



# 2024 Transition Briefing Book

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## Portland Transition

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# Contents

	Introduction	3
	Auditor's Office	6
<b>City Administrator</b>	City Attorney's Office	11
	Office of Equity and Human Rights	17
	Strategic Projects and Opportunities Team	21
<b>Assistant City Administrator</b>	Central Communications	26
	Office of Community & Civic Life	28
	Office of Government Relations	32
	Portland Solutions	36
<b>Budget &amp; Finance</b>	City Budget Office	41
	Finance and Revenue Divisions	45
	Fire and Police Disability and Retirement	49
	Small Donor Elections	53
<b>City Operations</b>	Bureau of Fleet and Facilities	58
	Bureau of Human Resources	62
	Bureau of Technology Services	66
	Independent Police Review	70
	Office of Community-based Police Accountability	73
	Integrated Security	74
	PDX 311	78
	Procurement Services	82
<b>Community &amp; Economic Development</b>	Bureau of Planning and Sustainability	87
	Portland Housing Bureau	93
	Portland Permitting & Development	97
	Prosper Portland	101
	Spectator Venues	105

# Contents

<b>Public Safety</b>	Bureau of Emergency Management	110
	Fire & Rescue	114
	Portland Bureau of Emergency Communications	118
	Portland Police Bureau	122
	Public Safety Service Area Deputy City Admin. Office	126
<hr/>		
<b>Vibrant Communities</b>	Office of Arts & Culture	131
	Portland Parks & Recreation	135
	Portland Children’s Levy	139
<hr/>		
<b>Public Works</b>	Environmental Services	144
	Portland Bureau of Transportation	148
	Water Bureau	152



## Introduction

Congratulations! You've been elected by Portlanders to lead the City of Portland at an exciting time when we are transitioning to a mayor-council form of government. Since November 2022, staff has been preparing for this transition and we are ready to support your success.

### **Roles and Responsibilities:**

The roles of the mayor and city council change in 2025. These changes are defined by the Portland City Charter revisions passed by voters in November 2022.

Under Portland's commission form of government, a mayor and four city commissioners oversaw the day-to-day operations of two dozen bureaus and offices, from parks to police and transportation to technology.

In the mayor-council system, city council will no longer manage bureaus. Instead, the legislative council will focus on developing laws and policies, engaging constituents, and increasing community representation in decision-making. The legislative council will continue to approve the budget, can issue bonds, levy taxes, and set most rates and fees. The council will also set the overall strategic direction of the city but is explicitly prohibited from exercising the executive and administrative powers granted to the mayor. Portland's mayor will no longer serve as a member of the city council, but will vote in the case of a tie.

The future mayor will appoint, and council will confirm, a professional city administrator. The mayor and city administrator will work together to implement the laws and policies developed by council and will manage all city bureaus. The mayor, with the help of the city administrator, will develop and propose the City's budget for council's review and approval. The mayor also has the same ability as any councilor to recommend new laws and policies for council consideration.

The city administrator will implement laws and oversee the day-to-day management and direction of all city bureaus. They will hire, fire, and supervise bureau directors, except for the police chief and the city attorney, who will be nominated by the mayor and approved by city council.

Based on the revised charter, here are some examples of the new roles of council and the mayor:

City Council Sets Citywide Policy	Mayor Oversees City Services
Engages the public on community needs.	Engages with staff and leadership on City operational needs.
Sets the direction of city government through a strategic planning process, usually with the help of a city administrator.	Leads implementation of council’s strategic plan, with help from City leadership.
Approves the City’s budget in accordance with the strategic plan.	Proposes necessary budget funding to implement the strategic plan.
Approves policies as necessary to respond to community or organizational issues and to achieve strategic outcomes.	Requests development of policies to address community or operational issues or to achieve strategic outcomes.

### Council Operations for the 2025 City Council

The future legislative council will be the policy body for the City of Portland. The council will convene public meetings, gather input, debate and evaluate policy choices, and adopt laws to reflect those choices.

Council will have the authority to approve the budget and any changes to the budget and revenue decisions, including levying taxes and raising rates and fees.



Based on peer cities, it is anticipated that council will conduct most of its business in committees. Council committees are small groups of councilors assigned, either on a temporary or permanent basis, to closely examine legislative matters. As established in the recently revised City Code Section 3.02.050, council committees generally consist of four to six councilors, with at least one councilor but no more than two from each district.

Agenda items or ideas for legislation will be assigned by the council president to a committee for focused attention to explore and discuss policy options. Council committee meetings are public meetings, and it is anticipated that most public input will be taken in committee meetings rather than at full committee meetings. Because committees will be focused on specific topic areas, community members interested in those topics will have a direct connection to the agenda items, discussions, and input opportunities.

This briefing booklet is intended to provide an overview of the organization you will be leading and clarify roles and responsibilities. You have also been invited to a series of educational sessions throughout December and moving into 2025 to equip you with the knowledge you need to serve your community in your particular leadership role.





City of Portland  
Office of the Auditor



# City of Portland

## Office of the Auditor



The Auditor's Office carries out a variety of accountability and transparency functions. Archives & Records Management operates the Portland Archives & Records Center and helps employees meet public recordkeeping requirements. Audit Services conducts performance audits of the City's operations. Council Clerk administers City Council business and maintains City Charter and Code. The Elections Division administers City elections and enforces Campaign Finance & Lobbying Regulations. The Hearings Office adjudicates alleged City Code violations. The Ombudsman investigates complaints about City services. Operations Management provides administrative support across the Office.

The elected Auditor leads the Office. Having an elected Auditor meets the highest independence standard for audit organizations. The Office's elected leadership, administrative independence, and independent legal counsel allow the Office to do its work objectively, without undue influence from City Council or management, including the Mayor and City Administrator. The Auditor's Office exists to serve the public interest.

## Our Team

### 48.5 Positions

The Office includes performance auditors, investigators, archivists and records managers, elections officials, administrative and communications professionals, hearings officers, and clerks.

### Leadership Team

Simone Rede,  
City Auditor

Reed Brodersen,  
Chief Deputy City Auditor

Lisa Howley, General Counsel

Robyn White,  
Business Operations Manager

**Learn more:** [portland.gov/auditor](http://portland.gov/auditor)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ **Signed the Office's first labor agreement.** In May 2023, the Office, alongside the Bureau of Human Resources, completed negotiation of the first agreement with AFSCME 189 - Auditor's, the Office's exclusive bargaining unit.
- ▶ **Transitioned the City to ranked-choice voting.** The Office led the development of Code and worked with county partners and national experts to set up and implement ranked-choice voting in November 2024. The Office also collaborated with the City's transition team to deliver voter education.
- ▶ **Increased engagement with systemically-excluded communities.** The Office began scaling up its communications and outreach capacity in 2023 and have deepened community engagement through proactive outreach, focus groups, and one-on-one relationship building with organizations led by systemically-excluded communities.



## OFFICE FUNCTIONS

### Archives & Records Management

Sets records policies, administers the City's electronic records management system (TRIM), and operates the Portland Archives & Records Center, where they preserve and provide public access to City records.

### Audit Services

This division analyzes the performance and management of City operations, recommending changes to improve services. They also coordinate the City's external financial audit and operate the Auditor's Fraud Hotline.

### Council Clerk

The Clerk supports the work of City Council by preparing weekly agendas, clerking Council meetings, actions, preparing meeting minutes, and maintaining City Code and Charter.

### Elections

This division administers City elections, enforces Campaign Finance & Lobbying Regulations, and provides proactive public education and training to voters, candidates, and lobbyists.

### Ombudsman

Conducts impartial investigations in response to complaints or at the Ombudsman's initiative, resolves problems informally, and conducts systemic reviews of City services.

### Operations Management

Manages the Office's Charter-mandated and independent human resources, finance, and procurement policies and processes. It also supports communications and community engagement with a focus on systemically-excluded communities.

### Hearings Office

Conducts impartial hearings and renders decisions on land use, Code enforcement, and appeals of the City's actions, including vehicle tows and other administrative matters.



## CHALLENGES & OPPORTUNITIES

- ▶ **Implement election reforms.** The November 2022 voter-approved Charter changes tasked the Elections Division with implementing a new election system. Additional capacity was added for the Elections Division to administer elections—including filing, educating, and regulating a higher number of candidates and elected leaders—and to deliver on Charter-mandated voter education.
- ▶ **Support transition to Mayor-Council form of government.** Capacity has been added so that the Council Clerk team can manage a more complex policy-making process involving an expanded Council and the addition of Council committees. Special attention will be paid to increasing accessibility and ensuring equitable participation in communications and public testimony at Council meetings.
- ▶ **Increase community voice in the Office's work.** The Office will increase opportunities for systemically-excluded communities to be involved in decision-making and to access the Office's services. Expanded outreach will support these efforts, guided by the Office's updated community engagement strategy.



## WORKING WITH AUDITOR'S OFFICE

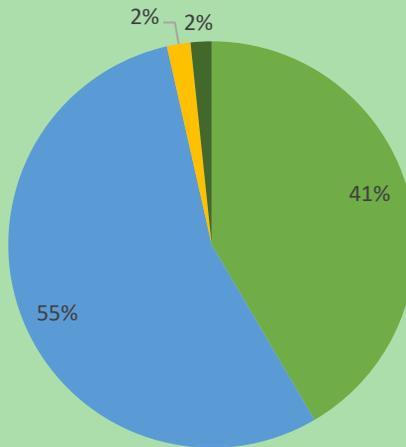
- ▶ **The Auditor's budget.** Per City Charter, the Auditor independently prepares a requested budget for the Mayor and Council's consideration.
- ▶ **Annual audit plan.** Each spring, the Auditor solicits input from City and community leaders on what programs to audit in the coming year. The auditor independently publishes the audit schedule shortly before the beginning of each fiscal year.
- ▶ **Ombudsman referrals.** Portland is one of a few U.S. cities that has this unique function, which was established in 1993. Council members are encouraged to refer constituents who feel unfairly treated by the City to the Ombudsman.
- ▶ **Records management.** Archives & Records Management will work with elected officials and their staff to ensure compliance with records retention obligations.
- ▶ **Quarterly calendar postings, lobbying gift, and political consultant reporting.** Elections will be in touch frequently, to support compliance with the City's disclosure requirements and is available for training as requested.
- ▶ **Council Clerk.** The team will provide training to councilors and their staff to prepare and submit items for meeting agendas. The team will schedule Council meetings and provide training to support participation in hybrid public meetings.

# 2024-2025 Budget

## Total Budget

\$13,437,477

## FY2024-25 Funding Sources



■ General Fund Discretionary ■ General Fund Overhead  
■ Interagency Revenue ■ Auditor Reserve Fund

## Known Opportunities and Challenges

- Overdue organizational efficiency and assessment.
- Legal obligations related to the government transition and increased volume of City elections enforcement activity.
- Increased likelihood for litigation costs related to City elections.

## Five-Year Priorities

The Auditor's Office will continue to safeguard its independence and ensure sufficient funding to perform its duties, on par with the City's growth and its peers. It will also evaluate ongoing impacts of voter-approved changes to the City Charter on the Office's functions and ability to meet those requirements.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



**City of Portland  
City Attorney's Office**



# City of Portland

## City Attorney's Office



The City Attorney's Office is responsible for the legal affairs of the City of Portland. Nearly all the City's programs and operations require some legal staff involvement. The Office's client is the City itself. The Office's attorneys are prohibited from providing legal advice to the public. The City Attorney and staff have an attorney-client relationship, which extends to the mayor, council, and employees in a position to control a decision by the City.

The Office's legal services include representing the City in a variety of areas including tort lawsuits, workers' compensation actions, personnel actions, discrimination lawsuits, other labor matters, land use and planning appeals, public records matters, code enforcement, constitutional challenges, license fees, foreclosure and lien actions, nuisance abatement, small claims, interpleaders and civil forfeitures, real property matters, construction and contractor disputes, collections, housing issues, pension and benefit matters, environmental issues, water, and natural resources law, toxic waste issues, park operations, business regulation, and fiscal and taxation matters.

## Our Team

### 83.5 Positions

Attorneys, paralegals, legal assistants, and business operations professionals.

### Executive Leadership

Robert Taylor, City Attorney  
Heidi Brown, Chief Deputy  
Tony García, Chief Deputy  
Linda Law, Chief Deputy  
Scott Moede, Chief Deputy  
Linly Rees, Chief Deputy  
Linh Vu, Chief Deputy  
Rachel Ruthenberg,  
Paralegal Supervisor  
Allison McCoppen,  
Legal Assistant Supervisor  
Cristine Jividen,  
Business Operations Manager

**Learn more:** [portland.gov/attorney](http://portland.gov/attorney)

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## MAJOR WORK GROUPS

### Litigation

Manages cases in state and federal courts with most cases handled in-house.

### Labor, Employment and Honors

Advises the City and defends claims against the City in arbitration or before the Employment Relations Board.

### Public Safety and Administration

Advises public safety bureaus. Implements and represents the City in its consent decree with the U.S. Department of Justice.

### Contracts and Property

Advises on and approves more than 8,000 contracts annually across all areas of the City.

### Land Use, Housing and Transportation

Advises on housing, livability, and infrastructure initiatives. Works with bureaus and elected offices on programmatic activities.

### Environmental and Public Records

Works on environmental causes, including the two-billion-dollar superfund cleanup, and implementing a modernized, responsive, and transparent public records program.



## RECENT ACCOMPLISHMENTS

For the last decade, the City Attorney's Office has been involved in virtually all projects of significance. In working with elected officials and bureau staff, this important work includes policy development, planning processes, regulatory compliance, legislation (city and state), contracting, capital construction, labor and collective bargaining issues, litigation and administrative proceedings. Key successes include:

- ▶ Defense of major council policy initiatives, including the City's Relocation Assistance ordinance and the Arts Tax.
- ▶ Affirmative litigation to vindicate the City's interests, including the recent settlement with Monsanto and litigation against Uber.
- ▶ Negotiating labor agreements with unions, in particular to address the budget impacts of COVID-19, vaccination requirements, and to advance council policy priorities that require bargaining.
- ▶ Advising the City on a new Comprehensive Plan, and successfully defending the plan on appeal, in addition to the successful defense of several important land use decisions.
- ▶ Advising the City on ballot measures referred by council, including funding measures, police accountability measures, auditor independence, and others.
- ▶ Support the Housing Bureau to implement the Portland Housing Bond which led to the purchase, building and renovating of over 1,800 affordable homes.



## CHALLENGES & OPPORTUNITIES

- ▶ The greatest challenge and opportunity is addressing the City's many pressing legal demands, while maintaining focus on the primary issues that are of greatest concern to the community.
- ▶ Navigating the various interests within City bureaus and elected offices can present a challenge and opportunity in determining how to proceed on a given project or case.
- ▶ Employee recruitment, retention, and retirement in a competitive market remains a challenge.
- ▶ Helping the City successfully transition to a new form of government is an important challenge.
- ▶ Helping the City advance its policy goals around unsanctioned self-sited tent encampments is a legal priority.
- ▶ Provide essential advice, drafting and negotiation support to implement the City's housing policies and meet affordable housing goals.
- ▶ Helping the City address crime and achieve full compliance with our obligations under the U.S. Department of Justice settlement agreement is a necessary challenge.
- ▶ Advising city leaders during times of crisis through emergency declarations, planning, contracting and employee management.



## COMING TO CITY COUNCIL

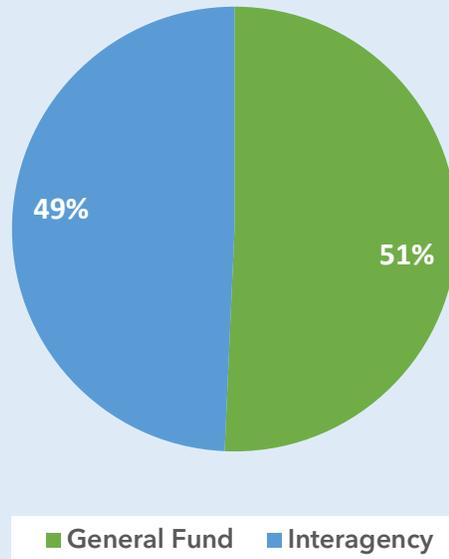
- ▶ Chronic nuisance code amendment to allow greater authority to address graffiti, prostitution, and housing issues (such as hoarding).
- ▶ Federal Energy Regulatory Commission relicensing of hydroelectric dam in the Bull Run Watershed.
- ▶ Updates/direction to the Portland Clean Energy Fund.
- ▶ Settlements related to litigation.
- ▶ Settlement with U.S. Department of Justice on consent decree regarding Portland Harbor.
- ▶ Filtration plant and compliance with Oregon Health Authority Order to serve filtered water by September 2027.
- ▶ Litigation regarding Portland Bureau of Transportation Streetcar Bridge (\$18 million claim).
- ▶ Litigation regarding Bureau of Environmental Services Lagoon (\$2.8 million claim).
- ▶ Affirmative litigation related to Environmental Services' Boones Ferry (\$1.8 million claim).

# 2024-2025 Budget

## Total Budget

\$21,966,968

## Major Funding Sources



## Known Opportunities and Challenges

- In-house legal services are significantly more cost-effective and efficient than outside counsel.
- About 85% of the office’s budget covers personnel services, meaning any future cuts directly impact positions available to provide legal services to the City. Rapidly changing technology is resulting in increased costs for legal discovery and case management software.

## Five-Year Priorities

- Continue to provide legal support to ensure a successful transition to the new form of government.  
Employee recruitment, retention, and retirement in a competitive market.

## Long-Term Financial Outlook

- The office anticipates overall financial stability.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



**City of Portland  
City Administrator**



# City of Portland Office of Equity and Human Rights



The Office of Equity and Human Rights sets equity policy for the City, while collaborating with and guiding staff to ensure all Portlanders have access to the City’s programs and services.

Rooted in a framework based on city and state policies, and federally mandated laws such as Civil Rights Title VI and Americans with Disabilities Act (ADA) Title II, the bureau is mandated by council to hold the City accountable to equity. To do this, the bureau provides leadership and develops policies, best practices, and procedures that dismantle systems of oppression and builds equitable foundations for systemically excluded and institutionally oppressed Portland communities.

Individuals experience multiple forms of oppression and discrimination. Therefore, the office has an intersectional and data driven framework of race, disability, and LGBTQIA2S+ equity to drive this work. The office’s eight program areas are:

- Business Operations and Administration;
- Equity Education and Training;
- LGBTQIA2S+ Policy;
- Equity Policy and Practice Consulting;
- Civil Rights Title VI and Equity;
- Language Access;
- Americans with Disabilities Act (ADA) Title II and Disability Equity; and
- Diverse Empowered Employees of Portland (DEEP) Employee Resource Group Program.

## Our Team

### 18 Positions

The team includes equity managers, equity practitioners, data analysts, and administrative/business operations staff.

### Executive Leadership

Jeff Selby (he/him), Director  
Judith Mowry (she/her), Deputy Director

**Learn more:** [portland.gov/officeofequity](http://portland.gov/officeofequity)

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## MAJOR WORK GROUPS

### ► Equity Policy and Practice

Provides comprehensive analyses and high-level advisement to city executive leadership/staff and the City Attorney's Office on complex issues with important compliance, equity, organizational, or community implications.

### ► Equity Training and Education

Delivers the mandatory Racial Equity 101 training. Develops citywide and bureau-specific education programs.

### ► Civil Rights Title VI and Equity

Ensure compliance with Title VI of the Civil Rights Act. Move the City toward racial equity and justice by developing strategic citywide actions, initiatives, systems, and tools to promote and advance equitable outcomes.

### ► Language Access

Develops citywide language access policy, standard operating procedures, tools, resources, and guidance for implementation. Holds the City accountable to its obligations under Title VI of the Civil Rights Act of 1964 and Executive Order 13166.

### ► ADA Title II and Disability Equity

Helps ensure the City is compliant with Title II of the Americans with Disabilities Act (ADA). Move the City beyond compliance toward disability equity, with the goal of eliminating institutional ableism in plans, programs, services, events, and the general built environment.

### ► LGBTQIA2S+ Equity

Provides citywide policy guidance, equity analysis, technical assistance, and training. Applies a gender justice lens to City operations, to ensure members of the LGBTQIA2S+ community are served by the City.



## RECENT ACCOMPLISHMENTS

- Collaborated with PDX 311 staff to create an enterprise solution for intaking, referring, and tracking accessibility and Civil Rights Title VI requests and complaints.
- Hosts the Language Access Group consisting of equity, communications, and community engagement staff. The group provides policy training, procedures, tools, resources, and civil rights compliance standards for implementation at the service area and bureau levels.
- Conducted the 2023 Disability Engagement Survey. The survey earned seven times more responses than the 2021 survey.
- Launched the Queer and Trans Allyship training series for staff, including an online training for allyship in the workplace.
- Offered a broad range of equity consultation to bureaus and service areas. Recent collaborations include:
  - Convening and facilitating a citywide work group to update the City's budget equity tool policy and process, to be implemented by the end of Fiscal Year 2024-25.
  - Worked closely with the Office of Government Relations, state, and federal programs to strengthen the City's, state, and federal legislative agenda development process.



## CHALLENGES & OPPORTUNITIES

- ▶ Under the City's new structure, the equity Officer, Office of Equity, and the equity practice are elevated to the office of the City Administrator. This provides opportunities for the City to improve alignment, collaboration, and enforcement of its equity goals and outcomes citywide.
- ▶ The emergence of the equity officer provides the opportunity to foster collaborative relationships among the Office of Equity, City Leadership Team, and equity staff housed within multiple service areas to better unify and advance equity efforts citywide.
- ▶ The Equity Officer and Office of Equity require the authority, capacity, and resources to effectively lead a unified, enterprise-wide commitment toward ensuring all Portlanders are served by the City.
- ▶ The City needs a unified approach to data-driven equity work. The Office of Equity is developing high-level outcome statements that align with community and the City's plans. The goal is to select community indicators to measure and analyze current conditions and monitor progress. This will provide meaningful data to inform citywide decision-making to better serve community.
- ▶ Compliance with Civil Rights Title VI and ADA Title II is in urgent need of improvement throughout the City. Failure to comply will not only cause harm to community members but will also expose the City to lawsuits. Meeting and exceeding compliance requirements of these federal laws will have a profound effect on removing systemic barriers for people of color, immigrants, refugees, and people with disabilities.

The Office of Equity invested in a consultant to assist staff with complicated investigations and to deliver training to City staff on complaints and investigations processes.



## COMING TO CITY COUNCIL

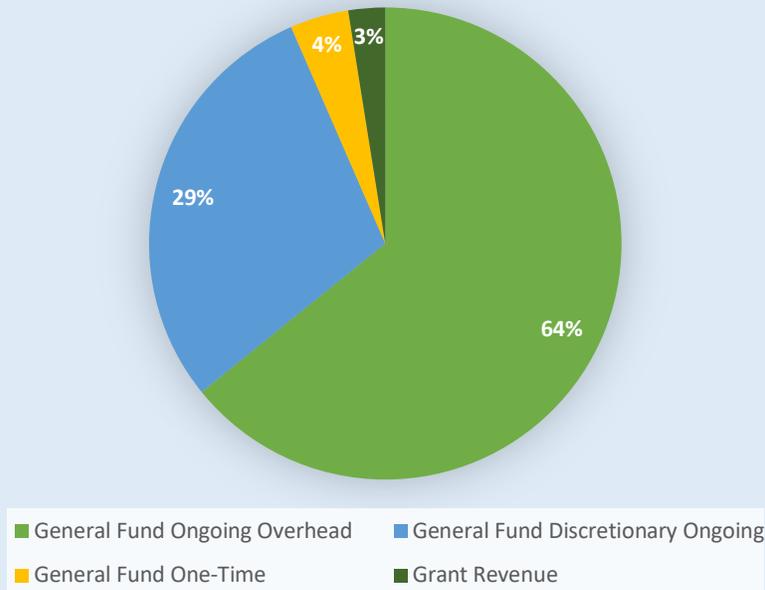
- ▶ In 2025, the Office of Equity anticipates coming to council with program and progress updates on citywide equity policies.

# 2024-2025 Budget

## Total Budget

\$3,757,220

## Major Funding Sources



## Known Opportunities and Challenges

- Due to expiring funds in FY 2024-25, the Office of Equity lost 25% of their staff. The cuts included losing a Civil Rights and ADA Investigator, an Equity Training Analyst, and an Equity Strategies Analyst.
- The Black Male Achievement Program and a Financial Analyst II position were also cut to balance the mayor's guidance that reduced the bureau's ongoing funding by 5%.
- The FY 2024-25 Adopted Budget includes \$150,836 in one-time General Fund discretionary resources to add back the LGBTQIA2S+ Policy Analyst, 1.0 limited-term FTE Analyst I.

## Five-Year Priorities

The equity officer and the Office of Equity and Human Rights have been elevated in the City's new organizational structure. Reporting directly to the city administrator, it is envisioned the equity officer will lead the establishment of the City's equity vision and framework to unify and further advance equity efforts citywide. In addition to the Office of Equity, the City has approximately 60 positions serving in equity roles across multiple service areas.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

Strategic Projects and Opportunities Team, City Administrator's Office



The Strategic Projects and Opportunities Team (SPOT) manages complex multi-bureau, citywide, and intergovernmental initiatives and change management projects. SPOT is meeting the changing needs of Portland's new form of government by:

- Integrating project management methods, change management techniques, and a collaborative and multi-bureau approach to resolve the City's most complex challenges.
- Centralizing project management and strategic planning and taking on initiatives that have a citywide impact or do not have a single sponsor within the City's structure.
- Implementing election reforms and the new form of government that will continue for the next several fiscal years.

The team's projects improve the delivery of services, internal operations, and aligns strategic planning with the City's core values.

## Our Team

### 13 Staff Members

A mix of both limited-term and regular employees, the team is made up of community engagement and communications professionals and project and change managers with diverse and complimentary expertise.

### Program Manager

Shoshanah Oppenheim, Transition  
Project Manager &  
Senior Strategic Advisor | Innovation  
and Policy

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## MAJOR WORK GROUPS

The Charter Transition Implementation and Ongoing City Governance Team is Responsible for the following areas:

- Preparing and implementing the onboarding of the newly elected officials and new leadership roles.
- Setting up effective operations for the new council.
- Creating the architecture for council committees.
- Aligning the service areas with the new leadership model.
- Supporting the development of the new executive leadership as a citywide management team.
- Supporting the strategic and organizational planning of the City and service areas.
- Planning for and supporting the recruitment of the first City Administrator.
- Engaging the community about key policy and transition topics.
- Managing communications to employees and Portlanders about the changes at the City.

Implement the City's voter education plan for the Nov. 2024 election, and manage the Charter Commission's Phase II referrals to the ballot. Support the establishment of permanent voter education program in the Auditor's Office.



