over 7000 Portlanders volunteered to steward at 49 different PP&amp;R natural areas, and donated over 25,000 hours to help enhance and improve habitat, trails, and ecological function of these places. This type of community engagement does not happen to the same extent in other bureaus natural areas, and I am concerned the priorities of community engagement would be limited if all natural areas were merged. Natural areas managed by PP&amp;R should continue to be managed with both natural resources and community engagement in mind, and managed with access to PP&amp;R resources and programs (like rangers, environmental educators, etc), which is why I'm advocating that PP&amp;R natural areas stay within the PP&amp;R bureau.</p>	No	11/01/23 11:41 AM
926	Anonymous	Support	Please restore Bureau of Natural Resources to the city of Portland's restructuring proposal. Portland must maintain, strengthen and broaden its commitment to environmental sanity, health and justice. Please adopt Mapps' amendment #1 over Commissioner Dan Ryan's amendment #1. Thank you.	No	11/01/23 11:42 AM
926	Kelly OHanley	Support	Please adopt Mapps Amendment #1 to restore a new Bureau of Natural Resources to the City of Portland Reorganization.	No	11/01/23 11:43 AM
926	member Community for Earth, First Unitarian Church Portland	Support	Natural Resources protection in the City is imperative for a livable future. Get it back on the table as a bureau Mapps Amendment 1	No	11/01/23 11:44 AM

Agenda Item	Name or Organization	Position	Comments	Attachment	Created
926	The Intertwine Alliance	Support with		Yes	11/01/23 11:44 AM
926	Anonymous	Support with changes	Add portland bureau of natural resources. Our natural resources greatly contribute to making portland unique and a healthy place to live.	No	11/01/23 11:51 AM
926	Katherine Muller	Support	I urge you to adopt the Mapps Amendment #1 to restore the Bureau of Natural Resources to the City of Portland Reorganization Chart (and to reject Ryan Amendment #1, which is ill-conceived and will do little to address many of the City's most important environmental problems).	No	11/01/23 11:59 AM
926	Katy Dutt		I want to testify that I think it is not alright that the city of Portland removed the disability program in civic life. I want to testify that I no longer see disabled people being represented in the City organizational chart. I want to testify that the elimination of the age friendly program and the proposed cuts to PBOT grossly impacts people with disabilities. All other major cities have Aging and Disability Office's that are visible and engaged with the community. We know that people with disabilities are often invisible and the elimination of all these programs and positions verifies that the city of Portland sees the people of Portland with disabilities as third-class citizens. I also see the age-friendly positions have been removed from planning. Three weeks ago PBOT spoke about cutting their ADA position. I would like to advocate that there would be an aging and disability office and that the city reinstate the disability program position and the age friendly position.  On behalf of the disabled citizens of Portland and friends, thank you!	No	11/01/23 12:02 PM
926	Jane Bacchieri	Support with		Yes	11/01/23 12:55 PM
926	Nancy Laga Lanyon	Support	Thank you for hearing me. I live full-time in Rockaway Beach and am a PreK-12 sub in our Neah-Kah-Nie school district. Though I do not live in Portland, your endeavors are both impactful and, perhaps, motivating to a greater citizenry. I fully support a position to be created by the City of Portland which supports addressing climate change in every capacity. By enacting that, you would pinpoint adverse practices and create/improve "clean" ordinances, You would engage and galvanize in an official capacity the extensive community which prioritizes climate action, and hopefully prompt other cities and locales to do the same - efforts Oregon used to lead and others followed. My students want to see us adults Do Something. Truly, a climate change position would be a consequential opportunity for Portlanders to Be Actually Doing Something, and would hopefully set the standard we need everywhere. Respectfully and Enthusiastically, Nancy Laga Lanyon (621 S Anchor St, RB 97136)	No	11/01/23 1:58 PM
926	Portland taxpayer	Support with changes	If we have 12 commissioners, doing community outreach and no longer managing bureaus, these 12 commissioners and their staff should not be a higher total number of people than the current 5 commissioners and their staff. We're also hiring bureau/service area deputy administrators, so we have to save money somewhere. There's enough space and offices in city hall already to house these folks, and they can be grouped by district.	No	11/01/23 2:53 PM
926	Barry Fox-Quamme Independent Living Resources	Support with changes		Yes	11/01/23 3:12 PM
926	East Portland Community Resident	Oppose	Draft was sent earlier. Updated government structure. Delete earlier draft.	Yes	11/01/23 10:09 PM



Nov 1, 2023

Dear Mayor Wheeler and Commissioners,

On behalf of The Intertwine Alliance, I'm writing to ask the City of Portland to include a new Bureau of Natural Resources in the city restructuring proposal. Please adopt the Mapps Amendment #1 to restore this bureau to the City of Portland reorganization chart.

The Intertwine Alliance is the Portland region's nature coalition, advocating for parks, trails, greenspace and equitable access to nature. Our 80+ partners are public agencies, nonprofit organizations and private businesses. The Intertwine Alliance mobilizes the Portland-Vancouver region in support of healthy and resilient communities.

The Mapps Amendment #1 does not require any specific changes to existing programs—but, so importantly, does allow for further discussion about how to best organize the City's environmental programs. We strongly support the idea that a new Bureau of Natural Resources could advance all of our mutual goals much more effectively than the current structure or other proposed structures. A new bureau provides an exciting and much-needed opportunity to move past the status quo in our natural resource protection, climate resilience strategies, urban wildlife conservation, and advancement of the health of our communities.

But in order for a new Bureau of Natural Resources to truly meet environmental and community needs, the following must be prioritized:

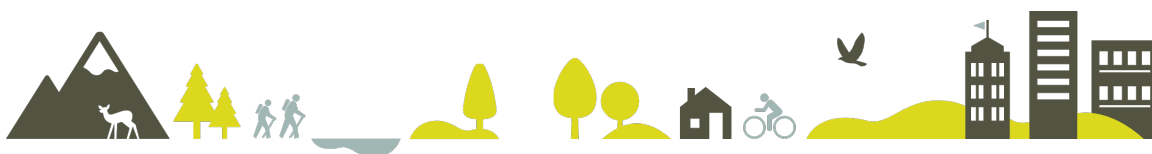
- A new Bureau of Natural Resources must be adequately funded. The City must present a robust and realistic funding structure to ensure that the new bureau can hit the ground running and remain economically sustainable over time.
- A new Bureau of Natural Resources must have real authority to impact priorities, programs and policies within other infrastructure bureaus such as the Bureau of Environmental Services, Water Bureau, Bureau of Transportation and Portland Parks and Recreation. A new Bureau of Natural Resources must have a strong Policy and Strategy Unit that is directly connected to decision-making at existing infrastructure bureaus, such that it is able integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.



- Careful consideration must be given to which environmental programs are housed within this new bureau, and it must be invested from the start with a true commitment to accelerate protection and restoration of natural resources across our urban landscape.

Thank you for your time.

Tara Wilkinson, Co-Director  
The Intertwine Alliance



**Date:** November 1, 2023

**To:** Mayor Wheeler, Commissioners Gonzalez, Mapps, Rubio, Ryan

**From:** Jane Bacchieri

[jmbacchieri@mac.com](mailto:jmbacchieri@mac.com)

2216 NE 50<sup>th</sup> Ave, Portland OR 97213

**Re:** November 1, 2023 City Council Agenda Item 926, [Ensure an effective, efficient transition to Portland's new form of government by establishing a coordinated high-level reporting structure for city bureaus, offices and key functions](#) (Resolution)

Thank you for the opportunity to comment on the proposed organizational structure for Portland's new form of government. While there is no such thing as a perfect organizational structure, I am deeply concerned by the process leading up to the proposed organization chart as well as the outcome. My concerns include the following:

- The city is transitioning to a new hybrid city administrator system of government with which it has no experience, and for which implementation will be complicated given the package of charter reforms approved by voters last year under Measure 26-228 which include electing three commissioners for each of four newly defined districts commissioners via a new ranked choice voting system. To state the obvious, this is a lot of change happening at once and these changes will be difficult, if not impossible, to implement well unless there is a strategic and measured approach informed by experts and meaningful community engagement. Instead, a compressed timeline for the transition and budget deadlines have driven a process that has lacked transparency, effective communication, and meaningful engagement. The resulting organizational structure is being proposed by and considered for approval by city leaders who have no vested interest in its success or accountability for making it work.
  - While some work is necessary to prepare for the transition to Portland's new form of government in January 2025, the current administration should focus more time and effort on developing a general framework and options for the new structure, informed by experts and public engagement, and leave the final details and decision making to the new city council and administration who will be accountable for its implementation and success.
- Some of the proposed org structure makes sense, at least at a high level; for example, organizing related city functions together. As currently proposed, however, the organization structure appears overly bureaucratic, with additional layers of top-level administration and potential redundancies. More troubling is the lack of information about the impact of this new organization structure on city services and how it will lead to better outcomes (e.g., improvements to city operations, programs, service delivery).