## RECENT ACCOMPLISHMENTS

- ▶ Prior to the Nov. 2024 election, developed a comprehensive transition plan to establish four geographic districts for a 12-member council, while implementing a voter education campaign on ranked-choice voting.
- ▶ In early 2023, led a community-informed process to create a new citywide organizational structure that reports up to a City administrator. After extensive input from employees, this feedback was shared with the City's bureau directors and council to ultimately modify and approve a final organizational chart by Nov. 2023.
- ▶ Developed a comprehensive plan to support employees through change, including a change ambassador program, peer learning workshops, a change management toolkit, and direct communication strategies to connect with employees.
- ▶ Review and revise City code sections to align with the new form of government to ensure clear decision-making authority and responsibilities in the new reporting structure.
- ▶ Developed operational and onboarding plans to ensure an effective and efficient transition from a commissioner council to a legislative council. Renovated council offices and chambers to accommodate for the larger council.
- ▶ Completed asset management maturity and infrastructure funding assessments with recommendations to optimize the government transition to integrate best practices and take a coordinated approach to these core functions.



## CHALLENGES & OPPORTUNITIES

- ▶ The transition team prioritized change management and deliverables to ensure the immediate transition of power and the Nov. 2024 election are successful. The success of the transition requires the soft launch of the organizational structure. Since the City is now organized by service areas, and no longer by more than two dozen bureaus, new systems and process improvements are required as the City prioritizes its investments in a constrained budget cycle.
- ▶ Managing the full implementation of the City's reporting structure under the City Administrator is a multi-cycle project, requiring strategic support and leadership. There is great opportunity in how to improve the City's governance, transparency, accountability and commitment to community outcomes.
- ▶ The charter amendments provide the opportunity for lasting and meaningful change in how the City is organized, delivers services, and meets the needs of Portlanders. While we made significant progress delivering the civic promise of the changes to the charter, there is a long way to go to be the responsive, transparent, representatives, reflective and accountable government for which Portlanders long.
- ▶ Supporting the conversations on how to improve engagement, equitable outcomes, and communications across the City.



## COMING TO CITY COUNCIL

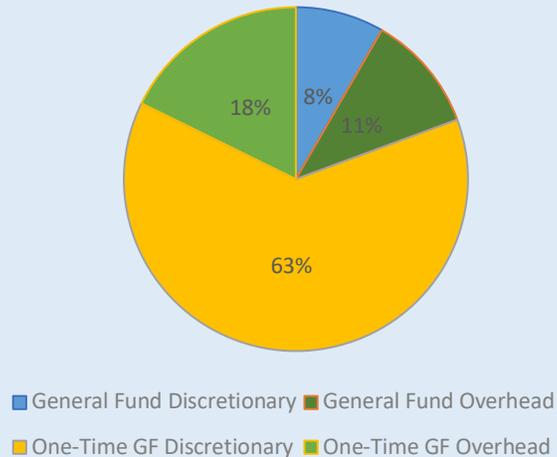
- ▶ In Jan. 2025, council will elect a council president and adopt its rules of procedure, including committee assignments, work session, and council hearing cadence. Additionally, the council operations manager will support council to establish and organize council committees.
- ▶ Over the next year a variety of transition-related decisions will come to council, including confirmations of the City Administrator, City Attorney and Chief of Police, the Mayor's State of the City.
- ▶ The council and mayor are joining the City in the middle of the budget development process. The mayor's proposed budget will be released no later than May 5, 2025.
- ▶ The Government Transition Advisory Committee will provide a final close-out report highlighting their recommendations and lessons learned.
- ▶ Council and the executive branch will consider a plan for the first citywide strategic plan since the 2012 Portland Plan.

# 2024-2025 Budget

## Total Budget

\$5,025,832

### Major Funding Sources



### Known Opportunities and Challenges

- Over 80% of the budget is one-time funding and is driven by staffing needed to implement the first phase of the charter amendments. While much of this work will be complete or will transition to the organization, there is a need for the ongoing alignment of the organization, change management and governance improvements.
- The mayor-council form of government allows for significant opportunity for service delivery improvements and strategic planning; achieving these priorities will require investment.
- Priorities include effective governance and administration leadership, and clear and accessible legislative processes. Service improvement across the organization, leads to increased trust in government. Establishing citywide disciplines for equity, sustainability, community engagement, and communications, leading to investments that meet the needs, increased coordination, and leadership in these areas. A key priority is continuing the role as an incubator for innovations and application of best practices at the City.
- This program is funded by the general fund and competes with new programs. If funding is reduced or this program is not fully funded, implementation of the transition will be at risk and priority projects will be delayed, reduced in scope, or not completed.

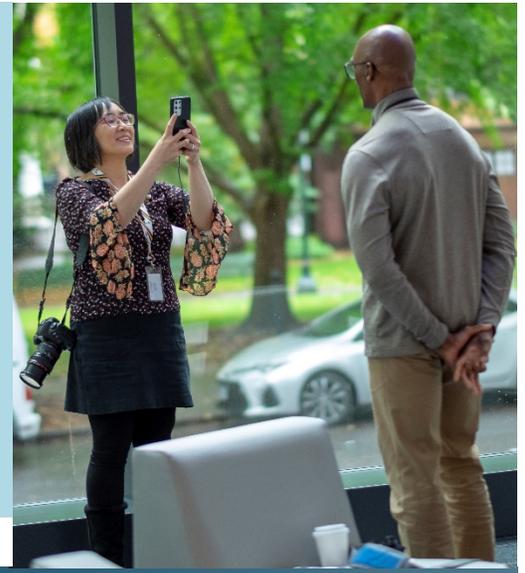
*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



**City of Portland  
Assistant City Administrator**



CITY PROGRAMS AND SERVICES  
**10 exciting things coming to Portland  
this year (from your city government!)**



# Central Communications Team

## August 2024 Overview



Under the leadership of a Communications Officer, the Central Communications Team delivers communications strategy and resources—and serves as the voice of the City of Portland. The team builds trust in city government by helping community members access services, understand important issues and participate in decision-making.

### External Communications Services

- Primary City of Portland social media accounts
- Citywide and executive office media relations
- Policy priority communications content
- City of Portland newsletter
- Crisis communications leadership
- Messaging and branding strategy

### Internal Resources

- Executive communications support and advice
- Citywide communications coordination
- Graphic design templates and guidelines
- Communications equipment library
- Website content strategy
- Communications software implementation

### City Council Support

- Communications onboarding kit
- Media, website and social: guidance and consultation
- Customized graphic design templates

## Our Team

### 6 Positions

#### Communications Officer\*

Executive communications leader, strategist and decision-maker

#### Central Public Information Officer\*

Spokesperson for the City of Portland, media relations lead for executive office

#### Senior Content Coordinator

Strategist and producer for multimedia, newsletters, website and crisis comms

#### Writer + Content Producer\*

Content producer for web, social and newsletters, with focus on top policy issues

#### Social Media + Creative Coordinator

Lead for primary City social media accounts, design and branding resources

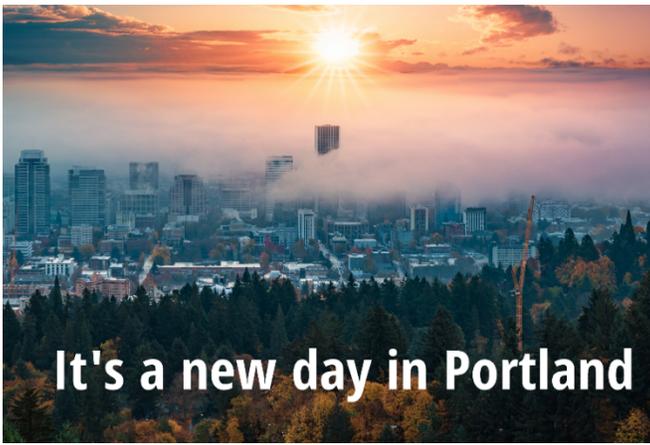
#### Resource Coordinator

Develops and manages citywide templates, toolkits and resources

\* New position; being filled fall 2024

Learn more: [portland.gov/hello](https://portland.gov/hello)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



**It's a new day in Portland**



## RECENT ACCOMPLISHMENTS

- ▶ Completed a three-year Unified Communications Pilot in 2024, establishing citywide communications “infrastructure” for the first time to better serve Portlanders and improve internal systems.
- ▶ Launched City of Portland social media channels in 2021, providing a citywide voice to deliver essential resources, policy updates, and health/safety information and amplify the most important bureau content. As of fall 2024, approximately 8,000 people follow the City of Portland on Instagram, the most popular platform.
- ▶ In partnership with the Bureau of Technology Services, implemented GovDelivery in 2024 as a citywide email marketing platform to better plan, track and manage newsletters.
- ▶ Launched a communications equipment library in 2023, providing multimedia and event equipment for City staff to check out.
- ▶ Launched a variety of templates, toolkits, a photo collection, and other resources for City staff.
- ▶ Advanced the City’s commitment to equity by translating key content, increasing representation in photography and videos, and helping deploy the Inclusive Writing Guide developed by the Office of Equity and Human Rights.



## CHALLENGES & OPPORTUNITIES

- ▶ The Central Communications Team will onboard a Communications Officer and two staff positions during fall 2024, adding important expertise and capacity.
- ▶ Community members have repeatedly said they don’t know how to access city government and find the City’s silos confusing. To better serve Portlanders, the Central Communications Team will lead the development of a citywide communications strategy, focused on helping community members find the information and resources they need.
- ▶ As Portland transitions to a new communications model, it is essential that bureaus contribute to citywide approaches, while continuing to meet the unique needs of customers and programs.
- ▶ The Central Communications Team is working vigorously to build the audience for citywide communications channels, including social media accounts and a new newsletter, launching in January 2025.
- ▶ The City of Portland operates dozens of separate brands for individual bureaus and programs. Over the next couple of years, the City should develop a citywide brand that reflects Portland values, creates internal efficiencies, and builds public trust. It will be important to consider the financial investment and brand recognition some bureaus have made in their current brands, incorporating opportunities for sub-brands, in the citywide framework.
- ▶ The City of Portland has no dedicated staff position for citywide employee communications - a major gap for an organization with more than 7,000 employees. Identifying resources for an internal communications specialist is a top priority for Central Communications.



# City of Portland

## Office of Community & Civic Life



Founded in 1974, the Office of Community & Civic Life connects the people of Portland with the City's government to promote the common good.

Civic Life works to strengthen communities by supporting and empowering Portlanders to get involved with their local government through civic engagement, community leadership, and support for neighbors and businesses.

Every day, Civic Life works with partners to build systems that serve the needs of all Portlanders, ensuring equitable outcomes for communities by:

- Supporting communities in creating safe, fun, and inclusive neighborhoods.
- Training Portlanders to serve on advisory committees that make decisions on City policies, practices, and budgets.
- Investing in programs to train diverse young leaders to engage in and lead on civic matters.
- Connect immigrants and refugees with City decision-making processes.

Civic partners include district offices, community groups, neighborhood associations, and anyone else who wants to improve life for their community.

## Our Team

### 15 Staff Members

Civic Life's programs are served by grant coordinators, analysts, communications professionals, engagement and outreach coordinators, and administrative specialists.

### Leadership

Mourad Ratbi, Interim Director

Partnerships & Equity Manager

Kimberely Dixon, Neighborhood Program Supervisor

Andrea Marquez, Multnomah Youth Commission Coordinator

**Learn more:** [portland.gov/civic](http://portland.gov/civic)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ Civic Life's Immigrant & Refugee Program and Portland Community College Clear Clinic launched Portland's first legal clinic to offer free help on DACA (Deferred Action for Childhood Arrivals) renewal work permit applications, immigration legal screening and advance parole services. Over the last few years, Portland has welcomed thousands of immigrants and refugees from areas facing war and other conflicts.
- ▶ Civic Life worked with Portland State University's Population Research Center to build neighborhood profiles for each of Portland's 94 neighborhoods that provide demographic data like food and housing security, population, income, and more. This resource will help the City and community partners improve outreach, set programmatic priorities, help Portlanders in need and become more inclusive and equitable when making decisions about communications, programming, funding, and events. Using this data, we also worked with PSU to build an interactive mapping tool to help users compare data across the city, by district and by neighborhood.
- ▶ Effective July 1, 2024, Civic Life changed the District Coalition Office model from seven to four service areas following Portland's new voting districts. This was done to ensure coalition offices serve roughly equal populations with shared characteristics and interests and increase coalition offices' ability to advocate for the people in their area, coordinate with Civic Life liaisons to navigate policy and code, and ensure Portland's new city councilors can efficiently work with the offices to engage with their constituents.



## MAJOR WORK GROUPS

### Partnerships

- **Neighborhoods Program:** Liaison to four district coalition offices overseeing 94 neighborhood associations
- **Grant Programs:** Small Grants & Sponsorships

### Engagement Services

- Youth Program
- Advisory Bodies Program
- Immigrant & Refugee Program
- Citywide Equitable Engagement Practitioners

### Administration

- Director's Office
- Communications



## CHALLENGES & OPPORTUNITIES

- ▶ Recent alignment under the City Administrator's office included the creation of a new Engagement Officer position. This role will direct the bureau and be responsible for overseeing the practice of community engagement citywide. This position is in active recruitment and may be filled by early January. It provides a unique opportunity to standardize the practice of engagement for all service areas and to improve the community's experience of engaging with the City.
- ▶ Managing the newly aligned geographic district office model will allow Civic Life to engage and serve Portland's 94 neighborhoods in a more equitable way. Citywide program realignment and budget constraints, decreased the team size and operating budget, while engagement expectations from community members and community-based organizations have significantly increased.
- ▶ Charter transition and the City's reorganization add more citywide engagement objectives for Civic Life, including new cross-bureau planning and collaboration. Change management challenges, emergency declarations, and ongoing demands from Portlanders make planning and collaboration across bureaus essential. Civic Life is engaged in cross-bureau planning and process improvements to meet these challenges.



## COMING TO CITY COUNCIL

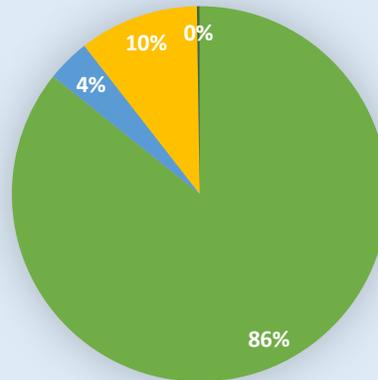
- ▶ Over the next two years, a variety of transition-related decisions to council are anticipated, including the updating of the Standards for Neighborhood Associations, District Coalitions, Business District Associations, and the Office of Community & Civic Life.
- ▶ In the coming months, Civic Life will bring a proclamation to declare Welcoming Week 2025. Welcoming Week is a free, nationwide, week-long event that builds strong community support for diverse immigrant and refugee groups. It will offer art, performances, information, and community discussions to all Portlanders.
- ▶ Civic Life is expecting to bring forward its outgoing grants supporting community members and nonprofit organizations - the grant process will be updated to include competitive bidding processes and simplify funding structures. Many community grants have been relying on non-consolidated funding types.

# 2024-2025 Budget

## Total Budget

\$6,320,088

## Major Funding Sources



■ Ongoing GF Discretionary ■ Ongoing GF Overhead  
■ One-time GF Discretionary ■ Interagency Revenue

## Known Opportunities and Challenges

- Maintain healthy funding level for the Diversity & Civic Leadership program, given the recent years' reliance on one-time funding from council while decreasing ongoing funds and staffing to support the citywide transition.
- Comply with Neighborhood Association Standards and City Code provision regarding insurance coverage by the City, since FY2024-25 envelope is via \$150,000 decision package in proposed budget FY2024-25.
- Make up for small grants and community activity funds usually funded and administered by Civic Life and expected by community members and organizations, as their envelope has been leveraged to fund the transition into new district model and to support citywide transition costs.

## Five-Year Priorities

Pursue the enterprise transition to optimize expenditures to deliver missing community engagement verticals (seniors, veterans, LGBTQ+, etc.). Consolidate existing engagement programs—including Neighborhood, Immigrant & Refugee, and Advisory Bodies—to scale them up and transition them into a full operating department to meet community needs.

## Long-Term Financial Outlook

Establish new engagement activities to consolidate existing revenue streams while expanding revenue sources. Collaborate with other organizations on community work to launch new coalitions, leverage funding opportunities available for public agencies. Explore new funding structures like matching grant programs, venture capital and donor-advised funds.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Office of Government Relations



The Office of Government Relations serves the mayor, City Leadership Team, bureaus, and council to advocate the City's priorities with a unified and collective voice. In short, we are the City's lobbyists and the primary point of contact to external elected and appointed government bodies.

### Mission

Advocate for the City of Portland as a unified voice advancing policy and funding solutions through intergovernmental relationships.

### Values

- Collaborate, achieving consensus whenever possible.
- Build trust with transparency, honesty, reliability, and a strong work ethic.
- Respect all elected and appointed officials regardless of their political perspectives.
- Act to make tangible progress toward anti-racism and equity.
- Welcoming and including all perspectives, people, and cultures makes for better outcomes.
- Do our best work as an office in an environment of creativity and mutual support.

## Our Team

### 10 Positions

Our office is comprised of government relations specialists and lobbyists.

Sam Chase, Director

Nils Tillstrom, Deputy Director & Regional Liaison

Eryn Mitchell, State Government Relations Manager

Derek Bradley, State Lobbyist

Emily Pfeiffer, State Associate

Jack Arriaga, Federal Government Relations Manager

Tribal Relations Manager

Chido Dhliwayo, International Relations Director

Mila Greisen, Executive Assistant

Susan Dietz, Business Operations Manager

**Learn more:** [portland.gov/OGR](http://portland.gov/OGR)

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## MAJOR WORK GROUPS

### Regional Relations

Supports the work of City Leadership Team and bureaus in their relationships with neighboring counties, cities, and other governmental entities to further the City’s funding and policy objectives.

### State Relations

Develops and advances a state legislative agenda that reflects the priorities of council and bureaus. Provides central coordination and advocacy at the state executive, legislative, and agency level; pursuing funding and policy needs, and defending against efforts to limit local authority.

### Federal Relations

Develops and advances the City’s legislative and regulatory priorities with Congress and federal agencies, coordinating efforts to pursue resources and policy improvements, secure funding for appropriations, and protect local authority.

### Tribal Relations

Fosters government to government relations between sovereign tribes and Portland’s elected and executive leaders, subject matter experts, and City staff. Supports and engages City leaders and staff with education and cultural awareness about Portland’s urban Native residents and community.

### International Relations

Strengthens Portland’s global diplomatic, economic, cultural, and educational opportunities through diplomacy, best-practice learning, international collaboration, and sister city partnerships. This program coordinates welcoming international delegations to Portland.



## RECENT ACCOMPLISHMENTS

- Successfully advocated in Salem for expanded tools for law enforcement to address street racing and public consumption of controlled substances.
- Secured funding and intergovernmental support for the Temporary Alternative Shelter Sites from Multnomah County.
- Secured state funding at the Oregon Legislature for City-operated shelters, housing developments at Broadway Corridor and Oregon Museum of Science and Industry (OMSI), litter and graffiti clean-up on state property in Portland, and creation of a 24/7 behavioral health drop-off center in Multnomah County.
- Protected City of Portland from threats of burdensome and costly state regulations, and new tax obligations.
- Collaborated with government, community organizations and leaders to secure federal funding for priority projects, including \$480M+ for Lower Albina and \$2B+ for the I-5 Bridge Replacement program, in addition to \$7.65M in City funding requests from the congressional appropriations process.
- Championed a regional collaboration to revise Metro Supportive Housing Services funding measure to support Portland’s priorities for homeless services and affordable housing investment.
- Reinitiated the City’s relationships with the nine sovereign Tribes in Oregon, and Native and Indigenous people living in Portland.
- Coordinated City involvement in international conferences and trade events and hosted high-level diplomatic delegations.
- Supported city delegation travel to sister cities in Sapporo, Japan; Suzhou, China; and Kaohsiung, Taiwan.
- Adopted a three-year strategic plan to drive the Office of Government Relations’ actions towards the best outcomes.



## CHALLENGES & OPPORTUNITIES

- ▶ Secure regulatory and policy improvements and resources by engaging the City's mayor, council, staff, and subject matter experts to advocate for the City's collective agenda with other governments.
- ▶ Ensure the City's federal, state, and regional, advocacy agenda to reflect priorities of the incoming mayor and council.
- ▶ Ensure program success during the 2025 state legislative session through intergovernmental collaboration, strong communication channels, and a unified voice.
- ▶ Lead advocacy on City federal priorities through delegation visits and promote productive relationships with Federal lawmakers.
- ▶ Ensure City priorities for homeless services is reflected in Metro's Support Housing Services measure.
- ▶ Facilitate relationships for the new mayor, city administrator, and council with local and regional partners.
- ▶ Establish relationships and trust with Oregon's nine sovereign Tribes and Portland's Indigenous Native communities.
- ▶ Ensure mayor and council are represented on boards and commissions to advance the City's collective agenda through engagement in intergovernmental policy decisions.
- ▶ Foster relations with Portland's sister cities and global trade partners that cultivate economic, cultural, and educational opportunities for Portland.



## COMING TO CITY COUNCIL

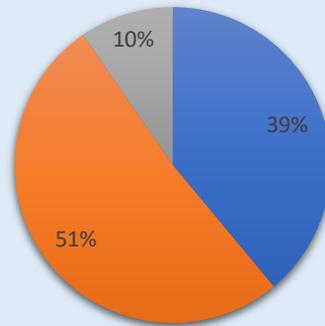
- ▶ The **Tribal Relations** Program will facilitate government-to-government relations through hosted elected-to-elected discussions.
- ▶ The **International Relations** Program will lead events and engagement opportunities to build the City relations to support trade, education, and cultural exchange with our international partners.
- ▶ The **State and Federal Relations** Programs will work with the mayor and council president to establish ongoing communication and decision-making processes related to legislative activities, including ongoing coordination with, and reporting to, council members and committees.
- ▶ The **Tribal Relations** Program will facilitate dialogue between Sovereign Tribes and Portland's elected and executive leaders that foster education and cultural awareness about issues that impact Tribal communities.

# 2024-2025 Budget

## Total Budget

\$ 3,188,885.00

## Major Funding Sources



- General Fund Discretionary
- General Fund Overhead
- Interagency Agreements/Inter Governmental Agreements

## Known Opportunities and Challenges

- Orient new mayor and city council to the value of each program within the Office of Government Relations.
- Develop and implement advocacy agendas for the federal, state, and regional levels that reflect the priorities of the incoming mayor, city council, and administration.
- Engage the mayor, council, and staff to build relationships and trust with Tribal governments and Indigenous communities.

## Five-Year Priorities

The City of Portland continues to work to address unprecedented challenges in public safety, addiction, livability, homelessness, climate change, and more. We know the City cannot do it alone. It is critical we engage our intergovernmental partners to “lean in” and support Portland’s success in achieving an inclusive, sustainable, and thriving city. The Office of Government Relations will promote trust and collaboration, seek a unified approach to our advocacy, and provide the City’s new leaders with the resources and support they need to successfully transition to the new charter. The office adopted a [strategic plan](#) to focus the team’s efforts on leading the City’s advocacy, delivering public policy that benefits the City and all Portlanders, building strong external relationships, elevating equity and anti-racism in our work, working with Tribes and Indigenous communities, and strengthening the office’s internal systems to support and retain staff with clear internal operations procedures, systems, and healthy work culture.

## Long-Term Financial Outlook

The Office of Government Relations’ budget depends on General Fund Discretionary, General Fund Overhead, and Interagency/Intergovernmental Agreements. Additionally, as the budget is 78% personnel, any constraints are immediately felt at the staff level, which impacts capacity to advocate for city priorities and generate incoming resources.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Portland Solutions: Addressing Needs on our Streets



Portland Solutions has a mission to build and implement creative responses to address Portland's most critical and visible challenges. The goal of this program is to centralize the management of public space, respond to the homelessness crisis, and work collaboratively to build better solutions to end homelessness for more people.

To achieve this, the team helps to maintain Portland's public spaces and shelters people by providing wraparound services, cleanup, homeless camp assessments and removals, and conducts street outreach.

Additional services include connecting the community to resources such as laundry services and day-use storage. The team's work also serves as a bridge to move the houseless community into affordable and long-term housing options.

Finally, the office offers broader services focused on balancing the livability of public spaces including camp cleanups and graffiti removal services. It also includes offering positive street activation experiences to promote community and reduce a street's vulnerability to harm through public art, lighting, and murals.

## Our Team

### 26 Positions

Our diverse teams include staff doing program oversight and development, street outreach, community engagement, communications, fiscal analysis, managerial and administrative work.

### Executive Leadership

Skyler Bocker-Knapp, Director

Hank Smith, Deputy Director

Program Directors: Anne Hill, Lucas Hillier, Nate Takara, and Brandy Westerman

**Learn more:** [portland.gov/portlandsolutions](http://portland.gov/portlandsolutions)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

### City Shelter Services

Compassionately modeled shelters are paired with basic amenities, private sleeping units, and wraparound mental and behavioral health services that reduce barriers and support vulnerable Portlanders in getting to permanent housing.

### Impact Reduction Program

Leading with empathy and innovation to minimize the impacts of homelessness, the team provides garbage removal, hygiene access, resource referral and job opportunities, and removes campsites that pose the highest risk to health and safety.

### Public Environment Management Office (PEMO)

Addresses community challenges in a comprehensive, creative, and timely manner while maintaining a strong sense of urgency and accountability. The team's efforts deliver livability-related solutions, like installing pedestrian lighting and removing biohazard materials to community members and small business owners across Portland.

### Street Services Coordination Center

A collaborative effort between bureaus and external stakeholders, the team provides streamlined services to those living outside by engaging in outreach to unsheltered individuals, offering shelter, transportation, and connecting services as needed (including detox and behavioral health treatment).



## RECENT ACCOMPLISHMENTS

- ▶ The Shelter Services program expanded in 2024 to provide 868 sleeping units with a capacity for approximately 1,000 people to sleep safely each night. In partnership with Multnomah County, wraparound services are provided at these sites to support almost one half of participants who have exited these alternative shelters to go to permanent or temporary housing.
- ▶ The Impact Reduction Program:
  - Received 103,000+ community reports of camps in FY 2023-24.
  - Completed 32,000+ camp risk assessments and removed more than 6,100+ high risk camps.
  - Disposed of 11.5 million pounds of garbage.
  - Improved service at a City-funded day-use storage site and will open a new laundry facility in 2024.
  - Work orders are made public via an online dashboard. Community members can report camps via an improved reporting form.
- ▶ PEMO helped to activate and improve public spaces by lighting more than 2,400 street trees, sponsoring 17 new public murals, launching 'Near Me Now' wayfinding and funding the removal of more than 500,000 square feet of graffiti as of summer 2024. The team also manages the Problem Solver meetings with community and business partners in all districts of the city.
- ▶ Street Services highlights include:
  - Launching the City's first-ever outreach team to connect individuals with essential services and support.
  - Since their start in fall 2023, this team has received 2,432 reports.
  - Since April 2022, offered a total of 4,665 shelter referrals.