- In addition to a fiscal impact statement, any proposed organization chart should be accompanied by a service impact statement that explains how the proposed changes will affect city governance, operations, and service delivery.
- Portland has been a leader in urban design and planning, multimodal transportation initiatives, and green infrastructure investments. The proposed organizational structure for the future city government seems to reflect a lack of understanding among city leadership about past innovations and accomplishments and how these can inform the city's response to the challenges of the future. An excellent example is the city's watershed planning work and use of restored natural areas and green infrastructure to manage stormwater and water quality, mitigate climate change impacts, and to create more livable communities for people and wildlife in the city. It is unclear in the proposed organization chart how or where this type of work will happen, and the proposed organization chart no longer includes a Natural Resources management unit.
  - At a very minimum, City Council should adopt Commissioner Mapps' Amendment #1 which restores a new Natural Resources section to Public Works with direction to continue efforts to evaluate how this work will be coordinated and aligned in the new organizational structure. Unfortunately, Commissioner Ryan's Amendment 1 promotes a siloed and entrenched approach natural resource management that is a relic of the past and has no place in a city government structure where coordination and collaboration will be needed to manage natural resources for better public and environmental outcomes.

The City of Portland is broken at so many levels and the civic infrastructure needs significant repairs. Portlanders are tired of the dysfunction and have lost trust in the city leadership. While 58% of voters in a non-presidential election does not represent the majority of Portlanders, the passing of Measure 122-228 indicated that Portlanders want change. That change needs to start now with current city leadership. Unfortunately, the process and proposed city organization chart is an example of business as usual and a reactive response to what should be seen as an opportunity to do governance better. Restructuring an organization as large as the city is a big undertaking with long-term risks if it not done in a way that considers both current needs and future opportunities. We should give new city leadership the framework and resources to lead Portland into the future rather than adopting a flawed city structure resulting from an inadequate process and passing on a city organized for the past.

November 1, 2023

Mayor Ted Wheeler  
City of Portland

Mayor Wheeler and Council Members,

My name is Barry Fox-Quamme. I am writing to advocate for maintaining robust services for people with disabilities within city government. Instead of the recently announced elimination of the City's Disability Program in Civic Life and proposed cuts to PBOT, Portland needs to be responding to the needs of the dramatically growing City population of people with disabilities as a result of Long Covid!

We need to see that the City of Portland is committed to people with disabilities!

I challenge each of you to meet the standard of most other comparable cities across the United States, cities that establish Aging and Disability Offices to advocate for the needs of disabled citizens, cities that embrace a model of advocating for city departments to adopt a disability-sensitive lens in all they do!

We know that people with disabilities are often invisible with needs that are ignored. The lack of accessible, subsidized housing contributes to houselessness. The absence of emergency housing for people with disabilities in need of physical supports leaves vulnerable people with the greatest needs to fend for themselves. The elimination of an office for aging and disability programs ends staff positions with disability expertise . . . these are unacceptable steps backward for our city that is usually seen as so progressive. Please don't treat us as 3<sup>rd</sup> class citizens!

As executive director for Portland's peer-based cross-disability services organization Independent Living Resources (ILR), I have a unique perspective on the needs of Portland's low-income citizens with disabilities. For more than 18 years, I have led ILR's cross-disability services mission while also serving for 10 plus years as board president for our state association of service centers.

As a person with a disability acquired during adulthood and made worse with age, I am just acutely aware of the need to advocate bridging the gap across social and healthcare service deserts. Each of you are also just a short step away from becoming a member of is disability club . . . be it from accident, illness like Covid 19 or the effects of aging. Accept the challenge, fund disability services in Portland!

All the best,

Barry Fox-Quamme

ILR Executive Director  
AOCIL Board President  
1839 NE Couch St  
Portland, OR 97232

503-232-7411, ext. 336

[Barry@ilr.org](mailto:Barry@ilr.org)

## **LORETTA SMITH**

**From:** sloretta407@aol.com, 503-490-6041

Restructured City Government Outline

Exhibit A  
PORTLANDERS  
LEADERSHIP TEAM

### **MAYOR OF PORTLAND**

City Attorney  
Chief of Police  
Chief of Staff  
Equity Officer\* Office of Equity  
and Human Rights

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### **PORTLAND CITY COUNCIL**

Advisory Boards & Commissions

Each Council Member is designated as one of the six bureaus below. Assign each council member to one of twelve commissions and committees below.