## CHALLENGES & OPPORTUNITIES

### ► Shelter Services

- Secure ongoing funding for shelter operations and activities to meet current and future needs.
- Maximize coordination and integration for positive outcomes within the Homelessness Response System while clarifying and balancing the roles with Multnomah County, non-profit partners, and other groups with similar goals.
- Expand and fully fund housing pathways and wraparound services like workforce development in all shelters.

### ► Impact Reduction Program

- Secure continued funding from Oregon Department of Transportation.
- Work with City Leadership on internal City funding model challenges.
- Coordinate with PBOT to improve response time for camps with lived-in vehicles.
- Integrate more referral and outreach into current camp response processes.

### ► Public Environment Management Office

- Streamline community projects across all bureaus and programs.
- Secure ongoing funding for personnel and community priorities.
- Expand the Problem Solver community engagement model and establish dedicated points of contact for community members and elected leaders.

### ► Street Services Coordination Center

- Secure ongoing funding for boots-on-the-ground outreach work.
- Align crisis response and centralize bureau and program work to avoid redundancies and delays.
- Provide alternative shelter access for medical fragile, families, domestic violence victims.
- Improve coordination with all the City's outreach teams (funded and unfunded).



## COMING TO CITY COUNCIL

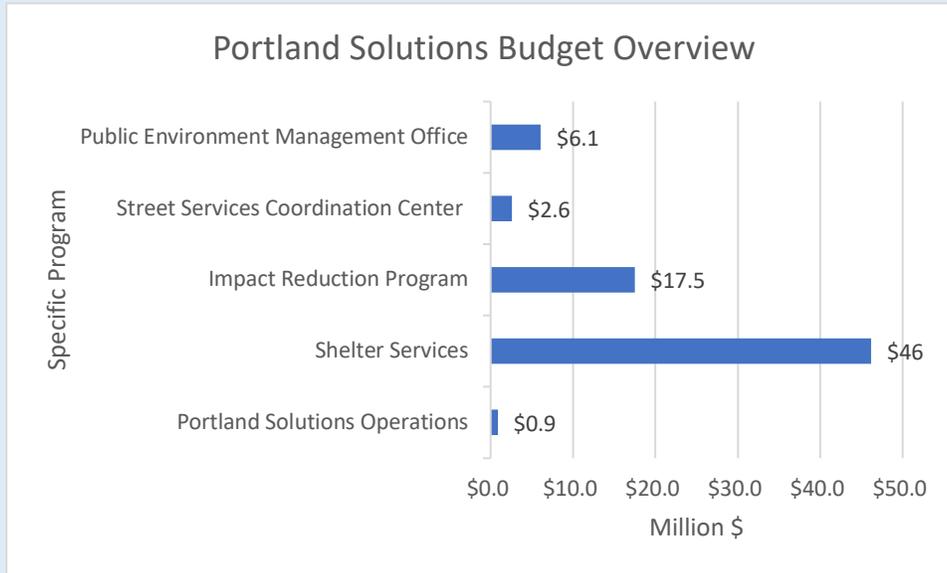
- In June 2024, council and Multnomah County Board approved the Homelessness Response System intergovernmental agreement.

The agreement outlines a collaborative commitment to homeless services and the creation and support of a coordinated homelessness response system. The agreement further outlines a commitment to transfer operational responsibility for the City's Shelter Services programs to Multnomah County beginning in mid-2025.

It is expected that the future council will consider an ordinance for the transfer of the City's shelter operations to Multnomah County within 210 days of the agreement effective date. The future council may also be asked to consider amendments to the homelessness response systems intergovernmental agreement.

# 2024-2025 Total Budget

\$77.3 M



## Known Opportunities and Challenges

Apart from the Impact Reduction Program, all the parts of Portland Solutions were stood up based on Emergency Declarations and are made up of temporarily appointed staff with funding through the current fiscal year only. These programs therefore are nimble and meet the challenges of the moment.

## Five-Year Priorities

### Portland Solutions:

- Maintain focus on City’s highest priorities and adapting to address evolving needs.

### Impact Reduction Program:

- Strengthen resiliency and capacity by expanding lists of active cleanup vendors.
- Advance equity by contracting / supporting smaller vendors to scale up to Impact Reduction Program needs.

### All other programs:

- Consider making permanent existing programs based on value and meeting needs, and adapting as those needs evolve.

## Long-Term Financial Outlook

All programs within Portland Solutions rely on one-time funding sources. This will remain fluid for some time, given the City and County will be discussing future funding and responsibilities.

Impact Reduction Program is mostly funded permanently, including through partner bureau reimbursements, as well as through some one-time funded services.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland Budget & Finance



# City of Portland

## City Budget Office



The City Budget Office (CBO) is committed to providing timely, accurate, and actionable information, analysis. CBO primarily coordinates the development of the City's annual and supplemental budgets, and strategically pairs this function with citywide performance management and support of the Portland Utility Board. Duties include:

- Leading the annual citywide budget development process.
- Monitoring the high-level expenditure and revenue trends of the City's funds throughout the fiscal year.
- Coordinating budget amendments.
- Analyzing the City's programs and policies.
- Reviewing legislation for fiscal and policy impacts.
- Providing fiduciary oversight of the General Fund and Recreational Cannabis Tax Fund.

In addition to providing analysis and recommendations to elected officials and the public, analysts:

- Consult, train, and provide technical assistance to bureaus in matters related to budget, finance, performance measurement and management, and process improvement.
- Conduct research in response to inquiries from elected officials, city leaders, media, and the public.

CBO strives to help the mayor and council make decisions that preserve the long-term fiscal health of the City and help bureaus further council's priorities by using City resources to deliver desired outcomes efficiently, and equitably.

## Our Team

### 21 Positions

The City Budget Office is comprised of a team of a team of analysts that provide economic forecasting, technical assistance, and financial, policy, and performance analysis at the City of Portland. A team also coordinates the Public Utility Board.

### Executive Leadership

Ruth Levine, Interim Budget Director

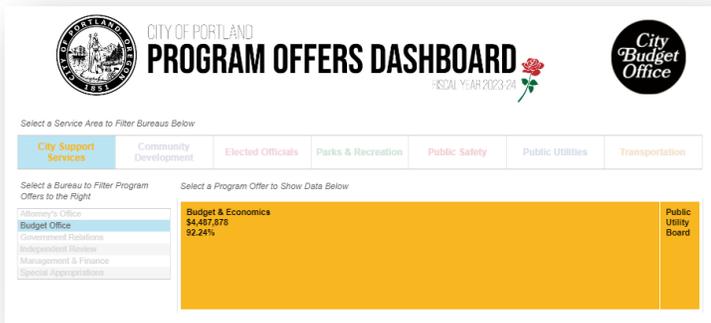
Robert Cheney, Interim Deputy Director

Peter Hulseman, City Economist

Lillian Nguyen, Citywide Performance Manager

**Learn more:** [portland.gov/CBO](https://portland.gov/CBO)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ The City Budget Office recently helped lead the City through the charter changes by changing the annual and supplemental budget development processes. CBO also helped to support the implementation of the new organizational structure in the budget, as the City is now organized by new service areas.
- ▶ In June 2024, CBO worked with the mayor and council to unanimously pass the FY2024-25 budget, addressing multiple significant fiscal issues.
- ▶ Recently, CBO piloted a new version of the Portland Insights Survey, which aims to ensure all Portlanders, especially those who have historically been underserved, are represented and heard. This representative and generalizable survey is part of CBO's broader work of facilitating more equitable and data-driven budget priority setting conversations.

## MAJOR WORK GROUPS

### Budget & Financial Analysis and Management

- Administers the City's budget software system, and centrally manages the annual and supplemental budget processes.
- Provides financial monitoring, forecasting, policy and analysis, and recommendations.
- Provides bureau financial support and guidance; and
- Manages the General Fund and the Recreational Cannabis Funds.

### Citywide Performance Management

Provides information, tools, support, analysis and recommendations to bureaus and council to improve performance management systems and practices. The group is integrated with the City's budgeting and analysis functions.

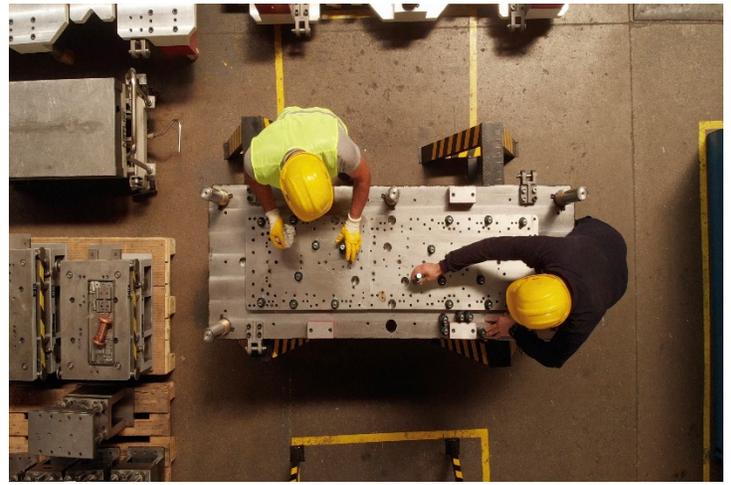
### Portland Utility Board

Provides analytical and logistical support to the Portland Utility Board, a community-led oversight body of Portland Water Bureau and Bureau of Environmental Services.



## CHALLENGES & OPPORTUNITIES

- ▶ The voter-approved amendments to the City Charter fundamentally alters the City's annual budget process. The introduction of the mayor-council form of government and new service areas requires CBO to develop a new process that incorporates more community engagement and reflects the input of the 12-member council who represent Portland's four geographic districts.
- ▶ Many policy mandates including the creation of a new Police Oversight Board, the Climate Action Plan, and charter changes add to the costs of operations, personnel, and construction-related costs.
- ▶ Throughout the City, financial managers and financial staff experienced significant changes in doing their everyday work because of the charter changes, resulting in increased need for CBO support and training.
- ▶ The charter changes provide an opportunity to reassess the City's organization of and support for core services, potentially leading to better performance outcomes and more strategic deployment of resources.
- ▶ CBO will reimplement its budget software to help streamline and optimize some existing processes as well as incorporate new processes not currently in the budget system.
- ▶ With increased interest in the new budget process due to charter change, there is an opportunity to provide clearer and more accessible budget materials as well as more meaningful avenues for public involvement.



## COMING TO CITY COUNCIL

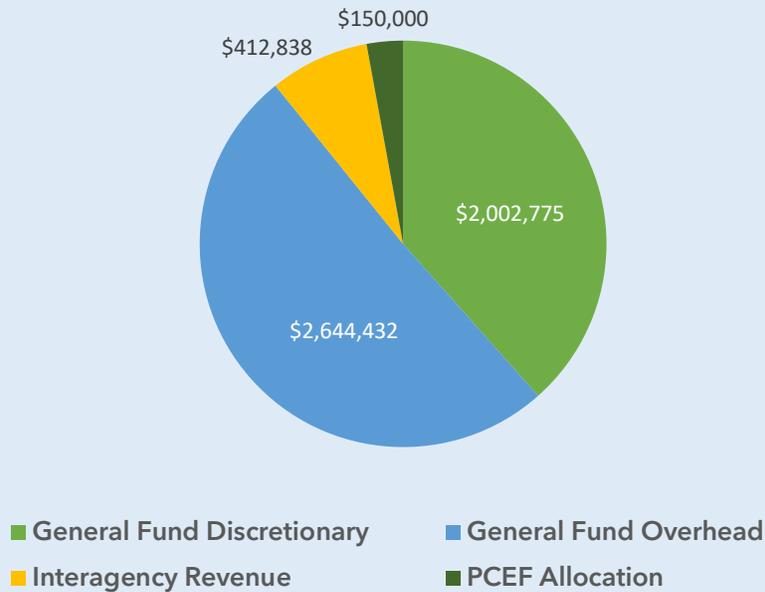
Here is the way in which council might be involved in the budget process.

- In Feb. 2025, bureaus must submit their FY 2025-26 requested budgets.
- In spring 2025, CBO will facilitate budget work sessions.
- In May 2025, the council will vote to approve the budget; and
- In June 2025, the budget will be adopted.

# 2024-2025 Adopted Budget

**Total Budget**  
\$5.2 million

## Major Funding Sources



### What's New or Different

- While CBO has historically been allocated \$25,000 from the Recreational Cannabis Tax Fund, it has chosen to end that allocation and forego any revenue in the prior year due to severe forecast downturns.
- CBO began receiving a \$150,000 allocation from the Portland Clean Energy Fund (PCEF) to assist in the administration of the fund.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Finance and Revenue divisions



The Finance and Revenue divisions within the Budget and Finance Service Area includes a mix of bureaus and divisions providing a variety of financial and professional fiduciary services across city government, including:

- Accounting and Grants,
- Business Operations,
- Risk Management,
- Revenue,
- Public Finance, and
- Treasury

Collectively, the Finance and Revenue divisions employ 255 positions with an annual operating budget of \$248.9 million.

The Deputy City Administrator of Budget & Finance is also the City's Chief Financial Officer.

The voter-approved amendments to the City Charter created new service areas, including one for Budget & Finance. Currently, the Deputy City Administrator is tasked with realigning the FY2024-25 budget process, reorganizing the finance and revenue divisions to realize the charter changes.

## Our Team

### 255.0 Positions

Our staff include accountants, financial analysts, risk analysts and revenue and tax specialists.

### Executive Leadership

Aaron Rivera, Business Operations  
Division Manager

Brigid O'Callaghan, City Treasurer

John Maloney, Controller

Jonas Biery, Chief Financial Officer,  
Deputy City Administrator

Patrick Hughes, Risk Manager

Thomas Lannom, Revenue Division  
Director

**Learn more:** [portland.gov/budget-and-finance](https://portland.gov/budget-and-finance)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



## MAJOR WORK GROUPS

### Accounting & Grants Management

Provides management of incoming and outgoing grants, pays the City's bills, provides training and support for SAP—the City's billing and timekeeping system—tests compliance with policies, and prepares external and internal financial reports. Accounting and Grants has 32.0 positions.

### Business Operations

Provides support for budget development, financial analysis, accounting, timekeeping, personnel and employee services to council, the city administrator and multiple service areas. Business Operations has 38.0 positions.

### Revenue Division

In FY24-25 the Revenue Division will collect \$1.35 billion annually for the City of Portland, Multnomah County, Metro and other organizations, including 43% of the City's General Fund. Revenue has 149.0 positions.

### Risk Management

Responsible for risk financing, risk assessment & mitigation, the City's insurance program, claims administration, related statutory compliance and advising on loss prevention and employee safety. The City's workers' compensation, general liability, auto liability and subrogation claims are administered centrally by Risk Management, which has 24.0 positions.

### Treasury & Debt Management

Provides centralized banking services for all bureaus, develops and executes the City's investment program, coordinates all cash deposits and disbursements, and provides cash and investment accounting. Debt Management is the centralized financing office for all bureaus. Treasury and Debt employ 10.0 full time employees.



## RECENT ACCOMPLISHMENTS

- ▶ In FY2024-25, Revenue collected \$1.6 billion for Portland and partnering jurisdictions.
- ▶ Updated and revised Loss Prevention Policy and Administrative Rule, which requires annual loss prevention plans from each bureau.
- ▶ Implemented online incident reporting tool, with data sharing for workers' compensation claims and trends.
- ▶ Achieved \$101.2 million in treasury investment earnings in FY 2022, going directly back to bureaus to support the services they provide.
- ▶ Debt Management manages approximately \$2.87 billion of debt financings for all bureaus and Prosper Portland. Recently, the City's AAA general obligation credit rating was affirmed.
- ▶ On July 1, 2024, Revenue successfully upgraded its tax administration platform ushering in customer service and security improvements.
- ▶ Business Operations Division supported the development of the first City Administrator budget, along with the technical implementation and ongoing support.



## CHALLENGES & OPPORTUNITIES

- ▶ In 2022, the Auditor’s Office highlighted the City’s disjointed and decentralized revenue collection. Work on addressing the audit findings has been on hold pending the organizational changes tied to the charter transition.
- ▶ The charter transition added new teams, bureaus and service areas requiring budget, finance, and employee support. Business Operations has an opportunity to leverage centralized service provision experience for the new 12-member council, each of whom have a budget and resources to monitor. The City Administrator organization also includes several new organizations and realigned bureaus that will be managed as one organizational budget submission. Responsibility for the mayor’s budget, City Operations Service Area budgets and the Budget & Finance Service Area budget submission create a new dynamic in centralized service provision.
- ▶ Global economic conditions put pressure on both interest earnings potential and costs of borrowing. The Treasury & Debt Management Team works diligently to mitigate the risks of financial uncertainty.
- ▶ Financial services touch all services areas, bureaus and programs—and many have in-house business and financial staff. The new mayor-council alignment presents an opportunity to modify and improve citywide financial policies and operations to improve efficiency and transparency.



## COMING TO CITY COUNCIL

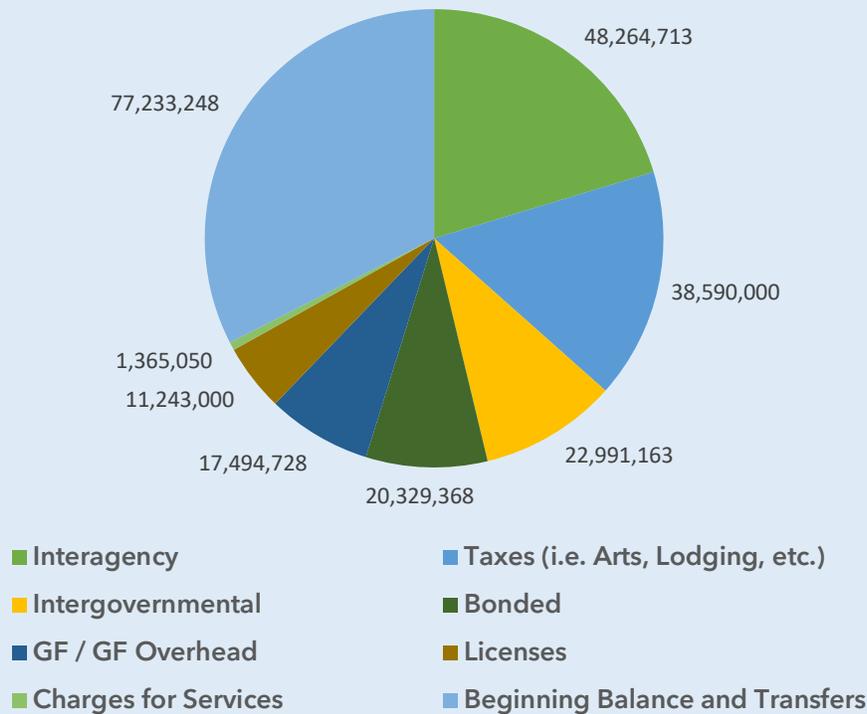
- ▶ The Accounting Division will complete the Annual Comprehensive Financial Report for council in fall 2024, which is typically followed by a presentation to council to communicate the financial audit outcomes.
- ▶ Upon the advice of City Attorney’s Office, all risk claims require council approval.
- ▶ Any short-term or long-term borrowing requires approval by the council prior to issuing debt. The Debt Management Team is considering an update the City’s Debt Policy starting in 2025.

# 2024-25 Budget

## Total Budget

\$248,861,099

## Major Funding Sources



## Summary of Budget Decisions

Positions cut during the budget process:

- Business Operations, Financial Analyst I, 1.0 position and \$197,812
- Accounting Division, Financial Analyst II, 1.0 position and \$157,954
- Revenue Division, Revenue Auditor, 0.5 position and \$97,011 (3.5 position constraint before add-backs)

Decision Packages added during the budget process:

- Deputy City Administrator and Executive Assistant, 2.0 positions and \$623,679
- Accounting Division, carryover for SAP Implementation Support, \$210,389 (One-time)
- Revenue Division, add-back of constraint, 2.0 positions and \$233,937 (One-time)
- Grants Team, realignment from City Arts, 1.0 position and \$236,308
- Grants Team, realignment from Civic Life, 1.0 position and \$193,754
- Business Operations, realignment from Civic Life, 1.0 position and \$181,659

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Fire and Police Disability and Retirement



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

FPDR's plan is funded through a dedicated property tax levy on all taxable property within the City of Portland.

The FPDR fund provides disability (on-the-job injury and non-service), retirement, and death benefits to the sworn employees of Portland Fire and Rescue and Portland Police Bureau, as well as the surviving spouses and dependent minor children of deceased sworn employees. The FPDR fund does not retain any monies to pay for future benefits. This is known as "pay-as-you-go" funding.

Much of the bureau's work is administered by a board of trustees, which acts as an independent public body and ensures the provisions of FPDR's plan are followed and that the funds provided by Portland taxpayers are expended prudently. Additionally, the board sets policy for the fund and plan, advises the administration, and approves FPDR's budget.

## Our Team

### 18 Positions

Disability Benefits Analysts (5)  
Disability Support Staff (2)  
Pension Coordinator (1)  
Financial Analysts (2)  
Accountant (1)  
Business System Analyst (1)  
Legal Assistant (1)  
Bureau Support Staff (2)  
Director (1)  
Deputy Director (1)  
Disability Claims Manager (1)

### Executive Leadership

Sam Hutchison,  
Bureau Director

Stacy Jones,  
Deputy Director/  
Financial Manager

Kim Mitchell,  
Disability Claims Manager

**Learn more:** [portland.gov/FPDR](http://portland.gov/FPDR)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

### Disability Group

Adjudicates and administers on-the-job injury claims for service-connected injuries, illnesses, occupational disabilities, or death claims filed by the City's sworn firefighters and police officers or their representatives.

### Finance Group

Oversees financial operations and reporting, creates, and administers the FPDR budget and assures that correct disability and pension benefits are paid. Provides oversight for and manages the FPDR Pension Plan, ensuring that pension benefits are paid on time and accurately.

### Administration Group

Provides administrative support for the entire bureau, including FPDR's board of trustees and FPDR members.



## RECENT ACCOMPLISHMENTS

- ▶ During the COVID-19 pandemic, FPDR successfully managed the fund's financial health through a significant period of economic uncertainty. This ensured the fund could withstand property tax revenue losses and higher-than-usual pension and disability costs associated with record retirement levels and COVID-19 disability claims.
- ▶ FPDR retained staff and maintained morale during the COVID-19 pandemic and successfully transitioned to a hybrid workplace model. This included an office move to downsize expenses, prepare staff for remote and hybrid work, and establish remote work procedures and routines.
- ▶ FPDR staff provided seamless service and continuous availability for its members throughout the pandemic and amongst shifting work environments.
- ▶ Finance and disability claim processes were converted into digital/paperless systems. This conversion supported hybrid work, improved collaboration and information sharing between staff, and significantly reduced paper use. It also increased the security of documents and better prepared FPDR for operations during emergencies. Further, it allows members and medical providers to submit forms and documents electronically.
- ▶ Oversaw the offboarding of one managed care organization and the onboarding of two new managed care organizations. During these transitions, staff worked diligently to ensure continuity of quality care for disabled members.



## CHALLENGES & OPPORTUNITIES

- ▶ Close monitoring for potential impacts to the future adequacy of the FPDR tax levy, including the following factors:
  - Wage increases for sworn firefighters and police officers above the normal cost of living adjustments or significant growth in the number of sworn employees.
  - Decreases in property values and corresponding decrease in taxable real estate.
  - Increases in property tax compression under Measures 5 and 50.
  - Increases in the Public Employee Retirement Systems (PERS) contribution rates;
  - Any potential changes to Oregon's property taxation laws.
  
- ▶ Begin executing the FPDR strategic plan, focusing on preparing for the future of FPDR, staff retention, preparation for future retirements, customer service improvements and a technology plan.
  
- ▶ Conduct a thorough review of FPDR's response to the pandemic and update FPDR's Continuity of Operations Plan (COOP), emergency plan, and disaster training plan based on the results of the review. Ensure FPDR is resilient and can quickly adapt to disruptions, while maintaining continuous operations and excellent service and safeguarding FPDR staff.
  
- ▶ Continue to build an excellent workplace culture in a hybrid environment. Encourage new employees to step into informal leadership gaps left by recent retirements.



## COMING TO CITY COUNCIL

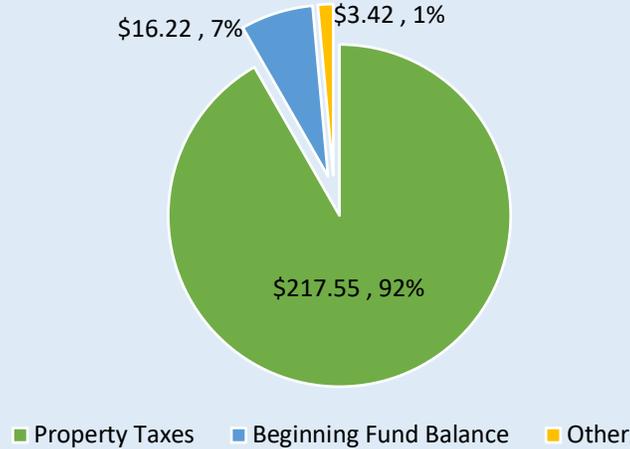
- ▶ FPDR and the mayor's office are seeking candidates for a vacant citizen trustee position on the FPDR Board of Trustees. Once a candidate is selected, the mayor and FPDR will seek council's approval to appoint the candidate to a three-year term.
  
- ▶ Should the Oregon Legislature pass any laws that impact the FPDR fund or plan in the upcoming 2025 legislative session, FPDR may seek council's approval to change or modify the FPDR plan per City Charter Section 5-403(a), which allows Council to amend the plan to bring it into compliance with federal and state law.

# 2024-2025 Budget

## Total Budget

\$288.9 Million

## Major Funding Sources



## What's New or Different

- FPDR is currently finalizing a new Strategic Plan for 2024-2028. The plan will identify several specific, measurable goals for the next five years and outline a roadmap for achieving those goals.
- Pension contributions for active employees are budgeted to increase by 22.6% to \$50.6 million for FY 2024-25. This growth reflects the growing proportion of FPDR Three members (the tier members are in if they were sworn in after 2006) in the workforce and increasingly the escalating promotions and premium assignments as FPDR Three members age, gain experience, and spread through the ranks of the Police and Fire Bureaus.
- Short-term disability claims and costs have dropped from the highs reached during the pandemic, as COVID-19 infections and mandatory quarantine periods have eased.
- In line with prior year forecasts, the FPDR tax levy rate per \$1,000 of real market value is expected to increase from \$1.18 in FY 2023-24 to \$1.36 in FY 2024-25, well under the \$2.80 cap prescribed by City Charter.
- No other significant changes were made to FPDR's budget for FY 2024-25 as compared with prior years.

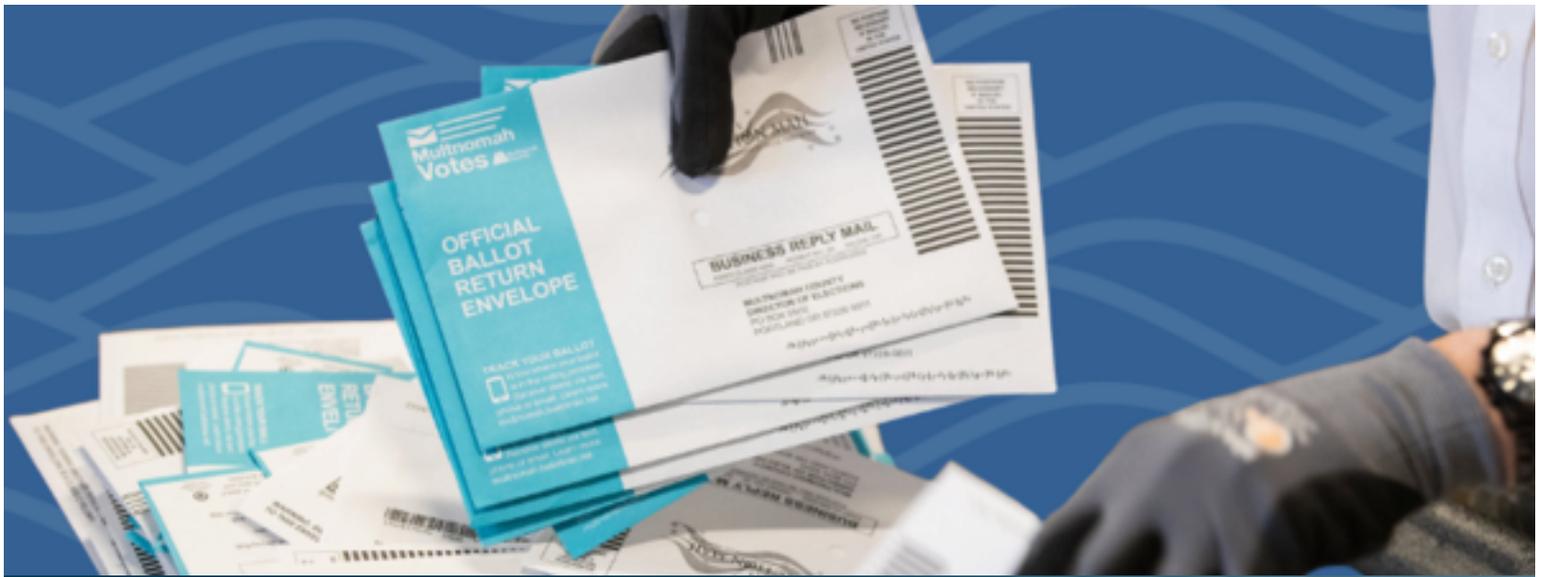
## Five-Year Priorities

Financially, FPDR's priority is to maintain sufficient fund balance and financing flexibility to support higher costs, while ensuring tax increases are smooth and predictable. At no point is the tax levy expected to be insufficient to fund FPDR expenses. Operationally, FPDR's focus is to maintain high service and efficiency standards in an increasingly digital environment.

## Long-Term Financial Outlook

The FPDR property tax levy is simultaneously funding two generations of public safety pensions: pay-as-you-go pension payments for FPDR Pension Plan employees (those hired before 2007) during their retirement years, and pre-funded pension contributions for Oregon PERS employees (those hired in 2007 or later) during their working careers. As this transition from pay-as-you-go funding to prefunding is phased in, FPDR costs will grow far in excess of inflation. Expenses are projected to peak in the early- to mid-2030s when the entire sworn workforce is comprised of PERS-covered employees and most FPDR Plan retirees are still living.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Small Donor Elections



The Small Donor Elections program works to ensure that the City government is accountable to all Portlanders, not just big campaign donors.

Small Donor Elections is an optional campaign contribution matching program that enables candidates to run for City office without accepting large contributions, by instead getting their small contributions matched by the City's Small Donor Elections Fund and ensuring that all Portlanders matter in City elections. In short, it aims to increase public trust in our local democracy and the City's government.

To achieve this, the program enables candidates to raise enough money to mount a viable campaign to run for office by raising small contributions and matching funds.

Since launching for the 2020 election, campaign fundraising for City elections has focused on small contributions. The average contributor gave \$81 in 2020 and \$91 in 2022, down from \$1,221 in 2016 and \$474 in 2018. Though it is optional, it earns high participation.

## Our Team

### 4.0 Positions

The Small Donor Elections program is designed to be lean, so that as many dollars as possible are dedicated to matching funds.

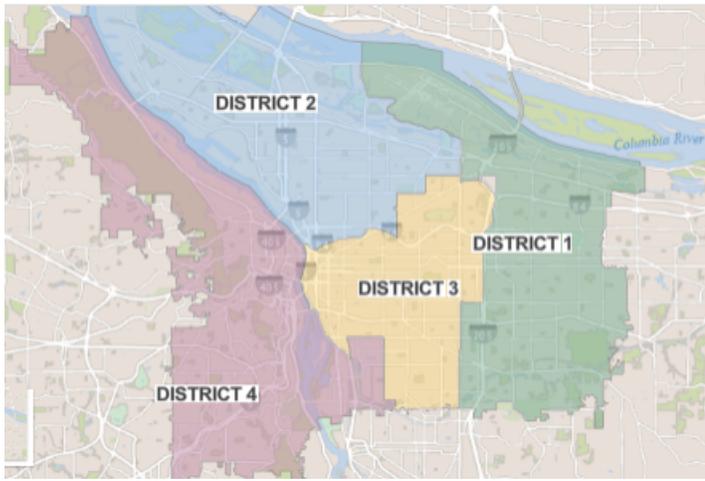
### Executive Leadership

Susan Mottet, Director

Daniel Lewkow, Deputy Director

**Learn more:** [portland.gov/SmallDonorElections](https://portland.gov/SmallDonorElections)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ The program realigned itself due to charter amendments 45 days after they were approved by voters in 2022. Before voters weighed in on these changes, the commission began deliberating over the potential changes as early as spring 2022 (months before the charter amendments were voted on).

In Nov. 2022, the commission approved recommendations 11 days after the charter amendments passed. On Dec. 23, 2022, the program implemented the commission's recommendations before the 2024 election cycle began.

- ▶ After each election, the commission collects user experience survey feedback and campaign finance data analysis to inform their recommendations to update and improve the program. After the 2020 election cycle, the program implemented 57 of 59 of the commission's recommendations. After the 2022 election, the program implemented 27 of 30 of the commission's recommendations for the 2024 election.
- ▶ In the 2022 election, 88% of candidates who received at least 5% of votes opted in to the Small Donor Elections program. Data on the 2024 election will be available in spring 2025.



## MAJOR WORK GROUPS

### Portland Elections Commission

Comprised primarily of experts in winning campaigns, but also includes experts in technology, campaign finance compliance, equity and policy.

This commission exists for four purposes:

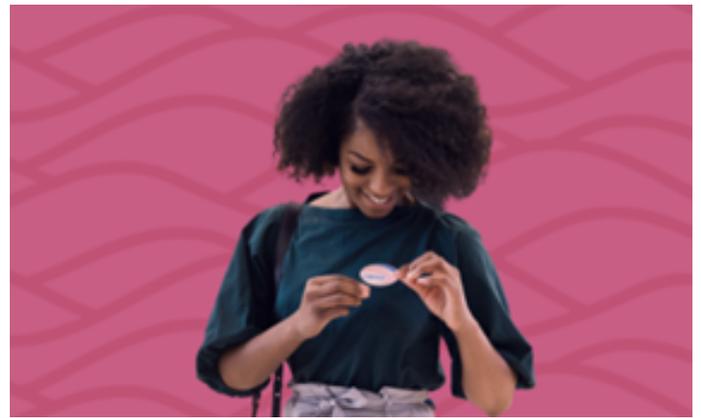
- Ensure the design of the program is regularly updated to function effectively in a constantly changing campaign finance landscape.
- Ensure the program does not run out of matching funds mid-election by asking council to appropriate enough to cover its estimate of needed matching funds, and lowering the match caps or match rate if there are insufficient funds.
- Evaluate the performance of the program, by surveying the user experience and using quantitative campaign finance data analysis after each election cycle.
- Make recommendations for continual improvement of the program.

The Commission publishes a public report to report upon these findings after each election cycle.



## CHALLENGES & OPPORTUNITIES

- ▶ Ensuring the program can provide campaigns the statutorily promised amount in matching funds is both a challenge and an opportunity. To meet this challenge, the Portland Elections Commission recommended that council adopt a per-registered-voter funding formula for the program in 2021. While council would retain the authority to appropriate whatever amount it sees fit, using the funding formula would both ensure that the program has adequate funding over the long term and depoliticize program funding decisions (allowing the mayor and councilors to avoid optics that program appropriations decisions are politically or personally motivated).
- ▶ Charter amendments affected City election process, specifically with the increased number of council candidates for the 2024 election. This created a need to allocate more money for matching funds. Only with complete 2024 election cycle data will the commission be able to recommend long-term program funding needs. In 2025, the Commission will recommend a funding formula to keep the program solvent in the long term while not tying up excess City funds.
- ▶ The charter amendments may create many new opportunities for program improvements after the Nov. 2024 election is complete. As user experience surveys and campaign finance data analysis is completed, the commission will make user-generated and data-based recommendations to the program, and share these findings with the mayor and council.



## COMING TO CITY COUNCIL

- ▶ After each election cycle, the Portland Elections Commission is required by law to evaluate the program's performance and may make improvement recommendations to council. The commission analyzes campaign finance data to determine whether the program's numbers need to be updated for the ever-changing campaign finance landscape. It also reviews all suggestions from user experience surveys on how to improve the program. Recommendations that require changing the Small Donor Elections law will be presented to council.
- ▶ Over the next two years, four Portland Elections Commissioners' terms will expire. People with needed types of expertise and who help the commission to meet its legal requirement to collectively reflect the diversity of Portland will need to be appointed.

# 2024-2025 Budget

## Total FY2024-25 Budget

\$1,383,733

## Funding Source

100% General Fund allocation to Small Donor Elections Fund (special appropriations fund)

## Small Donor Elections Budget



■ 100% General Fund allocation to Special Appropriations Fund

## What's New or Different

The charter changes to elections increased the number of city offices elected in 2024. This election is historic because 14 elected offices (the mayor, the auditor and 12-member council) will be determined in the Nov. 2024 election. In the Nov. 2026 election, only seven offices will be up for election. Identifying a new appropriate amount to provide campaigns reliable matching funds is needed for future budgets.

## Five-Year Priorities

The program will use 2024 data to identify the appropriate amount of matching funds needed over four-year election periods and provide a funding formula. If approved, the commission will evaluate the funding formula against the 2026 and 2028 data and recommend an adjustment, if needed.

## Long-Term Financial Outlook

The program budgets across the election cycle, not the fiscal year, and must carryover unspent funds to be solvent. Due to 2024 underfunding and prioritizing matching funds for 2024 candidates, close to \$0 will be carried over from the 2024 election, creating a funding gap for the FY2025-26 budget.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland City Operations



# City of Portland

## Fleet and Facilities



The Bureau of Fleet and Facilities is the backbone of operational support to all City bureaus by delivering comprehensive fleet and facility management services.

CityFleet is the City's designated provider of acquisitions, maintenance, repair, and disposition services for all City-owned vehicles and heavy equipment, except fire apparatuses. CityFleet also manages the City's fueling resources and is responsible for designing and implementing the City's transition to a fully green fleet by 2050. CityFleet is the largest municipal fleet in Oregon, with 4,000 heavy duty, medium duty, and light duty assets in its portfolio.

Facilities Services oversees \$1 billion of the City's building stock, including the City's highest-profile facilities, most public safety buildings, and most office space. In addition to facility maintenance and repair, Facilities Services oversees office space planning and moves, small capital projects, major reconstruction and rehabilitation projects, and long-range facility capital planning.

Both CityFleet and Facilities Services provide daily support to the bureaus, and transition to 24/7 operations for inclement weather and other emergency events.

## Our Team

### 145.5 Positions

Vehicle & Equipment Mechanics, Vehicle Acquisition Analysts, Facility Maintenance Specialists, Storekeepers, Contract Managers, Safety Specialists, Capital Project Managers, Real Estate Asset Managers, Technology & Business Systems Analysts

### Executive Leadership

Maty Sauter, Fleet and Facilities Director

Mike Roy, CityFleet Director

Steve Dering, Facilities Services Director

**Learn more:** [portland.gov/FleetAndFacilities](http://portland.gov/FleetAndFacilities)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

### CityFleet (87 positions)

CityFleet has two main work teams: Garage Operations and Business Operations. Garage staff work at seven sites located throughout Portland to maintain and repair the City's fleet. Business Operations manages the auto parts storeroom, fuel operations, vehicle acquisitions and dispositions, fleet analytics and telematics, and the implementation of the City's green fleet. Both teams are supported by a technology team that manages CityFleet's assets, work order management systems, and a large array of fleet diagnostic equipment.

### Facilities Services (58.5 positions)

Facilities Services has four main work teams.

- **Operations & Maintenance** is the largest and leads maintenance and repair efforts.
- **Capital Asset Management** replaces assets and building systems that are at end of life.
- **Moves, Additions & Changes** leads office space planning, interior rehabilitation, and new construction projects.
- **Planning & Portfolio Management** leads long-range planning and manages property transactions.



## RECENT ACCOMPLISHMENTS

- ▶ Earned council approval for the relocation of Kerby Garage - CityFleet's headquarters and the primary CityFleet maintenance facility. The garage is 102 years old and inappropriate for modern fleet operations. Since 1976, seven attempts were made to move CityFleet, but budget issues and a lack of a sense of urgency had thwarted prior efforts. Facilities will lead the renovation of the new CityFleet site on Swan Island, which will cost \$53 million. Move-in is slated for fall 2026.
- ▶ CityFleet recently received \$28 million from the Portland Clean Energy Fund (PCEF) to pay for more than 800 electric vehicles to replace existing internal combustion vehicles as they lifecycle out over the next five years. PCEF will also fund construction of the required charging infrastructure. With this funding, the City will have the largest electric vehicle fleet of any municipality in Oregon.
- ▶ In Aug. 2024, a new asset information and work order management system launched. This system replaces a prior system, which stopped being supported by the vendor over a decade ago. The system was no longer fully functional and vulnerable from a data security standpoint. To resolve this, Facilities worked with a vendor to systematically survey, tag, and assess the condition of all critical assets in its portfolio. The new system and asset database now serves as a model for facility asset management, and a potential resource for other facility-owning bureaus.



## CHALLENGES & OPPORTUNITIES

- ▶ As asset and work order management systems were updated, work processes to create more accountability for field staff needed to evolve with it. The effort resulted in substantial turnover. In summer 2024, the Operations & Maintenance field team endured an 80% vacancy rate. While vacancies make it hard to meet daily work demands, it is an opportunity to:
  - Recruit for new field staff;
  - Test applicants to ensure they have the skills to do the work;
  - Build a positive team culture; and
  - Develop a robust contractor network.In summer 2024, 80 applications are being reviewed for 16 vacancies.
  
- ▶ In summer 2024, CityFleet is in final design for its new maintenance headquarters. Strong attention will be given to workflows in the new garage. The old Kerby Garage was cramped that effectuating workflow improvements was nearly impossible. The new garage will be an opportunity to design workflows from scratch, to create new workload management strategies, and to create productivity targets for staff, which have not historically existed.
  
- ▶ All City Operations bureaus struggle with funding levels and cannot keep pace with sudden growth spurts of bureaus. As such, staffing - and in Facilities' case, capital funding - is insufficient. Fleet and Facilities would like to support the City Leadership Team by service area to help with strategic planning, goal setting for service area performance and funding, and its review of the Management and Finance Comprehensive Financial Policy - a longstanding policy that places unworkable constraints on rate increases for the City's internal service funds.



## COMING TO CITY COUNCIL

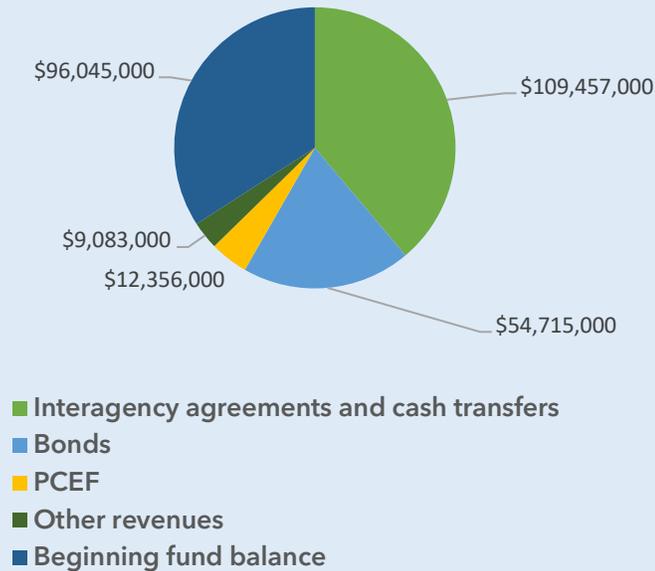
- ▶ Facilities will be a first point of entry for the new 12-member council as they move into new offices at City Hall and become the first users of the expanded council chambers.
  
- ▶ Over the last few years, Facilities assessed longstanding facility investment and condition issues, prioritizing issues based on risk, and moving issues into action. Next up is increasing the City's investment in public safety facilities, which have an estimated \$400 million need. Currently, Facilities is completing a master plan for this work. In 2025, working will start with the City Leadership Team on the strategy for a general obligation bond request, likely to be put to voters in 2026 or 2027. This bond would fund a new 911 facility, new fire and police training and logistics facilities, and an estimated two new precincts.
  
- ▶ In 2025, Fleet and Facilities will work with the City Leadership Team to discuss how to create more consistency in facility asset management and investment practices across all the six facility-owning bureaus at the City.

# 2024-2025 Budget

## Total Budget

\$281,656,000

## Major Funding Sources



## Known Opportunities and Challenges

- As bureaus grow and assets age, the City's internal rate-making methodology and budget process does not allow for right-sizing of Fleet and Facilities staff and budgets.
- The City's facilities assets are quite old, and the Fleet and Facilities' capital accounts have insufficient replacement funds.
- The City's existing capital budgeting process does not align with the quick pace of the real estate market, hindering Facilities' ability to be strategic within the market.

## Five-Year Priorities

- Complete the relocation of CityFleet's headquarters to the new Cutter Garage facility.
- Complete the Public Safety Facilities Master Plan; work with the council on a strategy for implementing over the next five to 15 years, including a general obligation bond effort.
- Complete implementation of CityFleet's electric vehicle and infrastructure program.
- Address the City's rate-making and capital funding policies. Reduce the bureau's capital deficit.

## Long-Term Financial Outlook

Unless fundamental changes are made to the City's ratemaking and budget processes, Fleet and Facilities' ability to adequately maintain its assets and provide service to its customers will decrease.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Bureau of Human Resources



The Bureau of Human Resource's vision is for the City of Portland to be an employer of choice. A helpful, responsive, knowledgeable and centralized service provider, the bureau supports and leads current and future City employees and employment processes.

The bureau models the City's core values and its own values including involvement, diversity development, accountability, stewardship and creativity. These combined values support a safe and equitable work environment, compliance with applicable laws and regulations and strategic leadership, development and management for citywide human resources systems, programs and policies.

BHR is a business partner and service provider for strategies and programs related to the employee experience, including the civil service board, human capital management system processes, operations, classification and compensation, health and financial benefits, employee and labor relations, payroll and timekeeping, wellness, people and culture and workforce recruitment and training.

## Our Team

### 100.0 Positions

- Administrative Specialists (3)
- Analysts (49)
- Business Partners (13)
- Director (1)
- Deputy Director (1)
- Assistants to Directors (2)
- Managers (7)
- Medical Assistant (1)
- Program Administrators, Coordinators and Specialists (15)
- Recruiter (1)
- Supervisors and Systems Supervisors (7)

### Executive Leadership

- Tracy Warren, Director
- Ron Zito, Deputy Director

Learn more: [portland.gov/BHR](http://portland.gov/BHR)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

### Director's Office

Models the City's core values by coordinating daily operations to support the bureau mission with executive leadership and communications for all City employees.

### Classification and Compensation

Manages the City's classification and compensation plans and systems to support internal equity in market competitiveness with employee wages.

### Health and Well-Being & Financial Benefits

Manages compliance with health and welfare programs to support, protect, retain and attract employees. Supports workplace safety by offering programs for healthy lifestyle choices, employee economic stability and retirement.

### Employee and Labor Relations

Provides citywide strategic consultation for people, performance and effectiveness, including employee groups and unions. This includes support for systems and decision impacts, especially during organizational changes.

### HR and Payroll Services

Administers human capital management systems and processes to ensure appropriate pay for the City's workforce and third-party fund recipients.

### Workforce Recruitment and Training

Delivers strategic consultation, recruitment services and training opportunities in and for the City.

### People and Culture

Centers and operationalizes the City's core values through programs and policies, data and strategic communications and program planning and partnerships.



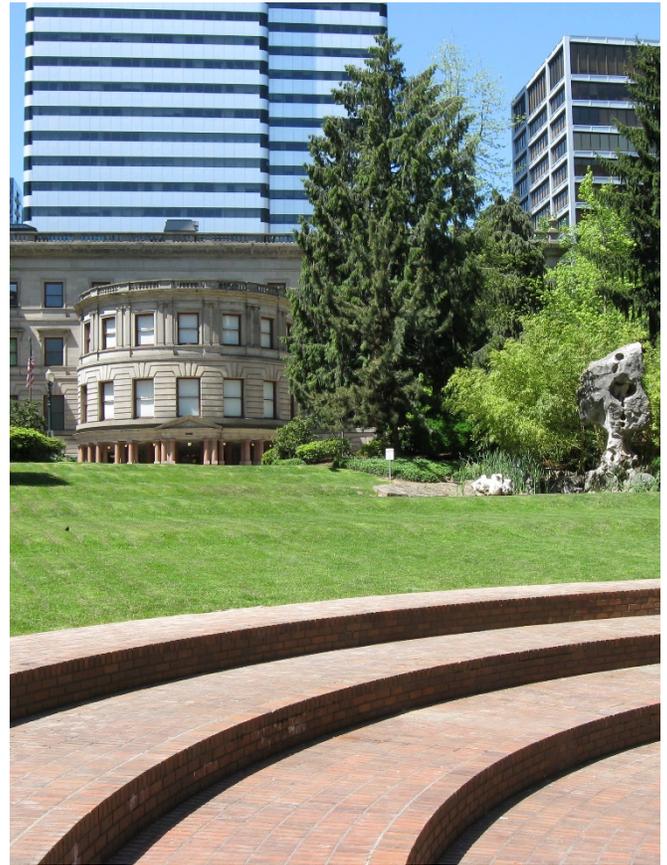
## RECENT ACCOMPLISHMENTS

- ▶ Led negotiations for the first CPPW (union) contract - the new City of Portland bargaining unit.
- ▶ Launched the Transition Ambassador Pilot Program to disseminate information and support staff relating to the changes in government.
- ▶ Implemented new systems processes, staff plans and policies following the state's new paid leave laws.
- ▶ Developed change management training to support the government transition and enhanced existing LEAD program offerings.
- ▶ Completed [the City's workforce demographic dashboard](#) to inform decisions related to the current diversity of the workforce.
- ▶ Developed a series of trainings and resource-based curriculum available for City managers and supervisors to support and help them manage their people, teams and programs.
- ▶ Due to the Charter Transition, created and supported the development of nine new classifications and 15 new positions across the organization. BHR will also support the recruitment, hiring and onboarding efforts for these new positions.



## CHALLENGES & OPPORTUNITIES

- ▶ The bureau is working on several initiatives to prepare employees, the City and its leadership for the transition. Demand for services is increasing to respond to the reorganization updates through Citywide systems, policies and resources.
- ▶ Staff are engaging with key stakeholders and City leaders on many programs and projects. A few examples are:
  - Collaborating with the Labor Management Benefits Committee to address rising health insurance costs;
  - Developing the incoming City Administrator recruitment strategy; and
  - Revising and creating human resources administrative rules that align with the new form of government, are responsive to employee needs and comply with new legislation.
- ▶ Working on comprehensive human resources system process improvements and technical implementations. These ongoing projects will have impacts to every service area and will ultimately support the City's new structure and compliance to new local, state and federal policies.
- ▶ To support a healthy workforce, developing new wellness clinics, mental health trainings and first aid training and resources are being developed and led. The Office of Occupational Health and Well-Being continues to evaluate resources that may be offered to employees in instances where life, health and safety are concerns while performing their jobs.



## COMING TO CITY COUNCIL

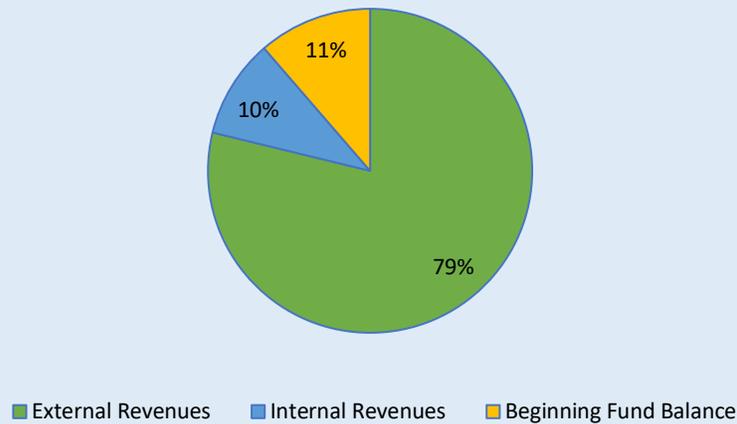
- ▶ Human Resources is in the process of a citywide classification, compensation and pay equity study for 2,000+ represented positions. Through this work and findings, the bureau will update council to ensure the City's work is defined and compensated appropriately.
- ▶ Health insurance costs are rising faster than anticipated. The bureau will continue working with labor partners to determine a long-term solution. We'll present recommendations to council that will allow the City to continue to offer rich plans with lower employee premiums and out of pocket costs. The council's recommendation will address these rising costs of care for plan participants and the City's budget.