- East Portland Action Plan
  - Fair & Moral Claims Committee
  - Fair & Moral Claims Committee
  - Joint Policy Advisory Committee on Transportation
  - League of Oregon Cities
  - Local Public Safety Coordinating Council (voting member)
  - Metro Policy Advisory Committee
  - Multnomah County Animal Control Multnomah Youth Commission
  - Regional Disaster Preparedness Organization Policy Committee
  - Royal Rosarians
  - Visitor Development Fund (Mayor plus a designee voting member)
  - Workforce Development Board (voting)
- 

### **President/Vice President of Council**

#### **Committee Operations**

#### **Legislative Support**

- Analyst III
  - Coordinator
  - Admin Specialist
  - Analyst Coordinator
-

## **AUDITOR**

Hearings Office^  
Ombudsman  
Council Clerk

## **CITY**

### **ADMINISTRATOR\***

Assistant  
City Administrator\*  
Communications\*  
Office of Government Relations  
Portland Solutions?  
Environmental & Sustainability Officer\*

**NOTE:** Eliminate the six proposed Deputy City Administrators-Each Council will have their own Admin Specialist that report to the individual Council members.

Department Heads are the “Deputy Administrators.” They will continue to create budgets for the departments. Department heads will report to the City Administrator & Assistant City Administrator during the budget cycle. **NOTE:** Department heads should not have another level of management over them. The Department heads know what they are doing.

## **Council Members**

The council is responsible for appropriating dollars and policy. Council members will be assigned Committee Assignments from the six committee’s below to appropriate dollars. The President of the Council will assign the Chair & Vice Chairperson, plus two additional council members on each committee. Seattle’s Council is similar in structure.

### **Budget & Finance Committee Chair & Vice Chair from Council**

Budget  
Revenue and Financial Services  
Small Donor Elections  
Business Operations  
Fire Police Disability & Retirement  
Portland Police

### **City Operations Committee Chair & Vice Chair from Council**

Asset Management  
Fleet and Facilities  
Human Resources  
Integrated Security

311 Program  
Procurement  
Special Projects & Opportunities  
Technology Services

**Community & Economic Development Committee Chair & Vice Chair from Council**

Development Services  
Permitting\*  
Planning & Sustainability  
Portland Housing Bureau  
Prosper Portland

**Community & Public Safety Committee Chair & Vice Chair from Council**

Community Safety Division  
Emergency Communications  
Emergency Management  
Portland Fire & Rescue  
311 Program  
Neighborhood Associations/Civic Life

**Parks & Recreation Committee Chair & Vice Chair from Council**

Parks & Recreation  
Portland Children's Levy  
Special Appropriations  
Spectator Venues  
Arts

**Public Works Chair Committee & Vice Chair Council**

Environmental Services  
Transportation  
Water

**President/Vice President of Council**

Council Committee Operations

**Legislative Support**

- 
- Analyst III Coordinator
  - Admi Specialist
  - Analyst Coordinator
-

- **There is a simple solution to creating council offices for the new Council. There is no need to re-do the current council offices. The non-elected offices and bureaus currently in City Hall can move next door or to other city owned buildings and put the eight new Council offices in the vacated offices in City Hall.**
  - **During the 2024 calendar year the City Hall Chambers is reconstructed to seat twelve people.**
  - **New Council can identify office space in their district with a defined district budget.**
-

**Portland City Council Meeting - Wednesday, November 1, 2023 2:00 p.m.**

<b>Agenda Item</b>	<b>First Name</b>	<b>Last Name</b>
926-1	Bob	Sallinger
926-2	Walter	Weyler
926-3	Marianne	Fitzgerald
926-4	David	Chen
926-5	Zari	Santner
926-6	Terry	Harris
926-7	Sarah	Silkie
926-8	Jenny	O'Connor
926-9	Micah	Meskel
926-10	John	Toran
926-11	Dan Handelman	Portland Copwatch
926-12	Jena	Kain
926-13	Kiel	Johnson
926-14	Babs	Vanelli
926-15	Diane	Meisenhelter
926-16	lynn	handlin
926-17	Isaac	McLennan
926-18	Cherice	Bock
926-19	Bob	Weinstein
926-20	Terri	Preeg Riggsby
926-21	Debbie	Aiona
926-22	Janice	Thompson
926-23	Keith	Edwards