# 2024-2025 Budget

## Total Budget

\$202,394,250

### Major Funding Sources



### Known Opportunities and Challenges

- Thanks to a transfer of positions from the Office of Community and Civic Life, the City's Mental Health Program will now be a part of BHR's similar program.
- Last year, the City learned employer-paid insurance costs would increase the Health Insurance Operating Funds beyond the City's budgeted 5%. To maintain the same level of coverage for employees offered in the previous year, council approved one-time funds and an employee surcharge for FY 2024-25. Benefits and the Labor Management Benefits Committee are collaborating to address a long-term solution to offer sustainable and competitive health benefits as health insurance costs continue to rise.
- Unspent funds from FY 2023-24 were approved by council as a one-time resource for two major initiatives. These resources will support staffing for Phase Two of the Operations and Payroll Citywide Human Resources Systems Project, and for Classification and Compensation Study which is examining 2,000+ represented positions. One-time funding was also approved to restore a position in People and Culture to support external community programming and one-time interagency revenue was approved to support positions related to Portland Clean Energy Fund.

### Five-Year Priorities and Long-Term Financial Outlook

BHR's budget and its available funding model does not adapt to the dynamically changing business and legal needs of the City. Staff resources are insufficient to support the City's human resources policies and systems. Legally required programs and critical citywide priorities have been partially addressed. One-time funds, difficult to fill vacancies, and limited term positions are regular challenges. BHR remains at a crucial tipping point for current staff and the challenges ahead. Adequate and ongoing funding is required to support the City's HR infrastructure.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Bureau of Technology Services



The Bureau of Technology Services (BTS) is the City's in-house information technology service provider, supporting technology needs for more than 8,600 City employees. The bureau provides effective, innovative, reliable and secure technology services. BTS is the City's leader in policy setting, management and strategic planning for the use of computer, data, radio, video and telecommunications technologies to support the delivery of effective government services to the City and its regional partners.

Service responsibilities and catalogue include:

- Developing and maintaining the City's website ([portland.gov](http://portland.gov)).
- Overseeing telecom and software support.
- Overseeing long-range technology planning.
- Delivering and maintaining core infrastructure such as fiber/networks, data centers, servers, and more.
- Exploring emerging technologies through the Technology Partner Group, Technology Advisory Group and the Technology Executive Steering Committee.
- Responding to service issues through the BTS Service Desk and enabling the City's hybrid work capabilities.

## Our Team

### 278 Positions

Analysts, administrative specialists, applications analysts, business systems analysts, engineers, information systems technology analysts, information systems security architects, information security managers, storekeepers, supervisors, technology business representatives and technology capital project managers.

### Executive Leadership

Jeff Baer, Chief Technology Officer

Elyse Rosenberg, Deputy Chief Technology Officer

**Learn more:** [portland.gov/BTS](http://portland.gov/BTS)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

### **Business Engagement and Technology Strategy (BETS)**

Oversees communication and customer relationships between bureaus and offices. Evaluates current and upcoming technology systems, manages BTS project intake and helps shape the bureau's overall technology strategy.

### **Business Solutions**

Responsible for applications, including the development and support of nationally recognized Portland.gov, PortlandMaps.com and the City's revenue portal that processes more than \$200 million annually.

### **Communications**

Maintains and services critical voice, video and network support issues. Engineers and maintains the City's communications systems and networks.

### **Enterprise Business Solutions**

Manages SAP, the enterprise-wide financial and human capital management software platform.

### **Information Security**

Designs, deploys and audits technology safeguards required to properly protect the City's information assets.

### **Office of the Chief Technology Officer**

Provides strategic leadership and direction for technology in the City. Oversees the Technology Services' Administration and Performance team which provides core operational support to 278 staff members.

### **Printing and Distribution**

Provides centralized print service management and mail delivery services for all bureaus and several partner agencies.

### **Production Services**

Manages the City's data center facilities, storage systems, servers and databases where most of the City's data resides. Manages key enterprise applications such as email, public safety paging and data backup systems.

### **Project Management Office**

Delivers technology project management services to bureaus, facilitates project oversight, aligns resources across the organization and promotes technology governance.

### **Public Safety Technology**

Supports critical communications systems used by emergency responders. Develops and maintains applications, supports technology infrastructure and provides rapid response and resolution to all field and support requests for public safety. Supports more than 7,500 land mobile radios for regional first responders.

### **Support Center**

Provides first point of contact for bureau technology support needs - fielding more than 3,000 customer contacts per a month.



## CURRENT MAJOR INITIATIVES

### **BTS Charter Transition Program**

BTS is managing three workstreams to ensure City operations and physical spaces are functional for the change of government. Teams are working on physical and technology buildouts for City Hall; updating systems to reflect organizational and geographical changes; and updating policies, codes and other documents to reflect the new organizational structure and provide a smooth transition.

### **IT Assessment**

BTS is working with Gartner Consulting to perform a critical assessment of our technology, policy and service maturity levels to inform future technology priorities and better serve our mission and partners.



## FY 2024-25 PRIORITY PROJECTS

### **Charter Reform**

Design and deploy supportable technology for an increased council footprint and expanded organizational structure.

### **City Payroll and Time Project**

Resolve urgent backlog stemming from Charter Reform, increased complexity of legal and bargaining environment, delays in requirements, and staff turnover.

### **Environmental Services and Water Bureau Asset Management Software Implementation**

Replace the 20-year-old Oracle work and asset management system with Infor Public Sector.

### **Portland Permitting & Development Permitting Technology Enhancements**

Review of the current permitting software to determine how these services can be more effective and efficient.

### **Accessibility for Web Content and Mobile Apps**

Per the Department of Justice, the City must follow Web Content Accessibility Guidelines (WCAG) 2.1 AA for all public facing web and mobile content by April 2026.

### **Citywide Continuity & Incident Management Systems**

The application will integrate several different operational communication and planning tools into a single emergency response solution - including integration of GIS technology in support of emergency management.

### **PBOT Maximo Application Suite Upgrade**

Maximo 7.6, the business-critical asset management system, will be unsupported beginning October 2025 and must be upgraded to Maximo Application Suite (MAS).



## CHALLENGES & OPPORTUNITIES

**Technology Governance:** Deploying an enterprise technology governance framework will be critical for ensuring regulatory compliance, managing risks, optimizing resources, and supporting decision-making regarding technology.

**Funding Model:** The Technology Assessment produced by Gartner Consulting acknowledges that BTS's current funding model does not allow for increases in BTS resources to meet increasing City demand. Additionally, the funding model does sustain critical CIP infrastructure enhancements.

**Cyber Security:** Local and national cyberattacks have underscored the critical need for stronger cybersecurity measures in the government sector.

The City's charter restructure presents a unique opportunity to align technology strategy and investments with a multi-year strategic plan. We must also ensure appropriate technology governance at the correct level of the organization. For example, executive leadership sets strategic direction for the City and oversees high level policy and risk - while managers translate policies and risks into investment and execution strategies.

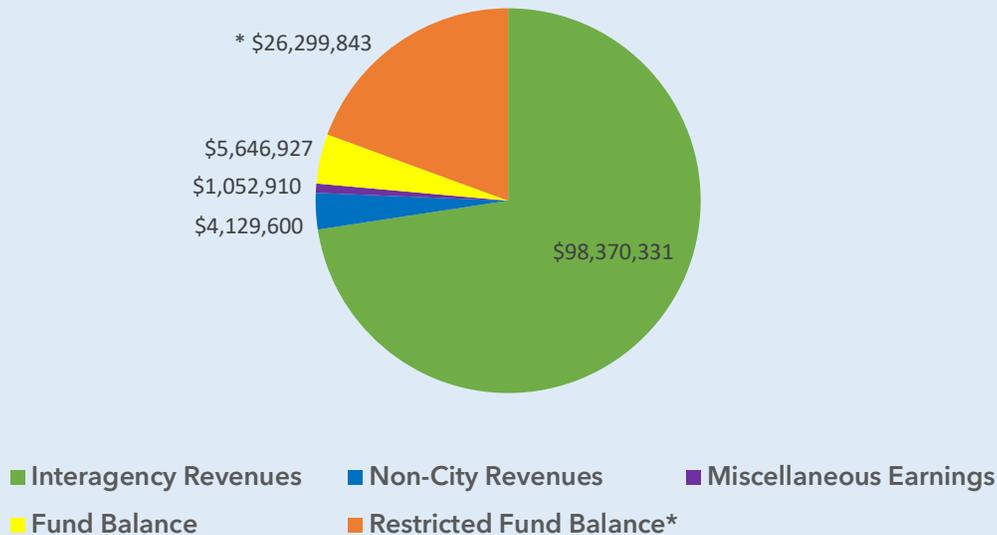
Another opportunity exists to analyze the thousands of applications and software solutions within the City and address where duplication may be occurring. Potential savings can be reinvested to address technology infrastructure, security and innovation.

# 2024-2025 Budget

## Total Budget

\$135,499,611

## Major Funding Sources



## What's New and on the Horizon for FY 2024-25

- Contract costs are increasing for nearly all technologies (e.g., ESRI, Adobe, Microsoft, Lumen).
- Rates for network and telecom were moved to a headcount allocation to recoup service costs in a way that more accurately reflects the way those services are consumed.
- BTS is charged with two FY 2024-25 budget notes. One budget note evaluates permitting software on an enterprise scale. The second budget note charges us to work with BPS and the CBO to determine an organizational and budgetary plan to enable data-informed decision-making.
- Due to outdated funding models, rising costs and increased and more complex technology demand, available funds for technology projects are severely constrained.

## Five-Year Priorities

The BTS Five-Year Plan focuses on three primary areas, critical technology recovery in a disaster, online access to City services and extending and improving connectivity. Capital projects were developed to strengthen and safeguard the security of City data and applications. Operating projects address major and distinct operational needs within each BTS division and BTS's strategic focus areas.

## Long-Term Financial Outlook

The long-term financial outlook for BTS presents some challenges. Revenues are somewhat fixed, constrained by the annual inflationary increase assigned by the City economist. Expenditures continue to out-pace revenue growth, limiting the ability of BTS to respond with the needed support, maintenance and growth of systems used by both City bureaus and many non-City agencies.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



*Photo credit: IPR's David Nguyen*

# City of Portland

## Independent Police Review



Independent Police Review (IPR) plays a crucial role as an independent civilian oversight agency mandated to investigate and monitor allegations of misconduct by sworn members of the Portland Police Bureau (PPB). It serves as the central point for community complaints and commendations about PPB officers. IPR is an entity separate from any other bureau or office in the City.

IPR is the sole City agency authorized to accept complaints about sworn members of PPB. In 2012, a U.S. Department of Justice investigation found the bureau used excessive force against individuals experiencing mental illness. In 2014, the City negotiated a settlement with the Department of Justice that called for the City to have the ability to conduct independent investigations of alleged officer misconduct. Additionally, Oregon updated its anti-police-profiling statute (House Bill 2002 passed in 2015). Both federal and state requirements led the City to expand its investigative resources to include allegations involving high-ranking PPB officers, allegations of bias and street protests. IPR helps fulfill the City's obligation under the Settlement Agreement with the Department of Justice.

## Our Team

### 14.0 Positions

IPR is comprised of highly skilled professional administrative investigators and backed by a proficient administrative team.

### Executive Leadership

Ross Caldwell, Director  
Kelsey Lloyd, Deputy Director

**Learn more:** [portland.gov/IPR](http://portland.gov/IPR)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

### Leadership

IPR's leadership consists of a director, deputy director and investigations coordinator. The team represents an exceptional degree of experience and objectivity while demonstrating the ability to navigate sensitive political environments and foster credibility and trust among a wide range of stakeholders in the City and community.

### Investigators

Essential to the function of IPR, investigators embody experience, sound professional judgment and exceptional problem-solving skills. Investigators regularly engage with individuals from vulnerable and underserved communities, as well as those facing crisis situations. A lead investigator provides training, coaching and mentoring to the investigative team. They also oversee the intake process and have significant discretion in deciding how IPR will handle the complaints it receives.

### Analysts and Administrative Personnel

Complementing the critical work of the leadership and investigative unit, this team consistently provides valuable data to the public, recruits and supports a volunteer committee and effectively addresses IPR's operational needs.

### Adjacent Support

Supported through an interagency agreement, the Budget and Finance Service Area assists with budget monitoring and preparation, payroll administration, timekeeping and accounts payable reducing our expenses when compared to hiring positions to fulfill those needs within our office.



## RECENT ACCOMPLISHMENTS

- ▶ The Compliance Officer/Community Liaison evaluates compliance with the Settlement Agreement and deemed the City in substantial compliance with the timeliness requirement in recent reports, noting the thoroughness and quality of investigations.
- ▶ As of June 2024, Independent Police Review provided mediation services to more complainants than in all of 2023. Mediation is an alternative to the traditional complaint/disciplinary process and has a higher success and satisfaction rate among community members and officers alike than traditional complaint processes. It's a voluntary and confidential process where a mediator helps officers and community members talk directly to each other.
- ▶ Due to COVID and other factors, staffing vacancies soared. From early 2023 to May 2024, IPR successfully filled multiple vacancies including an investigations coordinator, lead investigator, (two) investigators and an intake specialist.





## CHALLENGES & OPPORTUNITIES

- ▶ Integrate body-worn cameras into administrative investigations beginning in the summer of 2024. The team is working on internal procedures and policies around their implementation.
- ▶ Continue its investigations required by Paragraph 192 of the Settlement Agreement.
- ▶ Continue reviewing city code and administrative rules to ensure alignment with the City’s transition prior to January 2025.



## COMING TO CITY COUNCIL

- ▶ Independent Police Review does not anticipate coming to council in the first six months of 2025, unless there is a critical need like appointing volunteer members to fill unexpected vacancies on the Citizen Review Committee or the Police Review Board.



## 2024-2025 Budget

### Total Budget

\$3,290,649

### Total Budget

100% of IPR’s budget is from the City’s General Fund. There are no other funding sources.

### Known Opportunities and Challenges

- **Ensure staffing levels remain unchanged and that adequate funding is maintained.** This will help IPR maintain stability and continue its current level of service.
- **Strategizing ways IPR’s collective backgrounds, skills, abilities, and experiences could benefit the City organization in the future.** IPR will aid the new accountability system once that transition begins.

### Five-Year Priorities

Independent Police Review is dedicated to upholding council-mandated investigative and monitoring responsibilities per city code. IPR is focused on prioritizing the fulfillment of the City’s obligations under the Settlement Agreement with the U.S. Department of Justice.

### Long-Term Financial Outlook

A long-term financial outlook is not in scope for this program. IPR will sunset after a permanent accountability system is established.

# Office of Community-based Police Accountability

The mission of the City of Portland Community Board for Police Accountability (CBPA) and the Office of Community-Based Police Accountability (OCPA) (collectively, the Oversight System) is to independently investigate Portland Police Bureau sworn employees and supervisors thereof promptly, fairly, and impartially, to impose discipline as determined appropriate by the Oversight System, and to make recommendations regarding police practices, policies and directives to the Portland Police Bureau and with a primary focus on community concerns.

Under the Charter, funding for the Oversight System is proportional to no less than five percent of the Police Bureau's Annual Operating Budget, which is \$14.75M in the FY 2024-25 Adopted Budget. The funding in this budget (\$1.945M), combined with the budget of Independent Police Review and the Police Oversight System Sub-fund of the Citywide Obligations Reserve Fund, make up the \$14.75M allocation for FY 2024-25.

The FY 2024-25 budget includes 7.0 positions (the director and 6.0 coordinator IIs, two of which are limited-term). One limited-term coordinator has been hired to support appointing members to the Community Board and the preliminary work of the Board, including hiring the director and supporting the director in hiring staff for the Oversight System.

The Oversight System has a direct relationship with the City's Settlement Agreement with the U.S. Department of Justice, and therefore, has significant deadlines that must be adhered to. For instance, the Oversight System is required to begin accepting cases for investigation no later than one year after council adopts the governing code (Title 35 of Portland City Code), or October 11, 2025. While the current council intended to begin the process to select a nominating committee and appoint the first members of the CBPA, a court ruling prohibits these processes from beginning until January 2, 2025.

To meet this one-year deadline, the incoming council must work urgently to seat a nominating committee and appoint CBPA membership consistent with Portland City Code Section 35.20.010. Specifically, the nominating committee must include one community member from each voter district, which will require council members in each district to agree on that district's representative. The nominating committee will then review applications and make recommendations to council for Board appointments. Once appointed, the members must pass a background test prior to their service, which can take several weeks.

Once seated, the CBPA will also need to quickly hire a director for the OCPA. The nominating committee will also make recommendations to the CBPA about candidates for the OCPA director position. Once hired, the director will then move forward to hire staff for the OCPA and support the Board in developing internal policies and administrative rules and preparing the new Oversight System to begin taking cases, again, no later than October 11, 2025.



# City of Portland

## Integrated Security



Integrated Security manages citywide efforts for the safety and security of employees and community members who are visiting City-owned assets and worksites. Integrated Security also manages all enterprise security technologies including access control, video monitoring and intrusion detection systems.

Historically, Integrated Security's primary area of responsibility focused on the core downtown buildings. However, the City's security landscape continues to evolve, and the role and scope of Integrated Security has expanded to meet the needs of all City employees and bureaus.

## Our Team

### 2 positions

A limited City employed staff manages administration and operations. Direct security service is currently provided by a contracted vendor. The team is transitioning to a hybrid service delivery model utilizing both City employees and contract security personnel.

### Executive Leadership

Manny Guerra,  
Security Manager

John Budke,  
Support Services Manager

**Learn more:** [employees.portland.gov/security](https://employees.portland.gov/security)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



## MAJOR WORK GROUPS

### Security Operations

- Provides uniformed security officers;
- Manages training, professional standards, and policy; and
- Administers the security vendor contract.

### Executive Protection

Specially qualified agents are responsible for the security of the mayor and council and may escort very important persons (VIPs) or visiting dignitaries who are attending a City-hosted event or visiting a City-owned asset.

### Support Services

- Manages enterprise and specialty security technologies.
- Operates the Security Operations Center.
- Provides logistical & business operations functions.

### Service Coordination Team

This proposed team will require approval by council. Once in place, it will be dedicated to coordinating security service delivery for the service areas and their constituent offices and bureaus.



## RECENT ACCOMPLISHMENTS

- ▶ The change in Portland's form of government served as an opportunity to build a citywide, equitable and inclusive security program. The security team worked with multiple partners and stakeholders collaboratively to implement these plans and provided several new service enhancements.
- ▶ In 2024, a major upgrade to the 24/7 Security Operations Center was completed. This upgrade provided enhanced systems and renewed technology to increasing the City's ability to perform responsive service delivery now and into the future.
- ▶ Unanimous support from council made it possible to formally transition Integrates Security into a new role of consolidating and coordinating citywide security initiatives.
- ▶ With the Bureau of Technology Services as a partner, Integrated Security completed major enhancements to the security technology infrastructure. Many bureaus continue to replace outdated legacy systems with modern security solutions.
- ▶ The City is on-track to implement new systems, including a new Security Management System for computer-aided dispatch, records management, and an incident reporting portal. Additional tools include an enhanced communications platform and a centralized key management system. The team is also working to procure vehicles to establish a patrol and response fleet.



## CHALLENGES & OPPORTUNITIES

- ▶ The consolidation of security operations presents a significant opportunity to enhance efficiency and effectiveness in safeguarding critical infrastructure and data. By centralizing security functions, such as monitoring, incident response and threat analysis, into a unified security operations center, Portland can streamline security operations, improve coordination among security teams and standardize processes and procedures.

This consolidation will not only increase operational efficiency but also enable quicker detection and response to security incidents leading to a more resilient and secure the City's infrastructure overall.

- ▶ Consolidating bureau security programs in Portland can present several challenges, including varying levels of security maturity across bureaus, differing priorities and technologies, resistance to change and potential organizational silos. Bringing together disparate security teams and processes may initially result in resistance and logistical hurdles. However, with effective communication, collaboration and leadership, these challenges can be overcome.

The team looks to align goals, foster cooperation, standardize processes and leverage shared resources within a centralized security operations center. Ultimately, the City can enhance its overall security posture, improve incident response capabilities, and ensure a more cohesive and resilient security framework for all bureaus and programs.



## COMING TO CITY COUNCIL

The division is scheduled to present required updates to council on milestones for security integration across all bureaus as stipulated in the resolution. The presentation will highlight the progress made towards achieving the specified milestones including any challenges encountered and strategic resolutions. The update will provide a comprehensive overview of the status of security integration efforts and outline the planned course of action to ensure that the milestones are met within the designated timeline. The purpose of this update is to keep the council informed, seek necessary support and maintain transparency on the advancements in security integration across all bureaus as mandated by the resolution.

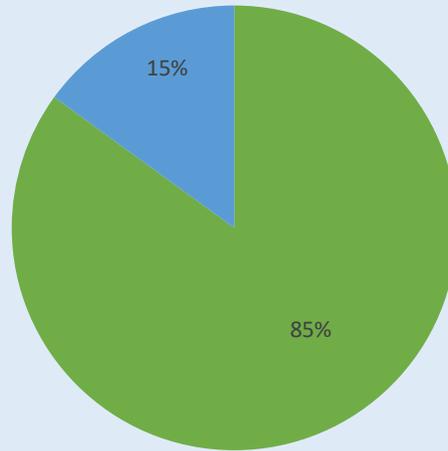
The Integrated Security Division will present a request to council for additional resources that will enhance security measures and provide adequate protection because of the transition to the new and expanded form of government. This presentation aims to address the evolving security needs and ensure the implementation of comprehensive security protocols across all sectors of the organization.

# 2024-2025 Budget

## Total Budget

\$5,465,896

## Major Funding Sources



■ Internal Agreements   ■ General Fund Cash Transfers

## Known Opportunities and Challenges

- The current budget process does not allow for right-sizing security staff and budgets as the needs and demands of our customers increase.
- Integrated Security's budget needs to be entirely disconnected from Facilities Services and a new funding model needs to be implemented.

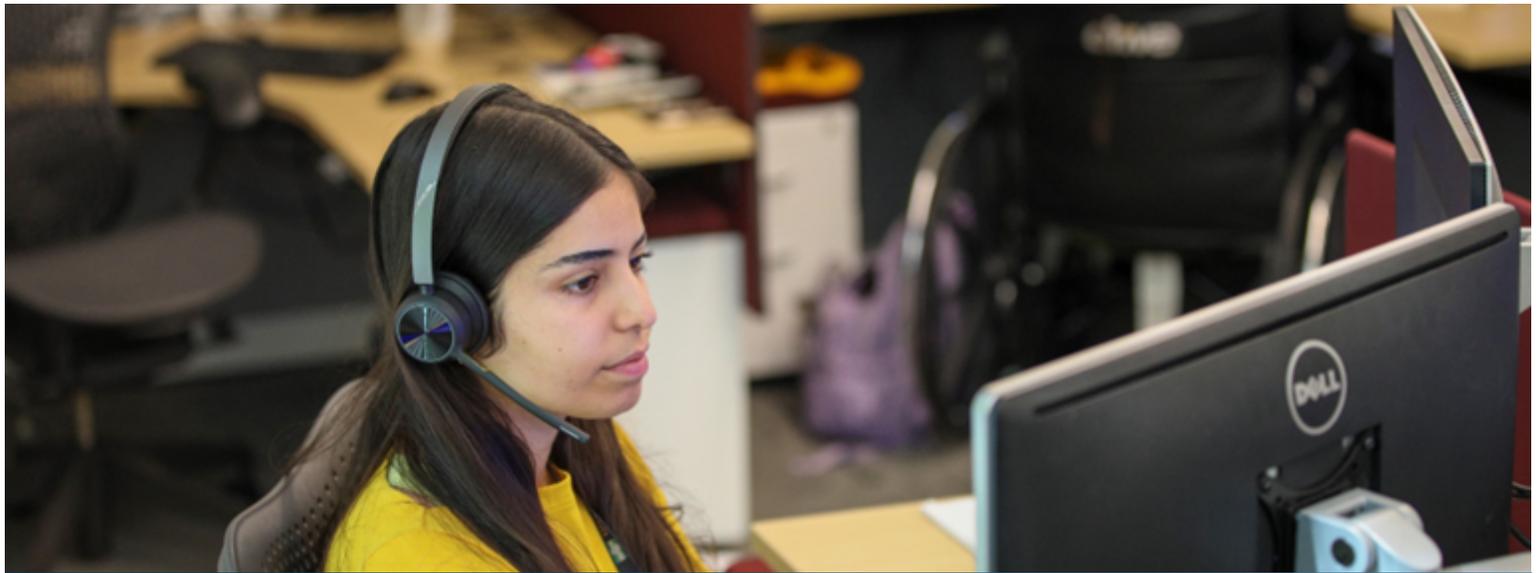
## Five-Year Priorities

The implementation of Resolution 37660 stands as a pivotal five-year priority for the City as Integrated Security works towards establishing a robust citywide security plan. Within three years, every service area requires focus on the integration of a unified security department as outlined in the resolution. This will result in a sustainable framework that will enhance the City's security infrastructure, response capabilities, and overall resilience.

## Long-Term Financial Outlook

Establishing a citywide integrated security program will necessitate the City's commitment to invest in its implementation and ongoing support to ensure a successful program.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## PDX 311



PDX 311's mission is to simplify community members' access to services by serving as a welcoming front door for the City of Portland and Multnomah County. PDX 311 provides community members with a single point of contact - in person, online or over the phone - to find information, report issues or request services.

311 customer service representatives help community members find information, report common issues and request a variety of government-run services. The program also provides information and referral services for other local government, community and social services. 311 service dispatchers initiate and coordinate the City's response to urgent hazards in the right-of-way and help protect the City's assets. In addition, the program's staff are working collaboratively with all service areas to modernize the City's customer service practices and tools, including creating new online forms and processes.

Built on the foundation of the 25-year-old City/County Information and Referral Program, PDX 311 advances the City's core values by providing equitable, high-quality information and services.

## Our Team

### 38.0 Positions

Customer Service Representatives  
Service Dispatchers  
Supervisors  
Continuous Improvement, Change  
Management, & Communication  
Coordinators  
Analyst  
Manager

### Executive Leadership

Michelle Kunec-North, Manager  
Betsy Drake-Studstill, Supervisor  
John Dutt, Supervisor  
Jen Reagle, Supervisor

**Learn more:** [portland.gov/311](http://portland.gov/311)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

### Customer Service

These front-line employees are extensively trained in responding to questions about government-run programs, operations and resources. They assist community members over the phone, in person and via email and webforms by providing answers, taking reports and submitting service requests.

### Service Dispatch

Service dispatchers intake reports of urgent hazards in the right-of-way, initiate the City's response and coordinate with infrastructure and public safety partners as needed.

### Service Innovation & Technology

This team works with bureau and agency partners to migrate new services into 311 and new customer service tools, with the goals of improving community member experience and government efficiency.

### Communications & Outreach

The communications & outreach team runs a public education campaign in Multnomah County to encourage people to contact 311.



## RECENT ACCOMPLISHMENTS

- ▶ In 2020, 311 collaborated with the Bureau of Technology Services (BTS) to enable 3-1-1 calls on landlines and cell phones across Multnomah County.
- ▶ In 2022 and 2023, 311 expanded to evening and weekend operating hours by hiring 15 additional customer service representatives and supervisors.
- ▶ 311 assisted community members over 181,000 times in FY 2023-24 - more than doubling its volume since 2020.
- ▶ 311 customer service staff answer 88% of calls in 25 seconds or less and can help about two-thirds of community members in their initial contact.
- ▶ In 2024, PDX 311 integrated the City's Maintenance Operations Dispatch team to support the City's response to urgent right-of-way issues.
- ▶ 311 is modernizing customer service and making it easier to report an issue or request a service online. The team is developing new online forms that are Americans with Disabilities Act (ADA) accessible, responsive, standardized and compatible with the City's new website. Through this work, the team is partnering with service areas to streamline internal processes and improve data collection to support transparency and decision making. To date, the team has replaced more than 50 online forms, including those to report a campsite, apply for a temporary street use permit and request an ADA accommodation.



# CHALLENGES & OPPORTUNITIES

The PDX 311 team continues to expand and enhance its service offerings to meet the needs of a growing and changing city. However, the team has limited capacity to take on significantly higher contact volumes given recent budget cuts.

Upcoming service improvements include:

- ▶ Over the coming months, 311 will be assisting the **Transition Team** to help community members understand and participate in the changes coming to Portland’s government.
- ▶ 311 will also be working with **existing and new council offices** to help support community members looking for information or to report common issues.
- ▶ The Service Innovation Team will continue launching **new customer service forms and processes** to report noise, hazards and maintenance issues in the right-of-way, tree code violations, community street use permits and more.
- ▶ Supporting response to **urgent right-of-way issues** by integrating the City’s Maintenance Operations Dispatch team.

*Examples of new online service forms created and supported by PDX 311 and the Service Innovation Team.*



# RESULTS

- ▶ **181,000** contacts in FY 2023-24
- ▶ **88%** of calls answered in 25 seconds or less
- ▶ **66%** of customers assisted on the first contact

**WHEN YOU NEED HELP, WHO YOU GONNA CALL?**

**I NEED EMERGENCY SERVICES:**

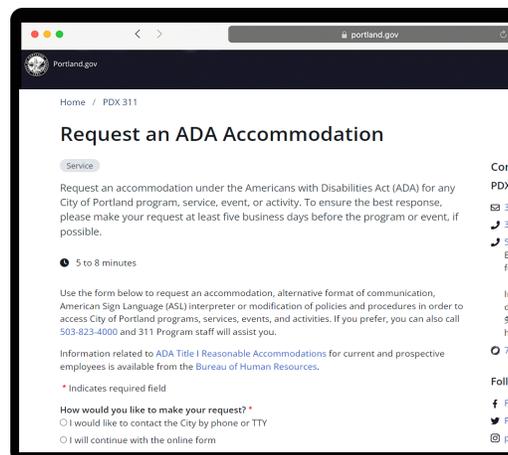
**CALL 911** to reach dispatch for Fire, Ambulance, Police, and Portland Street Response.

**I NEED SOCIAL SERVICES:**

**CALL 211** to get help accessing food, employment, or childcare assistance.

**I NEED LOCAL GOVERNMENT SERVICES:**

**CALL 311** to ask a question, request assistance, or report an issue related to local government within Multnomah County.  
**OR 503-823-4000**

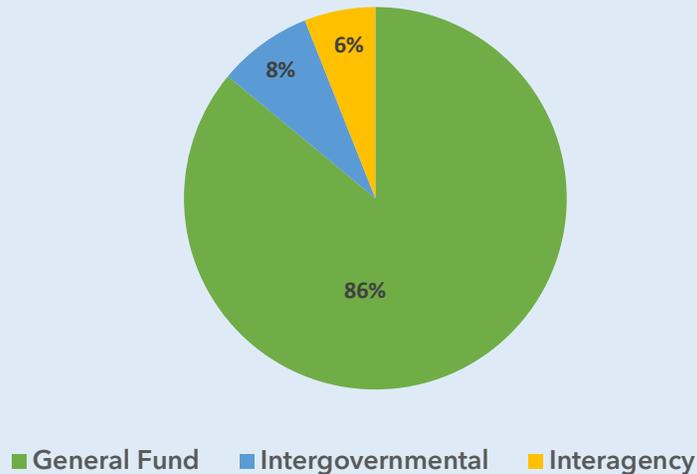


# 2024-2025 Budget

## Total Budget

\$4,969,458

## Major Funding Sources



## Known Opportunities and Challenges

- Providing customer service support for new initiatives like Portland Clean Energy Fund's Cooling Portland and Street Outreach Worker programs has dramatically increased call volumes to 311 without additional increases in staffing resources.
- The program achieved a 20 to 25% annual growth rate in the number of community members served each year since its creation in 2020. To accommodate this growth, the program's adoption included a planned staffing escalation to 39.0 positions. However, budget reductions have reduced staffing by 4.0 positions, required holding positions vacant and eliminated budget for community education and technology support. Required personnel cuts have reduced the program's ability to assist community members by approximately 50,000 contacts per year.
- A space rent re-calculation in FY 2023-24 increased costs by over \$125,000 annually. It was not reflected in CAL targets and required an ongoing reduction in staffing (1 positions).

## Five-Year Priorities

Over the next five years, PDX 311 aims to continue to provide accessible, high-quality customer service to Portlanders, enhance service offerings, complete the TrackIT Replacement Project with BTS, fully transition to Zendesk (a customer service management software), support to the City's capabilities to dispatch and coordinate resources to respond to urgent infrastructure hazards and improve information and referral for other Multnomah County jurisdictions.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Procurement Services Division



Procurement refers to the purchase of goods, services and public works from businesses and other external parties. The division supports bureaus in the acquisition of high-quality, outsourced supplies, materials, equipment, and services in a timely, efficient, and effective manner to advance the City's social, environmental, and economic goals.

The division is specifically responsible for providing overall direction for citywide procurement policies, regulations, and procedures, and for promoting the local economy in sourcing goods and services to support the City's diverse operational needs, including supporting programs, technologies, and public works. The division ensures that the City complies with statutory and policy requirements that govern public procurement. To accomplish this, the team centralizes its responsibilities, and offers training and support to its customers and vendors.

The division also houses *Compliance Services*, focused on enforcing the City's contracting equity requirements; *Inclusive Contracting*, that applies equity in contracting strategies to ensure access and opportunity for diverse businesses; and *Sustainable Procurement*, that integrates environmental, social and economic factors.

## Our Team

### 49.0 Positions

Procurement Specialists: 23  
Analysts: 13  
Managers & Supervisors: 7  
Program Coordinators: 6

### Executive Leadership

Kathleen Brenes-Morua,  
Interim Chief Procurement Officer

Vacant,  
Goods & Services Manager

Vacant,  
Design & Construction Manager

**Learn more:** [Portland.gov/business-opportunities](https://portland.gov/business-opportunities)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



## MAJOR WORK GROUPS

### Fair Contracting Forum+

Supports the City's equitable contracting policies, processes, and outcomes. Fosters better contracting practices, the forum increases transparency and fairness in how the City spends public money.

### Procurement Bureau Liaison Team

Facilitates communication and collaboration between Procurement Services and internal customers. Meets monthly to promote smooth procurement operations throughout the annual business cycle and during periods of transition and change.

### Regional Collaborative Committee

A one-of-a-kind partnership between public agencies, community-based organizations, trades, industry groups and others committed to creating sustainable workforce opportunities for women and people of color in the greater Portland region.

### Project Advisory Committee

Provides communication and collaboration aimed at advancing the purposes of the Regional Workforce Equity Agreement. Includes representation from public owners, the trades council, Western States Regional Council of Carpenters, and community representatives.



## RECENT ACCOMPLISHMENTS

- ▶ The City adopted the **Regional Workforce Equity Agreement and Construction Diversity and Inclusion Policy** promoting diversity, inclusion, and local workforce and business opportunities on large locally funded public improvement projects by establishing aspirational goals for the recruitment and hiring of people of color and women and establishing protections for underserved groups.
- ▶ In May 2024, the City completed phase I of the **SAP Ariba Implementation Project** that will modernize the City's procurement systems through standardization, integration, and automation of processes.
- ▶ Relunched procurement trainings to ensure City staff understands the public procurement process.
- ▶ In fall 2023, the division hosted *Procurement Day 2023: Goods and Services* to advance equity in contracting. The all-day event highlighted goods and services vendors and contract opportunities while offering trainings and workshops to the local contracting community.
- ▶ Procurement successfully facilitated procurements for all ARPA-funded projects which resulted in over 100 solicitations & contracts combined.
- ▶ Provided small local businesses support to successfully apply for certification with the State's Certification Office for Business Inclusion and Diversity (COBID). This certification will increase their participation and competitiveness when doing business with the City.



## CHALLENGES & OPPORTUNITIES

- ▶ As a result of FY 2024-25 budget constraints, Procurement cut five permanent positions. The 9% reduction reduced staffing capacity in:
  - Strategic sourcing (i.e., purchasing outsourced goods and services at the enterprise-level to maximize savings);
  - Professional communications to internal and external stakeholders;
  - Contractor equity compliance;
  - General office administrative support
- ▶ Budget cuts and constraints to the Equity In Contracting programs for more than five years have limited the City's ability to achieve desired equitable contracting outcomes.
- ▶ Recent local and state court decisions change the City's procurement code requirements. While this presents the opportunity to streamline procurement processes, it also creates challenges to affirmative action programs that require examination and process improvement.
- ▶ The Community Opportunities and Enhancement Program provides workforce development and technical help to businesses through grants that increase the number of people of color and women in the trades and remove barriers for construction firms owned by people of color and women.

Stabilizing this initiative's budget will build a long term, sustainable program, enhancing existing services while also introducing new features, services, and resources necessary to support workforce and firms working on City projects.

- ▶ Anti-harassment protections have been implemented on Regional Workforce Equity Agreement projects and there is opportunity to expand these protections to all City construction sites, including the possibility of piloting Oregon Health & Science University's Respectful Workplace Initiative.
- ▶ The recent reorganization allows for the centralization of procurement staff and functions to increase procurement resources and efficiencies.



## COMING TO CITY COUNCIL

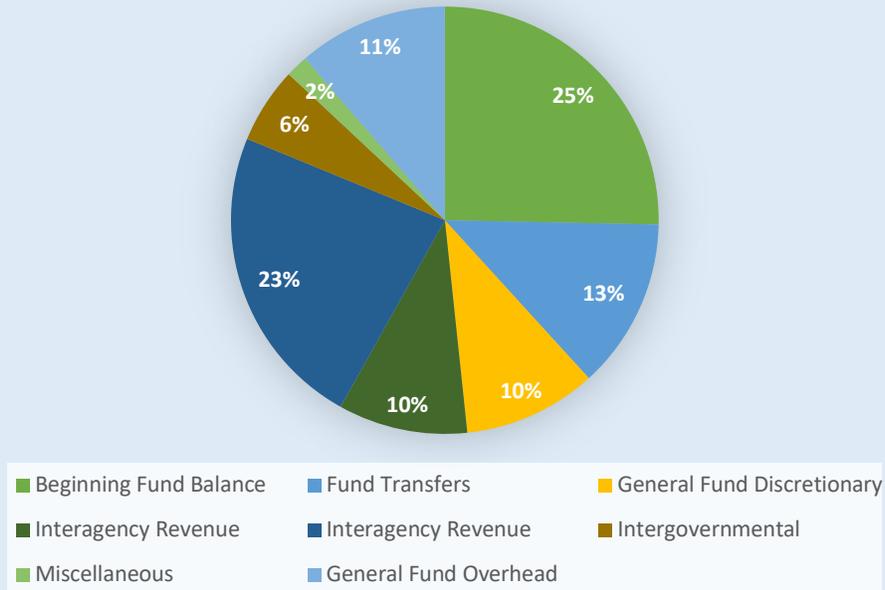
- ▶ Revisions to procurement-related City code to adapt and align with the City's new reorganization.
- ▶ Requests for council (as Local Contracting Review Board) to approve special class procurements to allow for alternative procurement methods.

# 2024-2025 Budget

## Total Budget

\$20.6M

## Major Funding Sources



## Known Opportunities and Challenges

- As the City grows, the workload of Procurement Services grows with it. The division's 9% position reduction in FY 2024-25 created a struggle to maintain current levels of service. With future funding stability uncertain (i.e., both General Fund and Interagency), the division's ability to maintain or increase services levels is substantially at risk for the foreseeable future.
- Procurement Services is exploring several revenue generation opportunities to help stabilize program budgets. These include adopting the common practice of collecting fees from external agencies for usage of City-executed cooperative contracts and implementing a new payment method that would drive rebate revenue from the City's existing procurement card bank provider.

## Five-Year Priorities

Beyond revenue stabilization discussed above, the two key items in the division's five-year financial plan are completion of the SAP Ariba Project and funding and the implementation of the Compliance Software Replacement Project.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland Community & Economic Development



# City of Portland

## Bureau of Planning and Sustainability



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

We envision a city where all Portlanders experience healthier connected communities: neighborhood amenities and access to transportation options; improved air quality, stable climate, less reliance on fossil fuels; a healthier natural and built environment that is resilient to the quickly advancing impacts of climate change; advancing digital inclusion and responsible open data; expanding access to data and technology that is used to improve people's lives; and effective and affordable services to reuse, recycle, and reduce waste. Within the context of growth and change, BPS collaborates with partners, organizations, and community to help design and implement the next generation of urban strategies to achieve citywide goals.

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

## Our Team

### 145 Positions

The professional and educational backgrounds of staff members is both diverse and broad due to the varied types of work BPS does. Areas of expertise include urban planning, business administration, community outreach, support and advocacy, climate science, policy development, architecture, history, strategic initiatives, waste management, community technology, data governance, and more.

### Executive Leadership

Eric Engstrom, Interim Director  
Patricia Diefenderfer, Chief Planner  
Harmonee Dashiell, Equity Manager  
Sam Baraso, PCEF Manager  
Seema Kumar, Community  
Technology Chief  
Andria Jacob, Climate and  
Energy Manager  
Eben Polk, Waste and Recycling Manager  
Magan Reed, Communications Manager

**Learn more:** [portland.gov/BPS](https://portland.gov/BPS)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



## MAJOR WORK GROUPS

### **Long-Range Planning**

Conducts long-range land use planning. This group updates, maintains, and implements the Comprehensive Plan, zoning map and zoning code. Current projects the state-mandated updates to the Economic Opportunities Analysis (EOA) and the Housing Needs Analysis, which ensure that the City has an adequate zoning capacity to accommodate projected demand for housing and jobs over the next 20 years.

### **Climate and Sustainability**

Informs how the City can build back a thriving, carbon-free economy that centers equity and the health, prosperity, and resilience of the people most impacted by the climate crisis. This team conducts research and analysis, develops policies, and implements projects that advance our just transition away from fossil fuels to a clean energy future. Current projects include developing a building energy benchmarking program and implementing recently adopted renewable fuel standards.

### **Waste Collections**

Manages the solid waste, recycling, and composting collection system for residents and businesses including franchises with residential haulers and permits for commercial haulers. Manages the citywide Public Trash Can Program and assists with efforts to remove trash from the public right-of-way. Graffiti Abatement was recently added to this group and has thrived under a unified, organized approach to graffiti abatement and customer service.

### **Portland Clean Energy Fund (PCEF)**

Provides funding for direct investment in climate action projects that reduce greenhouse gas emissions and advance racial and social justice. Funding may include housing energy efficiency investments to reduce utility costs, transportation decarbonization such as e-bike incentives, urban tree canopy, green workforce development, and more.

### **Community Technology | Smart City PDX**

Builds community capacity and advocates for greater investments and policy in a rapidly changing technological landscape to keep our local communities economically and culturally healthy. Smart City PDX guides the City's use of data and technology to address inequities and to benefit underserved communities. This group staffs the Mt. Hood Cable Regulatory Commission, manages other utility franchises for the City, implements data privacy policies, and oversees grant programs designed to close the digital divide.



## RECENT ACCOMPLISHMENTS

### Climate Investment Plan

Following the October 2022 PCEF code update, the council unanimously adopted the inaugural the Climate Investment Plan, allocating \$750 million for community and City-led clean energy projects and climate solutions. In the FY 2024-25 budget, PCEF collaborated with City bureaus to identify and allocate over \$380M to City-led climate projects, including the electrification of the City vehicle fleet, scaling up active transportation programs, strengthening our tree canopy to combat extreme heat, and improved HVAC and other efficiency upgrades at our community centers. Together these actions, among others, will invest over \$1.3 billion of PCEF funds into climate projects across Portland over the next five years.

### Housing Needs Analysis and Housing Production Strategy

In 2023, council adopted the 2045 Housing Needs Analysis, which determined that the City should plan for approximately 120,000 more housing units by 2045. The Housing Production Strategy is a set of actions the City will take over the next five years to support the development of that needed housing.

### Renewable Fuels Standard

In 2023, the Climate Team passed the nation's first renewable fuel standard designed to phase out diesel fuel sold at the pump.

### Battery Collection

The Waste & Recycling Team launched a new battery collection and recycling option in 2024, expanding access and addressing safety.

### Privacy and Data Governance

Smart City PDX is implementing a surveillance policy passed by council in 2023, including a new "privacy impact assessment" process for surveillance technologies used by the City. The program is also leading an effort to improve the City's use and management of data and developing policies for the City's use of artificial intelligence, in partnership with the Bureau of Technology Services and others.



## CHALLENGES & OPPORTUNITIES

- ▶ **Housing Production:** Housing production is a top priority for the entire Community and Economic Development Service Area. BPS will continue to collaborate with partner agencies to implement the Housing Production Strategy, including standing up a new multi-bureau Housing Production Team with Portland Permitting & Development, Portland Housing Bureau, and Prosper Portland.
- ▶ **Next Generation Waste and Recycling Systems:** The Oregon Legislature passed the Plastic Pollution and Recycling Modernization Act (Senate Bill 582) during the 2021 Legislative Session. The Recycling Modernization Act will overhaul Oregon's recycling system, driving further improvements to waste/recycling services locally. This is an opportunity to innovate, but it will also represent a significant workload for the bureau in the next few years.
- ▶ **Climate Leadership:** In FY 2024-25 the Chief Sustainability Officer position is moving to the City Administrator's Office, and a new Sustainability and Climate Commission is launching, which will also be managed from that level. This brings both opportunities and challenges, including the need to reorganize some reporting structures, establish a clear division of labor with the officer, and restructuring of Climate & Energy program funding. Although Climate leadership at the City will shift to the City Administrator Office, BPS will continue to play a supporting role, and will continue to manage several ongoing climate and energy programs (building energy benchmarking, renewable fuels, etc.).

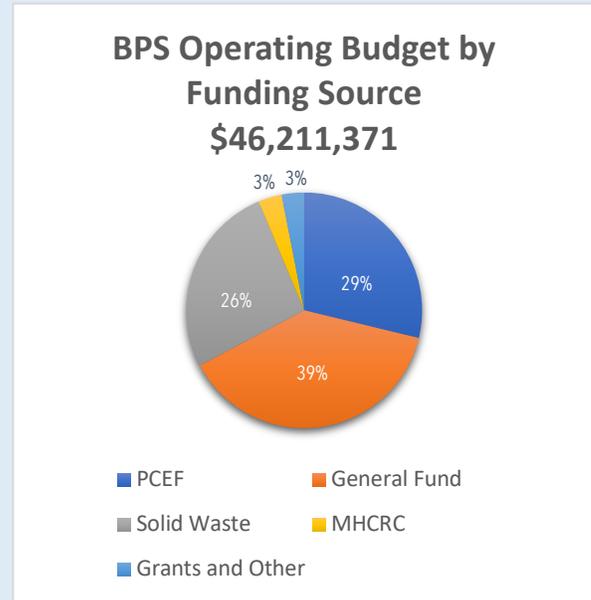
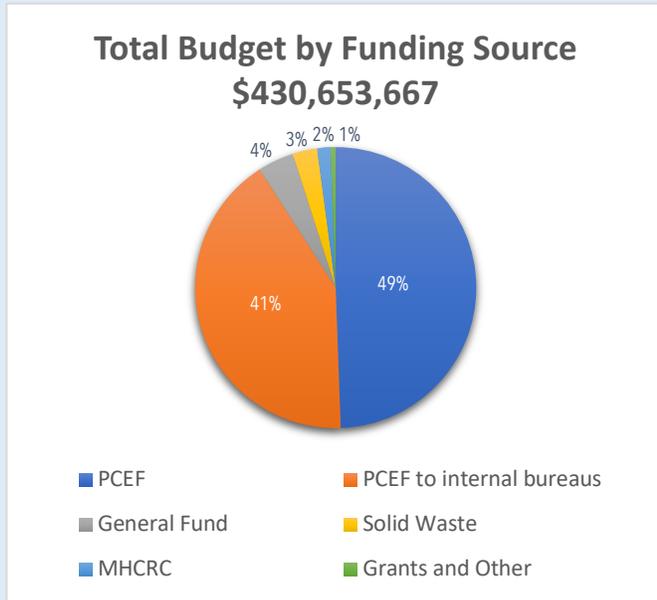
- ▶ **Portland Clean Energy Fund Growth:** The Climate Investment Plan has created greater alignment among stakeholders, but that cannot be maintained without considerable work. PCEF is making substantial investments in climate- and racial-justice sectors that are underdeveloped in our community. This will require long-term capacity building to meet our demands for equitable climate investment, but also clear communication to manage expectations as the program grows. The program is building new systems to ensure the significant investments in other City bureaus is accountable to intended program outcomes. The team is stretched by the rapid growth of the program and continues to work with key City partners in Human Resources and Procurement to scale-up operations.



## COMING TO CITY COUNCIL

- ▶ **Portland Clean Energy Fund**  
In 2025, PCEF will present several Climate-Investment-Plan-related decisions to City council including approvals for community responsive grants and contract authorizations for several programs. This will include programs like \$140M clean energy in single-family homes, \$20M e-bike incentive, and \$50M clean energy in unregulated multifamily buildings.
- ▶ **Economic Opportunities Analysis**  
This state-mandated planning project analyzes and forecasts growth in Portland's industrial, office, and retail business districts, and takes steps to ensure there is an adequate 20-year supply of developable land for businesses and jobs. It is an opportunity for council to shape the city's economy and ensure planning and zoning tools support that direction. The work examines freight and distribution facility needs, re-use of underutilized office space, and ways to accommodate emerging new businesses.
- ▶ **Low Income Garbage/Recycling Rate**  
The Waste & Recycling Team will bring a proposal to provide a low-income discount program for garbage bills.
- ▶ **Central City Zoning Refinement**  
The Planning Team is currently launching a project to refine the Central City 2035 Plan - including adjustments to zoning maps and codes. This supports public and private sector efforts to revitalize downtown and adapt plans to the post-pandemic economy.

# 2024-2025 Budget



- Totals do not include fund balances.
- BPS Operating does not include passthrough grants and awards.
- PCEF allocations to other bureaus are reflected in their budgets.
- Does not include Fall BMP adjustments, with exception of placeholder \$170M for PCEF.

## Known Opportunities and Challenges

- Growing PCEF resources have allowed the bureau to maintain services in the face of recent General Fund cuts, largely by spreading internal and administrative costs to larger and more diverse revenue sources.
- The Climate & Energy team has historically been funded by a mix of General Fund and Solid Waste. Some PCEF resources were added in FY 2024-25, reflecting eligible program work and the team’s role in providing policy groundwork for PCEF investments. Ongoing funding remains an issue.
- Ongoing reduction of General Fund resources impacts the Planning & Urban Design and Community Technology programs most heavily. Both programs struggle to balance their ability to secure external grant funding with the need to stay focused on core responsibilities and priorities. There is a continued need to reduce or rethink services due to the combined impact of tight budgets and rising labor costs
- The Graffiti Abatement program is operating largely on one-time resources but has funding sufficient to maintain current elevated levels of service through 2025.
- Smart City PDX is working with Technology Service to develop an enterprise-wide approach to data governance, which does not yet have a sustainable funding model.

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# 2024-2025 Budget Continued

## Five-Year Priorities

In the program's early stages, the PCEF fund balance has risen faster than expected due to revenues exceeding projections. Now that council has adopted the inaugural five-year Climate Investment Plan and committed supplemental funds to City bureaus in FY 2024-25, we expect PCEF expenses and revenues to come into balance. Non-PCEF climate and energy policy program expenses remain uncertain - and highly dependent on direction from the new Climate Commission, City council, and mayor. The Solid Waste Management Fund is stable, though expenses may increase with the rollout of an expanded public trash can program and implementation of the recycling modernization act. Finally, the bureau expects revenues from the Mt. Hood Cable Regulatory Commission to end within five years due to dwindling cable TV subscribers. The bureau is working with that commission to explore other revenue/service models.

## Long-Term Financial Outlook

The Planning & Urban Design program has shrunk through cuts made over the past decade, though in 2022 the program received an influx of one-time general fund resources for several projects extending through 2024. Launching and scaling up PCEF has had significant impacts on bureau operations and has concealed the staffing reduction and capacity loss in other programs. The Solid Waste Management Fund has been unpredictable due to slower economic recovery but is now stable due to rate structure changes made in FY 2023-24. Public trash collection is a growing element of Solid Waste expenses.

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# City of Portland

## Portland Housing Bureau



The mission of the Portland Housing Bureau (PHB) is to solve the unmet housing needs of the people of Portland. PHB is guided by principles of racial equity to develop housing policy and programs for the City of Portland. Core functions include:

**Financing the production and preservation of affordable housing.** PHB-funded housing is required to remain affordable at targeted incomes for up to 99 years. PHB currently regulates over 17,000 units of affordable housing throughout the city.

**Funding programs to increase homeownership for low-to-moderate income households,** and close the homeownership gap for Black, Indigenous, and People of Color communities.

**Implementing tenant protections, funding legal services, and providing home repair assistance** to prevent displacement of vulnerable renters and homeowners.

**Investing in programs to prevent and end homelessness,** with an emphasis on funding the development of permanent supportive housing.

## Our Team

### 87 Positions

Housing staff have backgrounds in housing policy, finance, development, and construction, as well as tenant/landlord regulations, and a finance and accounting team.

Since 2012, the diversity of PHB's staff has increased 36 percent, and currently 73 percent of the bureau's workforce are women.

### Executive Leadership

Helmi A. Hisserich, Director

Angel Landrón Gonzalez,  
Deputy Director

Leslie Goodlow, Equity & Business  
Operations Manager

Joshua Roper, Policy &  
Planning Manager

Learn more: [portland.gov/PHB](https://portland.gov/PHB)

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## MAJOR WORK GROUPS

**Affordable Multifamily Production:** Oversees funding and construction and compliance for Portland Housing Bureau-supported multifamily affordable housing development. Currently closing out Portland Housing Bond production and overseeing remaining Metro Housing Bond construction. Inclusionary Housing program and other development incentives.

**Neighborhood Housing Preservation:** Promotes homeowner stabilization via repairs, grants, and loans, and promotes low- to moderate-income homeownership opportunities.

**Rental Services Office:** Provides technical assistance and information on landlord-tenant laws via a helpline, manages eviction defense and landlord-tenant mediation programs.

**Housing Policy:** Manages the North/ Northeast Neighborhood Housing Strategy, Tax Increment Financing district planning, coordinates with state, county, federal housing departments. Recently launched the Cully TIF district, and is exploring six new TIF districts



## RECENT ACCOMPLISHMENTS

- ▶ Affordable housing production more than doubled in the latter half of last decade. Since 2015, PHB has created 4,842 new affordable units, with 3,537 in the pipeline. PHB successfully implemented the Portland and Metro housing bonds, exceeding total unit targets for both by over 40%.
- ▶ \$135M has or will be allocated to address displacement in historically Black neighborhoods of North and Northeast Portland, resulting in 560+ new rental units, 127 first-time homebuyers, and 1,000+ home repairs so far. Developed a nationally recognized Preference Policy to prioritize displaced North and Northeast Portland community members for housing.
- ▶ Administered \$100+ million in COVID recovery programs providing rent and mortgage assistance, eviction prevention, and emergency cash assistance. These programs have assisted 50,000+ Portlanders.
- ▶ In partnership with the Cully community and Prosper Portland, PHB received City council approval to establish a Cully Tax Increment Financing District dedicated to stabilization and anti-displacement for businesses and households.
- ▶ The Development Incentives program has produced 1,200+ regulated affordable housing units via mandatory and voluntary development programs.
- ▶ In October 2017, Portland and Multnomah County adopted parallel resolutions to create 2,000 new units of supportive housing to address chronic homelessness by 2028. To date, 2,312 are already open or in progress.



## CHALLENGES & OPPORTUNITIES

- ▶ **Affordable housing shortage:** Portland needs 63,000 new affordable housing units by 2045. Half of all renters in Portland are cost burdened, and 1 in 4 renters are paying more than half their income on rent.
- ▶ **Declining local and state funding:** Since 2015, the bureau has financed 8,379+ units of affordable housing with tax increment financing, Portland's Housing Bond, and Metro Bond funding. The bond funds have been fully spent, and Portland will soon be faced with a decision about how to continue funding affordable housing development. State resources have also been constrained.
- ▶ **New tax increment funding (TIF) districts:** Portland is the only major city on the west coast with TIF. We are currently establishing several new TIF districts, which will be able to fund homeownership and home repair in the near term, and eventually multi-family development.
- ▶ **Renters and the rental market are facing tremendous pressures:** Since the COVID-related safe harbor tenant protections have expired, Portland and Oregon renters have experienced eviction rates higher than in pre-pandemic times.
- ▶ **Homeownership rates for people of color continue to widen compared to white households:** Despite this, PHB has a continued commitment to equity, focusing resources on reversing these trends via strategic initiatives such as the North/Northeast Preference Policy, which gives preference to housing applicants who were displaced, at risk of displacement, or the descendants of families displaced due to urban renewal.

- ▶ **Deepening strategic partnerships with local organizations:** The local housing ecosystem has a wealth of highly effective organizations such as Home Forward, Metro, the Joint Office of Homeless Services, and 80+ community organizations.



## COMING TO CITY COUNCIL

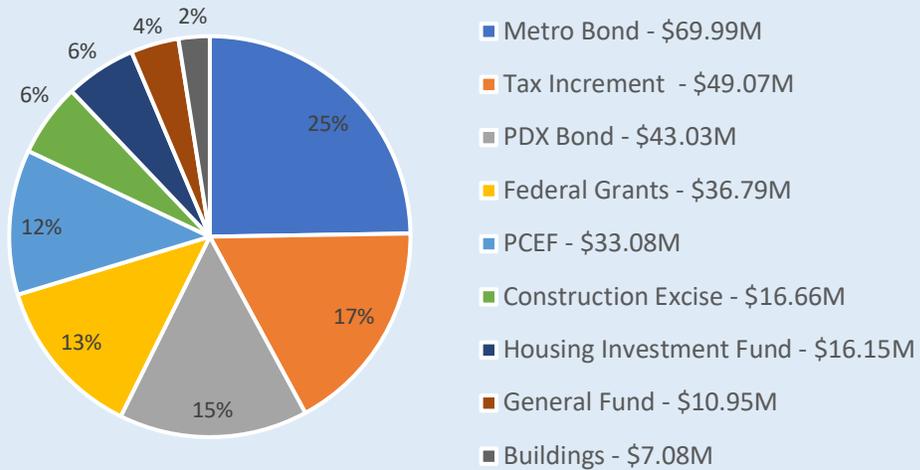
- ▶ 10 Year Report on the N/NE Neighborhood Housing Strategy. This report will highlight several accomplishments including the N/NE Preference Policy, which has been duplicated in multiple jurisdictions across the country.
- ▶ 2024 State of Housing in Portland Report. A nationally recognized report on demographics, housing stock, policies, and programs.
- ▶ Fair Housing Month Proclamation in April; affirmatively Furthering Fair Housing Plan and Five-Year Consolidated Plan for HUD.
- ▶ Major multi-family affordable housing projects, including 230 affordable homes in Broadway Corridor.
- ▶ New Tax Increment Financing District Action Plans for six districts. Includes five-year housing strategies.
- ▶ RFP for online housing locator tool to help low-income Portlanders find affordable homes.
- ▶ Best practices study of land banking for affordable housing.

# 2024-2025 Budget

## Total Budget

\$282,777,951

### PHB Funding Sources



### Known Opportunities and Challenges

- In Fiscal Year 2026-27, both bond and Tax Increment Financing (TIF) funds will be fully invested in housing developments. No new local subsidies for housing projects will be available for the foreseeable future.
- Opportunity to bring a new housing bond to the voters, building on a strong foundation of leveraging and effectively allocating \$470 million in bond funds since 2016.
- Six new TIF districts are being explored. If adopted, these TIF districts will provide new funding resources for future affordable housing and homeownership programs.

### Five-Year Priorities

To continue to create new opportunities for affordable housing. In the face of a significant decrease in resources, PHB will prioritize identifying funding sources, possibly including new TIF districts, a new housing bond, and the implementation of PCEF resources. In addition, PHB will explore innovative strategies for the development of affordable housing.

### Long-Term Financial Outlook

In the absence of more TIF funds and the expiration of both housing bonds, there will be a reduction in multi-family project gap financing, acquisition, and homeownership programs and staff will be impacted. This new level of bureau resources is now visible in the five-year forecast.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Portland Permitting & Development



Portland Permitting & Development (PP&D) promotes safety, livability and economic vitality through the efficient and collaborative application of building and development codes.

PP&D is instrumental in enhancing the safety of buildings and the livability and economic vitality of Portland's neighborhoods. PP&D's stakeholders can be divided into three groups, including those who are:

- Proposing development and directly seeking services (such as property owners, developers, architects and engineers);
- Enforcing regulations (such as tenants, neighbors, and others who make complaints about their own unsafe housing, or activities in their neighborhoods); and
- Living, working and playing in spaces regulated by the City's codes, and need a permit.

## Our Team

### 350 Positions

Land Use Review staff  
Permitting Services and Public Works teams  
Plan Reviewers  
Building and Trades Inspectors  
Code Enforcement staff  
Cannabis, Liquor Licensing and Noise Control teams  
Technology  
Equity  
Bureau Operations teams

### Interim Director

David Kuhnhausen

### Deputy Director

Elshad Hajiyev

**Learn more:** [portland.gov/PPD](http://portland.gov/PPD)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ Portland Permitting & Development was created by City council to unify the development review teams of five bureaus into one entity. It was also established to resolve conflicts and concerns more quickly, establish uniform customer service protocols across review teams and continue improving the timeliness of reviews and inspections.
- ▶ Created the Portland Permit Metric Dashboard to help customers understand the average times involved in different phases of the permit review process and to uphold a commitment to transparency and responsiveness.
- ▶ Provided pre-approved plans for detached accessory dwelling units that meet certain building code requirements. These efforts support the City's housing goals and accelerate the customer's time in the permitting process. Soon, pre-approved plans for other types of structures will be available.
- ▶ Streamlined the online application process for permits to build new single-family homes, detached accessory dwelling units and solar systems. These improvements make the process more efficient and helpful for customers.
- ▶ Adjusted requirements for seismic upgrades for office buildings seeking to convert to residential use. These building projects may waive system development charges, up to \$3 million, as seismic upgrades are completed. The Permitting Services team works with building owners and their representatives to help navigate this process.



## MAJOR WORK GROUPS

### Permitting Services, Plan Review and Land Use Services

Reviews development proposals before construction, manages the flow of the permitting process, from intake and plan review to issuance and reviews proposed development for compliance with applicable regulations such as the City's Zoning Code (Title 33).

### Public Works and Infrastructure

Reviews private development proposals to ensure seamless integration with the City's sewer and water lines, streets, sidewalks and tree canopy.

### Inspections

Performs structural, electrical, plumbing, mechanical and zoning inspections on construction projects in Portland and urban unincorporated Multnomah County.

### Property Compliance

Enforces regulations and administers the City's Property Maintenance Code (Title 29) and Noise Control Code (Title 18) to protect and enhance the natural and built environment and to maintain and improve neighborhood livability.



## CHALLENGES & OPPORTUNITIES

- ▶ **Funding** - Portland Permitting & Development is mostly reliant on fee revenue to sustain its operations. This makes the bureau susceptible to significant economic changes that affect construction activity. The bureau needs to supplement its fee revenue with a more stable base of funding.
- ▶ **Technology** - The future of permitting services relies on better online systems that are both efficient and user-friendly. Most community members expect to be able to access permitting services online.

Changes are being made to create an updated organizational structure that is more effective and efficient in creating solutions, prioritizing and managing work, and creating a team approach.

However, ongoing funding must be provided to ensure PP&D has both the capacity and capability to accelerate progress in developing and improving these online systems.

- ▶ **Strategic Business Process Analysis** - End-to-end evaluations of practices and procedures within PP&D will map current processes, identify pain points, propose improvements, and set goals for implementation.



## COMING TO CITY COUNCIL

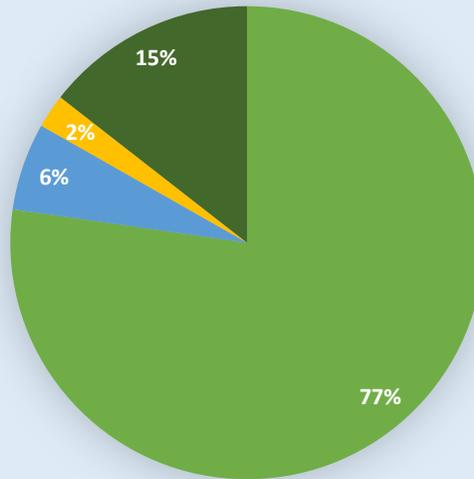
- ▶ PP&D brings its annual fees ordinance to the council each May prior to the start of the next fiscal year which begins on July 1. These fees cover most of the bureau's services and factor into its budget request.
- ▶ PP&D has more than a dozen advisory bodies, from the Design Commission to the Development Review Advisory Committee to various code appeal boards, appointments to which require City council approval.
- ▶ The Code Amendment project is a cross-bureau effort intended to identify code conflicts that cause significant confusion and/or impediments in development and create a process to address these issues.



# 2024-2025 Budget

**Total Budget**  
\$97.3 million

## Major Funding Sources



■ Fees & Charges for Service ■ One-time General Fund ■ Ongoing General Fund ■ Interagency

## Known Opportunities and Challenges

- PP&D is a newly formed entity consisting of what was previously the Bureau of Development Services and now includes portions of Water, Parks & Recreation, Transportation, and Environmental Services.
- Funding is primarily from fees which vary year-to-year depending on the economy.
- In Fiscal Year 2023-24 the bureau was forced to reduce staffing as permit fee revenue declined and the draw on reserves was unsustainable.

## Five-Year Priorities

PP&D prioritizes financial stability while also recognizing the impacts of staff reductions on service levels. The near-term financial outlook is for low development activity, and as such the bureau expects low revenue to continue in Fiscal Year 2024-25 before beginning to see meaningful increases again. PP&D is balancing meeting performance goals with maintenance of prudent financial policies.

## Long-Term Financial Outlook

In Fiscal Year 2023-24, the impacts of high interest rates and declining market values for properties in the downtown core resulted in a sharp decline in construction permitting activity. Reserves stood at \$25.1 million on July 1, 2024, after drawing \$21 million overall in Fiscal Year 2023-24. The bureau anticipates continuing drawing on reserves through Fiscal Year 2026-27, before construction activity and revenue is expected to pick up enough for the bureau to fully recover its costs.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# Prosper Portland



PROSPER  
PORTLAND



As the City's economic development agency, Prosper Portland carries out programs that support small businesses and traded sector industries, improve access to workforce training, and create jobs. Prosper Portland is the City's urban development agency, investing its resources to advance small business, commercial, and mixed-use projects within Tax Increment Finance districts and citywide. By city charter and state statute, Prosper Portland is a separate legal entity from the City, headed by an executive director and governed by a five-member, volunteer Board of Commissioners appointed by the mayor and confirmed by City council.

Prosper Portland's mission is to create economic growth and opportunity for Portland. Our vision is to make Portland one of the most globally competitive, healthy, and equitable cities in the world. In furtherance of Advance Portland: A Call to Action for Inclusive Economic Growth, Prosper Portland fosters quality job growth, supports small business success, creates vibrant and inclusive commercial districts, and collaborates with business and community partners to create a competitive, innovative economy with widely shared prosperity.

## Our Team

### 105 Positions

Includes a diverse team of public servants who work with the private sector and community partners, leveraging our expertise in inclusive project management; business and industry; public/private partnerships; real estate transactions; commercial asset management; loan underwriting; grant making; and program development.

### Executive Leadership

Shea Flaherty Betin, Interim  
Executive Director

Lisa Abuaf, Interim Deputy Director

Andrew Fitzpatrick, Interim Economic  
Development Director

Qur'an Folsom, Chief  
Administrative Officer

Chabre Vickers, Equity, Policy and  
Communications Director

Hope Whitney, General Counsel

**Learn more:** [ProsperPortland.us](https://ProsperPortland.us)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



Broadway Corridor site preparation.



## MAJOR WORK GROUPS

**Urban Development:** Serves businesses and property owners through grants, loans, property transactions, infrastructure investments with bureau partners, and development projects.

**Asset and Investment:** Underwrites commercial property and business loans for inclusive growth that traditional banks will not fund and manages agency properties, including commercial tenancing of buildings.

**Office of Small Business:** Provides business and entrepreneurship support through a network of community providers, facilitates commercial district health, increases access to job training, and helps navigate City processes and requirements.

**Business Advancement Team:** Conducts outreach, retention, and recruitment and provides support to ensure traded sector businesses remain and grow in Portland.

**Office of Events and Film:** Provides resources, support, navigation services and connection for the event and film industries.

**Internal Operations:** Includes legal, procurement, finance, human resources, equity, policy, and communications expertise supports both internal operations and external initiatives.



## RECENT ACCOMPLISHMENTS

- ▶ Prosper Portland completed site preparation at Broadway Corridor (pictured at left), an urban development project which will permanently change the downtown landscape. The City has started construction of new Northwest Kearney and Johnson streets connecting to Union Station, and the Portland Housing Bureau will select a partner for a phase one affordable housing project at Northwest 9th and Johnson streets.
- ▶ Over the past four years, Prosper Portland has disbursed more than \$5.5M in Repair and Restore Grants to serve over 950 local small businesses needing immediate repairs as well as security and operational support due to damage, including the 2024 winter storm.
- ▶ In 2023-2024, Prosper Portland provided more than \$9M in loans to small businesses and property owners, including supporting Dos Hermanos Bakery with loans to expand into a new headquarters at Southeast Stark Street and 10th Avenue. As a result, the bakery can grow from a 57-employee business, 97% Latino, to a 98-employee business over the next three years.
- ▶ In summer 2023, Prosper Portland launched the City's Core Business Retention Team providing a coordinated business retention approach with a focus on the Central City. Staff has conducted retention outreach to more than 250 local businesses. Key employers like Jaguar Land Rover, Daimler Truck North America, Revant Optics, and LegitScript have since recommitted to the city with new offices and investments.
- ▶ In summer 2023, City council directed staff to explore creating new Tax Increment Financing districts in East Portland and the Central City. Since then, 90 community members and multiple bureau partners have participated in advisory committee meetings; 600 people have engaged through community outreach; and more than 30 community partners have led exploration-focused events.



## CHALLENGES & OPPORTUNITIES

- ▶ Coordinating with City bureaus in the Community and Economic Development service area will provide increased opportunities for cross-bureau coordination on Advance Portland priorities such as housing production, Central City revitalization, traded sector business retention and growth, and the Office of Small Business.
- ▶ Over the past year, staff has worked with the Portland Housing Bureau, City bureaus, and community to explore new Tax Increment Finance districts in East Portland and the Central City. If City council approves new districts, staff will begin work in 2025-2026 to develop five-year action plans that outline community investment priorities.
- ▶ Portland's tax and real estate environment, particularly in the Central City core, continues to be challenging due to high costs, increased vacancies, and a lack of private investment which could continue to slow Portland's economic recovery.
- ▶ Prosper Portland's Financial Sustainability Plan and service levels rely on stable revenues from multiple sources, including the General Fund and the agency's ability to generate return on its business and commercial property loans.
- ▶ Prosper Portland shares in the City's history of policies that drove wider disparities in income and wealth between white communities and communities of color, resulting in increased displacement. In acknowledgement, Prosper Portland has repositioned key programs to center meeting the needs of diverse Portlanders and an Equity Framework for our work.



Vendor at My People's Market (summer 2024).



## COMING TO CITY COUNCIL

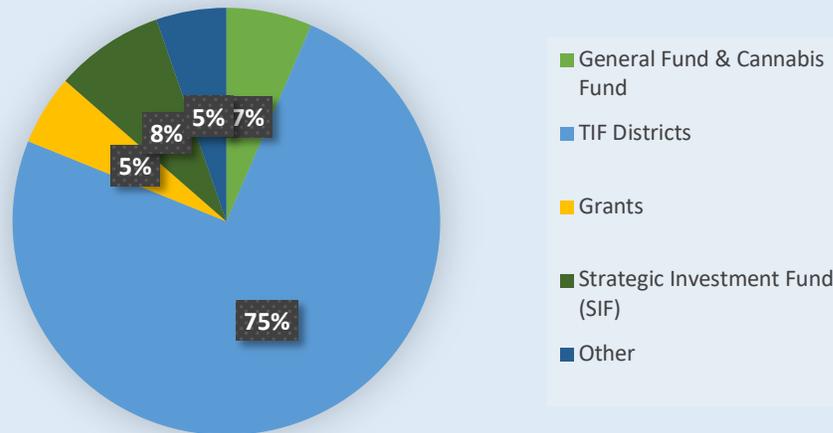
- ▶ In June 2025, the mayor will nominate, and City Council will vote to appoint or re-appoint a member to the Prosper Portland Board of Commissioners to serve a three-year term.
- ▶ In May 2025, City Council will convene as the Prosper Portland Budget Committee to review and approve the agency's budget prior to its formal adoption by the Prosper Portland Board in June.
- ▶ In summer 2025, Prosper Portland and key partners will provide a two-year update on Advance Portland, the City's five-year call to action for inclusive economic growth.
- ▶ In 2026, Prosper Portland and the Portland Housing Bureau will seek City council approval to appoint individuals to new Community Leadership Committees to help lead engagement and Action Plan work in new TIF districts.

# 2024-2025 Budget

## Total Budget

\$333,855,680 (net of interfund transfers)

## Major Funding Sources



## Known Opportunities and Challenges

- Returning Tax Increment Financing General Fund supports economic development, lending, and tenanting programs in 2024-25, including funds for Office of Small Business and Office of Events and Film.
- Loan repayment, property sales, and Portland Clean Energy Fund provides funding for small business, middle-income housing, and commercial development projects.
- Potential reductions to operating budget if lending and other projected returns fall short.
- Potential new TIF districts provide opportunities to further Advance Portland objectives.

## Five-Year Priorities

Implement Advance Portland inclusive growth goals, including:

- Lead major employer retention and expansion within the city's competitive industry clusters: Athletic & Outdoor, Green Cities /Climate Technology, Metals & Manufacturing, Food & Beverage Manufacturing, and Tech & Media.
- Launch the new Office of Small Business, centralizing supports and creating a one-stop-shop for small businesses to navigate City of Portland processes and resources.
- Deliver on TIF district plans in Gateway, Lents, and Old Town and investments in South Waterfront, coordinating with Portland State and Oregon Health & Science universities.
- Redevelop the Broadway Corridor.
- Launch new TIF districts to invest in catalytic projects in the Central City, such as the OMSI District and Lloyd Center, and East Portland community priorities including 82nd Avenue.

## Long-Term Financial Outlook

Prosper Portland's ability to implement Advance Portland and maintain programming depends on (1) ongoing General Fund and Cannabis Funding including the Returning TIF allocation added in 2024-25; (2) successful loan placement and returns; and (3) the establishment of up to six new TIF districts.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Spectator Venues



The Spectator Venues Program provides oversight of City-owned spectator facilities and supports city sports, travel, tourism, and visitor development efforts. The program is funded through the Spectator Venues and Visitor Activities Fund, a self-sustaining enterprise fund. Fund revenues come from ticket fees at Providence Park and Rose Quarter events, and Rose Quarter parking fees as well as an annual allocation of dedicated regional tourism funds derived from Transient Lodging Taxes and Vehicle Rental Fees. Budgeted expenses include City-obligated direct expenses at the Rose Quarter facilities (Veterans Memorial Coliseum, Plaza, and Public Parking Facilities) and Providence Park, debt service payments on bond obligations, and program administration.

Major program activities include facility planning, contract/agreement administration and oversight of facility operations, maintenance, repair, and capital improvements; fund oversight and financial planning; special projects; and liaison activities with other governmental agencies and private parties/organizations engaged in spectator and performing arts programming/promotion, travel, tourism, and visitor development activities.

## Our Team

### 3 Positions

The program includes a Program Manager, Program Coordinator, and a Financial Analyst

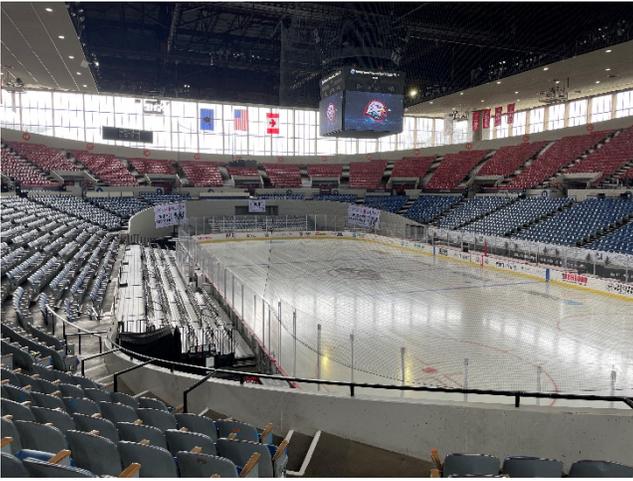
### Executive Leadership

Donnie Oliveira, Deputy City Administrator

Karl Lisle, Spectator Venues Program Manager

**Learn more:** [portland.gov/venues](http://portland.gov/venues)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

The staff of the Spectator Venues Program all work on the core responsibilities and oversight.

In addition, the program manager supervises the Enhanced Services District Coordinator and participates in guiding that work. The ESD Coordinator is funded 50 percent by the General Fund and 50 percent by contributions from the three districts.

Prior to spring 2024, the program manager also supervised the City Arts Program and its staff as well as providing oversight and contract administration services for the Portland's Centers for the Arts theaters. With the ongoing transition, these program functions were moved into the Vibrant Communities Service Area and assigned to the newly created Office of City Arts and Culture.



## RECENT ACCOMPLISHMENTS

- ▶ The original 1995 Rose Quarter Arena Ground Lease and associated agreements are set to terminate in October 2025. These are the documents that require the Portland Trail Blazers to continue playing home games at the Moda Center Arena. In summer 2024, the City council approved a five-year extension of the agreements (extendable to 10 years) to allow additional time for the parties to explore major renovations to the arena.
- ▶ The Veterans Memorial Coliseum is undergoing its largest capital investment ever, funded by dedicated tourism dollars through the Visitor Facilities Trust Account. The \$53 million project which will be implemented in phases between summer 2024 and summer 2026, will see major upgrades to the building's mechanical infrastructure as well as replacement of all seats and remodeling/expansion of all restrooms.
- ▶ The program has been involved in studying and analyzing the Keller Auditorium, which is an unreinforced masonry building and successfully brought a renovation and two replacement proposals to City council for discussion and consideration in summer 2024.
- ▶ Working with representatives of the hotel and hospitality industry, program staff successfully updated the Tourism Improvement District in December 2023, and renewed the City's contract with Travel Portland in summer 2024. This will ensure the tourism industry has the resources necessary to continue to recover from pandemic challenges.



## CHALLENGES & OPPORTUNITIES

- ▶ Many of the City's key venues are aging and will require significant ongoing capital investments. Currently available resources within the Spectator Program are not sufficient to meet all long-term needs.
- ▶ The five-year bridge agreement with Rip City Management and the Portland Trail Blazers will keep the team playing at the Moda Center through the 2029-30 season, but a longer-term solution that provides for a major renovation of the arena is still needed.
- ▶ The region's funding and operating model for the City-owned performing arts facilities is no longer able to reliably sustain operations and repairs at the City-owned theaters. Responsibility for this issue is being transferred to the Vibrant Communities Service Area and the new Office of Arts and Culture.
- ▶ The local travel and tourism industry continues a slow recovery from COVID-19 and the social unrest of 2020. Hotel stays are still well below 2019 levels. Ongoing investment in the industry is necessary to continue recovery.
- ▶ The sports, travel and entertainment industry are dynamic and rapidly evolving. It is important for the City to be responsive to new opportunities and ready to engage when it makes sense.



## COMING TO CITY COUNCIL

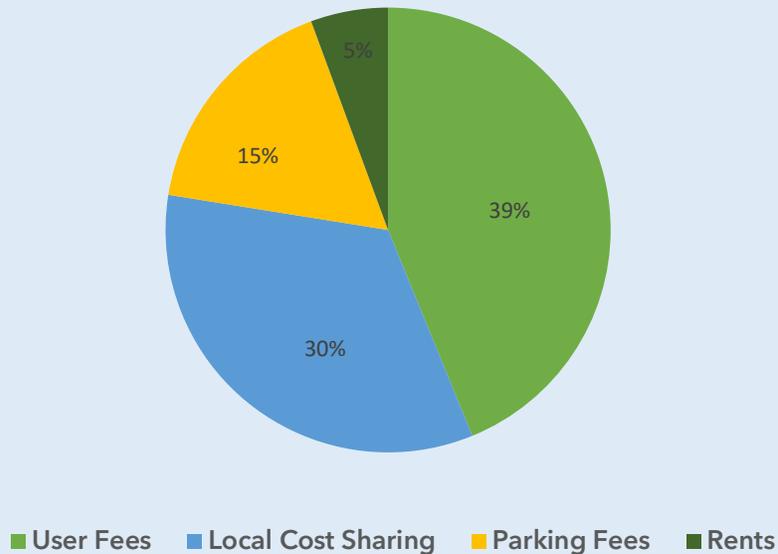
- ▶ After a flurry of council actions in 2023 and 2024 including, the Veteran's Memorial Coliseum renovation bond approvals, new Rose Quarter operating agreements, changes to the Tourism Improvement District, and a new contract with Travel Portland for travel and tourism marketing and promotion, 2025 may look quite a bit quieter.
- ▶ Some actions that may come before council in late 2024 or early 2025 include Rose Quarter signage regulatory changes, direction-setting on the Keller Auditorium and potentially next steps on a longer-term Rose Quarter operating agreement.

# 2024-2025 Budget

## Total Budget

\$90,410,641

## Major Funding Sources



## Known Opportunities and Challenges

- Inadequate resources to address capital needs at aging venues.
- Volatility in the sports and entertainment industry.
- Need for a long-term Rose Quarter/Portland Trail Blazers deal.
- Continued slow local recovery in the travel and tourism industry.
- Ongoing responsibility and knowledge transfer on Metropolitan Exposition and Recreation (MERC)/ Portland's venues to City Office of Arts and Culture.

## Five-Year Priorities

- Secure long-term Rose Quarter deal with Portland Trail Blazers.
- Complete Veterans Memorial Coliseum renovations.
- Stabilize funding for performing arts operations and address capital deficiencies at venues.

## Long-Term Financial Outlook

The Spectator Venues and Visitor Activities Fund is stable and adequately funded for current obligations. Negotiation of future agreements will likely put strain on available resources.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland Public Safety



# City of Portland

## Bureau of Emergency Management



The Portland Bureau of Emergency Management (PBEM) leads the City's emergency management enterprise in service of the whole community to reduce risk, increase resilience, coordinate City emergency responses and ensure community recovery following an emergency.

PBEM seeks to build and empower a resilient Portland by integrating preparedness and risk reduction into everyday decisions and activities of the whole community.

PBEM also serves as the administrative host agency for the Regional Disaster Preparedness Organization by providing coordination, collaboration opportunities and access to the Urban Areas Security Initiative federal grant for five counties in the Portland Metro area.



## Our Team

### 20.75 Positions

- Finance, administration and support
- Outreach and response volunteer programs
- Preparedness and response
- Exercises and training
- Business continuity, hazard mitigation, recovery, and policy
- Public information

### Executive Leadership

- Shad Ahmed, Director
- Mark Ferdig, Regional Disaster Preparedness Organization Director
- Jordan Wiley, Deputy Director
- Rachit Nerwal, Chief Resilience Officer
- Chris Carey, Preparedness & Response Manager

**Learn more:** [portland.gov/PBEM](http://portland.gov/PBEM)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ Led the City's response for recent pivotal incidents including the Camp Creek Fire, the January 2024 ice storm, K-Mart fire debris field, the July 2024 heat wave, and CrowdStrike impact.
- ▶ Coordinated planning for large-scale events including the Rose Festival and Holiday Tree Lighting event.
- ▶ Completed bureau and citywide evaluation of emergency management processes and activities.
- ▶ Celebrated 30 years of the Neighborhood Emergency Team (NET) program. There are currently 1,244 active NET volunteers throughout Portland.
- ▶ Coordinated ongoing severe weather surge shelter operational planning with partners.



## MAJOR WORK GROUPS

### Administration and Support

Supports all programs within the bureau including the director, public information, equity, human resources, procurement, accounting, grants management, and finance.

### Community Resilience and Response

Lead public engagement initiatives on disaster awareness, community resilience and household preparedness in historically underserved communities.

### Preparedness and Response

Responsible for the City's emergency coordination efforts, 24/7 Duty Officer program, issuing Public Alerts and providing support for special events.

### Training and Exercise

Train staff across the City to work in the Emergency Coordination Center. Host a basic online emergency management training for all City staff.



## CHALLENGES & OPPORTUNITIES

- ▶ More integrated planning, training and exercise collaboration would benefit preparedness for the entire City. For example, we're leading several trainings in 2024 for City employees to staff emergency weather shelters.
- ▶ PBEM has been tasked with coordinating centralized responsibilities that have been dispersed throughout other bureaus. Permanent staffing resources have decreased 19% despite that challenge.
- ▶ Partnerships across the Public Safety Service Area have created an opportunity to maximize our resources and expand our capabilities to coordinate on all hazards that may affect the city.
- ▶ With the City Leadership Team's support, the City has an opportunity to integrate and convene and collaborate with many City programs to create a single citywide resilience strategy.



## COMING TO CITY COUNCIL

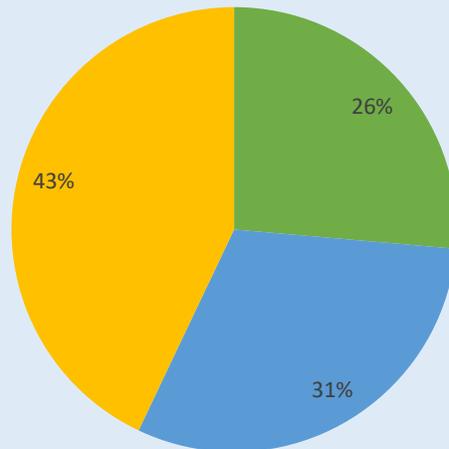
- ▶ PBEM will be bringing forward several emergency management modernization initiatives soon to align Portland with best practices from across the country.
  - The historically low frequency of emergencies in the Pacific Northwest has led us to evolve in a fragmented way to address citywide risk and hazards.
  - Due to climate change and other factors, there are more destructive, unprecedented and frequent emergencies that might require council to make some policy-related changes.
  - The measure we will introduce will streamline information sharing, policies, procedures, and how we monitor, respond to, and address risk arising from the growing hazards and threats that the City faces.

# 2023-2024 Budget

## Total Budget

\$9,566,649

## Major Funding Sources



■ General Fund Discretionary ■ General Fund Overhead ■ Intergovernmental grants

## Known Opportunities and Challenges

- A 5% constraint was placed on all bureaus in FY 2024-25, resulting in the elimination of three positions and reduced external materials and services. Additionally, limited term funding ended in FY 2024, and PBEM experienced cuts to the federal Emergency Management Performance Grant and increased rent. This resulted in a budget constraint of approximately 20%.
- Internal service costs, such as facilities rent and technology services support, continue to outpace inflation.
- The bureau has carried over funding to implement an incident management system that will improve citywide communications and effectiveness in emergency response.
- Continuing constraints may lead to decreased capabilities in the face of increased demand and operation tempo.

## Five-Year Priorities and Long-Term Financial Outlook

The five-year plan of the General Fund portion of the PBEM budget assumes a current appropriation level of service - but does not have adequate resources to cover the future evolution of program offers, which are currently under evaluation.

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# City of Portland

## Fire & Rescue



Portland Fire & Rescue (PF&R) is the largest fire and emergency services provider in the State of Oregon, serving the City of Portland and the regional metropolitan area. PF&R is usually first on scene for all fire, medical, and other emergency incidents.

We keep all communities protected through a combination of prevention, community health programs, and all-hazard response to fire, medical, natural disaster, and other emergencies. In addition, PF&R acts as an important safety net for those experiencing houselessness or without support systems. This work pushes our vision, in which all communities are safe and protected from fire, medical, and other emergencies.

The four divisions of the bureau - Emergency Operations, Prevention, Training & Emergency Medical Services, and Management Services - share interrelated work and missions, giving critical support to frontline firefighters, community health responders, and inspectors providing essential services to our community.

## Our Team

### 765+ Positions

Bureau staffing is comprised of frontline firefighters and responders, inspectors, training specialists, facilities and maintenance staff, analytical and administrative support specialists, and core leadership positions. The full-time equivalent count fluctuates with limited term, casual, and other temporary roles.

### Executive Leadership

Ryan Gillespie, Fire Chief  
Andy Ponce, Emergency Operations  
AJ Jackson, Training & Medical Services  
Kari Schimel, Fire Marshal  
Elizabeth Gallagher, Management Services  
Aaron Johnson, Chief's Adjutant

**Learn more:** [portland.gov/fire](http://portland.gov/fire)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ In response to critical staffing needs within the bureau, 13 firefighter positions were added in spring 2023, and another 10 firefighter positions were added in the FY 2024-25 Adopted Budget. The bureau has continued to fill hiring classes based on capacity and brought on 26 new firefighters in FY 2024 to begin their 36 to 38-week training.
- ▶ A partnership with CareOregon has allowed for the development and steady delivery of innovative preventative health care solutions through the bureau's Community Health Assess and Treat program.
- ▶ At the request of Multnomah County, Portland Fire & Rescue was invited to testify in front of the Oregon State Legislature regarding the prioritization of seismic upgrades to the Burnside Bridge. As the county's largest emergency response provider, PF&R lends a powerful voice to conversations regarding these critical infrastructure upgrades and how they impact community preparedness.
- ▶ Engine 23 became operational again on June 22, 2023; the station was initially reopened in 2017 with a two-person rescue after being closed in 2011 due to budget cuts.
- ▶ The bureau established a Health and Wellness Fund, providing an annual allocation dedicated to support IAFF/IAFC Wellness Fitness Initiative projects for PFFA members.
- ▶ PF&R Sr. Fire Inspector Kimberly Kosmas was presented the Oregon State Fire Marshal's prestigious Golden Sparky Award for her demonstration of exemplary efforts in fire prevention and public safety education.



## MAJOR WORK GROUPS

### Emergency Operations Division

Responsible for fire, medical, and other emergency incident response. 24 hours a day, 365 days a year, includes 31 fire stations and 171 firefighters on-duty daily.

### Management Services

Supports front line and internal operations through programs of employee services, policy, professional standards, finance, asset management, logistics, technology, data analytics, and strategic services.

### Prevention Division

Goals: save lives, property, and the environment by preventing fires before they start, and to identify the cause and origin of fires. Under the direction of the Fire Marshal. Multi-disciplinary approach that includes education, engineering, and enforcement.

### Medical Services & Training

Ensures firefighters have adequate training and certifications to operate safely and effectively. EMS is responsible for performance on medical incidents and the training required to meet state certification requirements. The Community Health Assess and Treat (CHAT) program is also part of this area.



## CHALLENGES & OPPORTUNITIES

- ▶ The organizational structure of the bureau has not materially changed to meet the increased service demands or the complexities of running the bureau as the lines of business have expanded and become more complex. Budget constraints are limiting the bureau's ability to respond to this issue as resources are only just sufficient to cover existing personnel, infrastructure, and supplies.
- ▶ The Community Health Assess and Treat (CHAT) program has proven successful and necessary in the continuum of care provided by PF&R; however, the program does not yet have ongoing funding and has been sustained only through one-time allocations of City funds and CareOregon grants.
- ▶ The bureau has been aware of its need to improve its Training and Logistics facilities for years; the bureau is currently taking part in the City's Long Range Facilities Planning process and will be eager to endorse options that adequately represent the professionalism and value of Portland's firefighters.
- ▶ The bureau owns and maintains its facilities and equipment, separate from City enterprise services for Facilities and Fleet. The bureau does not receive specific funding to support capital construction projects, and any sizeable expense beyond what is planned will significantly strain the bureau's budgeted resources.
- ▶ The response system is incapable of managing the current Emergency Medical Services call load and PF&R is increasingly providing care and transport services as ambulance service is less available.



## COMING TO CITY COUNCIL

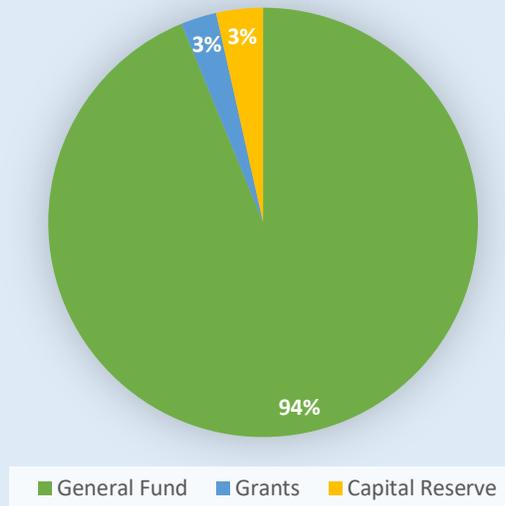
- ▶ The bureau will be working closely in partnership and collaboration with the other bureaus of the Public Safety Service Area as we are responsive to the budget notes included in the FY 2024-25 Adopted Budget regarding fiscal responsibility and transparency.
- ▶ The bureau will continue to pursue augmenting staffing levels to reduce overtime expense, protect staff from burnout, and stay on top of known periods of increased separations related to retirements in 27 pay period lookback months.
- ▶ The bureau and/or service area is likely to pursue funding sources beyond the City's General Fund to ensure adequate resources are available for critical facilities and equipment which support our core city services.

# 2024-2025 Budget

## Total Budget

\$193,809,032

## Major Funding Sources



## Known Opportunities and Challenges

- The bureau's system response model necessitates staffing at certain fixed levels at each station, requiring the use of overtime to maintain readiness.
- Current bureau resources are insufficient to stay on top of the bureau's asset replacement cycle, forcing the bureau to prolong the useful life of critical emergency equipment.
- The FY 2024-25 Adopted Budget includes over \$7 million in one-time General Fund discretionary resources to support ongoing emergency response functions.

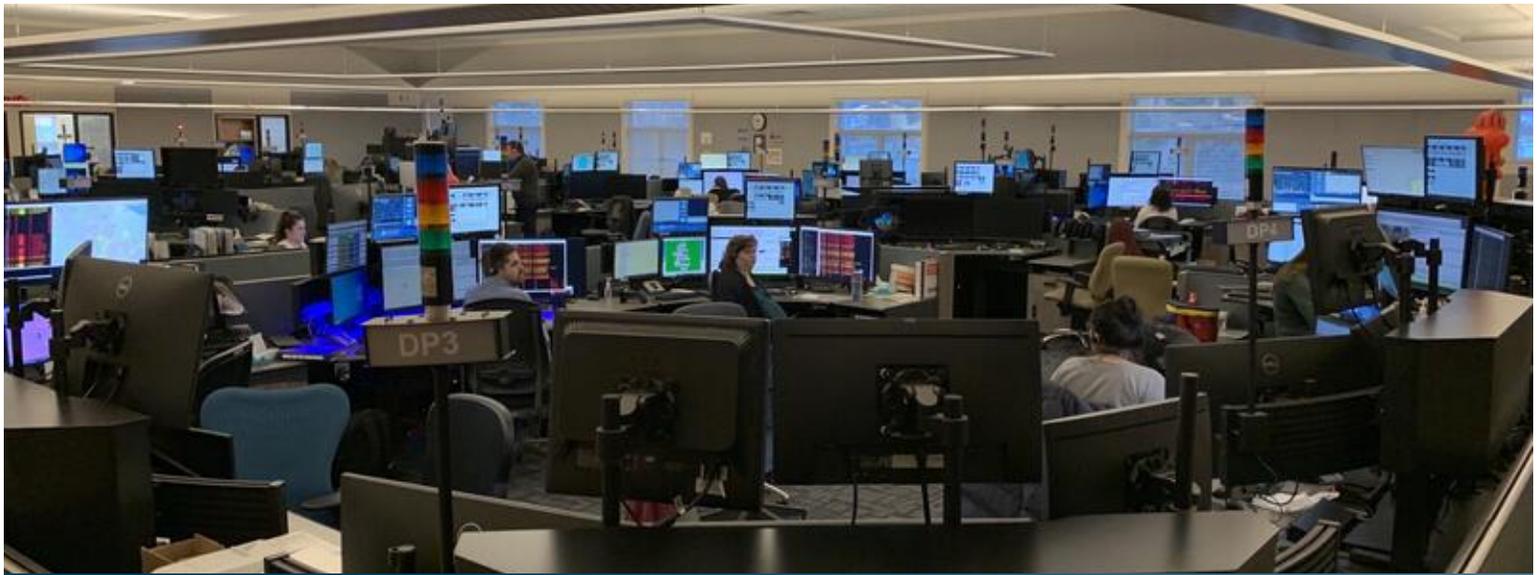
## 5-Year Priorities

Our top priority is securing adequate ongoing resources to support the entirety of the bureau's ongoing critical activities, as well as resources to maintain equipment and infrastructure. Augmenting staffing to achieve a sustainable, cost-efficient model for the health of our members and the bureau's finances is inextricably linked to this priority.

## Long-Term Financial Outlook

PF&R is primarily supported by General Fund resources and therefore is largely dependent on the same citywide economic factors that affect General Fund growth. We are aware that the City is looking at low growth to the General Fund and will face difficult decisions about addressing the structural deficit created largely by committing the General Fund one-time on citywide ongoing expenditures.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Portland Bureau of Emergency Communications



The Bureau of Emergency Communication (BOEC)'s mission is to work collaboratively with our community and public safety partners to ensure effective and timely 911 call answering and dispatching.

Initially established in 1974, BOEC provides call-taking and dispatch services for:

- Portland Police
- Portland Fire & Rescue
- Portland Street Response
- Gresham Police
- Gresham Fire Department
- Multnomah County Sheriff's Office
- Corbett Fire District 14
- Sauvie Island Fire District 30
- Multnomah County Emergency Medical Services

BOEC is operated by the City of Portland and has agreements with the partner agencies it supports.

## Our Team

The team of 160-plus employees are focused on these program areas:  
Operations, Administration and  
Technology.

Dispatchers are represented by the Portland Police Association. Some staff are represented by the District Council of Trade Unions, American Federation of State, County and Municipal Employees and City of Professional Workers' Union.

### Executive Leadership

Bob Cozzie, Director

Steve Mawdsley,  
Deputy Director

Todd DeWeese,  
Assistant Operations Manager

Sherrie Koss,  
Assistant Operations Manager

**Learn more:** [portland.gov/911](http://portland.gov/911)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ Streamlined statistical reporting and improved the accuracy of how data for call performance is tracked.
- ▶ Upgraded the Computer Aided Dispatch and emergency communications logging systems.
- ▶ Updated the third iteration of BOEC's strategic plan. Completed numerous measurable initiatives to demonstrate accountability.
- ▶ Launched Case Service, a non-emergency call triage system that has significantly reduced the number of non-emergency calls needing to be answered by BOEC call takers, keeping them available for emergency 911 calls.
- ▶ Built upon the ProQA quality assurance foundation by progressing toward the International Academy of Emergency Dispatch accreditation in medical and fire call-taking protocol.
- ▶ Promoted a positive bureau culture and improved employee morale by redesigning the Peer Support Program. Engaged staff to learn more about workplace culture and satisfaction. Collaborated with union leaders and staff to develop and establish a sustainable wellness program.



## MAJOR WORK GROUPS

### Operations

Provides emergency and non-emergency call answering, public safety dispatch and bureau-wide training.

### Administration

Includes data analytics, equity, quality assurance and accountability, leadership development and mentoring, business operations, partner agency coordination, public information, policy, emergency management and research and records.

### Technology

Maintain the Computer Aided Dispatch (CAD) and interfaces, including the 911 telephone system, emergency communications logging recorder system, Next Generation 911 and general technology services support to enhance call answering and dispatching response efforts.



## CHALLENGES & OPPORTUNITIES

Throughout the pandemic and civil unrest facing the community, 911 calls increased exponentially. From 2018 through 2023, calls to 911 increased by 42 percent. At the same time, burnout and other factors affecting telecommunicator wellness resulted in nearly a third of staff retiring or resigning.

In response to these challenges, [BOEC's Strategic Plan](#) runs through 2026 and focuses on five initiatives:

- Adequately staff the 911 workforce.
- Create programs that improve processes and support employee development.
- Embody a culture of inclusion, equity, and anti-racism.
- Collaborate with community members and partner agencies.
- Secure, efficient, and resilient primary and backup facilities.

The plan embraces goals focused on the City's core values of equity and anti-racism, and aims to increase community access to 911 services, improve customer service and establish meaningful employee engagement.

The plan addresses challenges in staffing and call response, community and partner agency engagement, accountability and transparency and continual process improvement. Work on these initiatives is continually updated and reported.



## COMING TO CITY COUNCIL

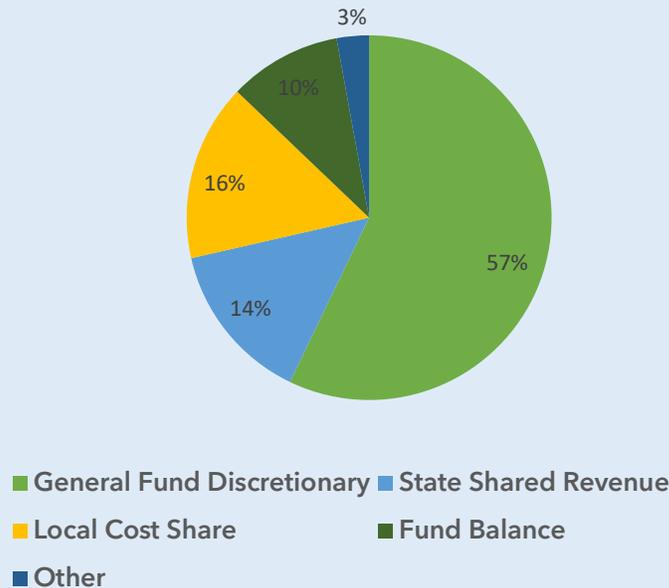
- ▶ BOEC is revising an Intergovernmental Agreement with partner agencies. Once completed, it will be presented to council for approval if it impacts the City budget.
- ▶ In spring 2025, BOEC anticipates coming to council to discuss a technology contract that supports the maintenance of the 911 telephone system. The current contract expires in May 2025.

# 2024-2025 Budget

## Total Budget

\$40,125,433

## Major Funding Sources



## What's New or Different

- BOEC converted two limited-term Quality Assurance Analysts into ongoing regular positions to sustain and expand the bureau's quality assurance program.
- Over the past two years, BOEC has had significant success in recruiting and hiring and is more fully staffed as a result. Plans are in place to over-hire and utilize the training pipeline sub-fund.

## Five-Year Priorities

Recruitment and retention of operational staff is a priority. Retaining a well-staffed 911 workforce will only improve call answering times and dispatch service. Furthermore, regularly investing in technology and quality assurance protocols only improves response time and service.

## Long-Term Financial Outlook

To meet national standards in call answering times, BOEC requires a substantial increase in operational staff with current call volume. This would require an expansion of the current facility to house additional dispatchers.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Portland Police Bureau



The Portland Police Bureau (PPB) is the largest law enforcement agency in the State of Oregon.

Chief Bob Day has set the bureau's priorities as:

- Transform the dynamic between police and the people we serve;
- Reduce crime and the fear of crime; and
- Focus on organizational growth and development.

Committed to continuing to learn and adopt to 21st century policing while focusing on what our community wants and needs, PPB's goal is to collaborate and build partnerships, recognizing it will take a citywide effort to help restore Portland.

PPB's commitment to transparency is evident on the [open data portal](#) which has earned acclaim. The website includes information about crime, staffing, officer-involved shootings, arrests and dispatched calls, use of force, stops data and more.

PPB acknowledges the challenges facing the entire justice system, including mental health and addiction services. Despite all these challenges, PPB remains hopeful about the future of Portland and are proud of staff's resiliency, commitment to getting the job done and service to Portland.

## Our Team

### Sworn Members (all ranks)

Authorized: 881

Actual: 798\*

### Professional Staff Members

Authorized: 342

Actual: 312\*

### Executive Leadership

Bob Day, Chief of Police

Chris Gjovik, Acting Deputy Chief

Craig Dobson, Acting Assistant Chief/Operations

Amanda McMillan, Assistant Chief/Investigations

Chuck Lovell, Assistant Chief/Services

\*As of 7/2024

**Learn more:** [portland.gov/police](http://portland.gov/police)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ The full roll-out of body-worn cameras began in June 2024, following a pilot project in 2023. Today, all officers are trained in the new policy and will receive training on the equipment as they receive it. Body-worn cameras will help increase transparency and accountability.
- ▶ Crime is trending downward in both person and property crimes. Shootings were down 20 percent in 2023 as compared to 2022. Sadly, there were 73 homicides, but homicides trended downward (a 22 percent decrease from 2022). All stats, including crime, use of force, stops data, etc. are posted on the open data portal.
- ▶ PPB conducted several focused missions in 2023 and continues to do so. Missions included: retail theft, crime suppression, illegal street racing/takeovers, human trafficking, and stolen vehicles. PPB's data-driven stolen vehicle missions have reduced stolen vehicles by 25 percent as compared to 2022.
- ▶ PPB relaunched the Rapid Response Team in 2024. It is an all-hazard incident response team capable of quickly deploying bureau members with specialized training to respond to incidents requiring higher levels of technical expertise. This includes public assemblies, civil disturbances, and natural or man-made disasters. A report conducted by Independent Monitor LLC recommended the reimplementation of this team.



## Branches

### Operations Branch

Essentially oversees the patrol portion of PPB, including its three precincts: East, North and Central. A precinct map can be found here.

### Investigations Branch

The Investigations Branch includes the Detective Division, the Specialized Resources Division, the Property/Evidence Division and the Traffic Unit. Each of these divisions include several units within their structure.

### Services Branch

The Services Branch includes the Records Division, Strategic Services Division, Community Services Division, Personnel and Tech Integration Group.

The Training Division reports to the Deputy Chief.

A Police Bureau organizational chart can be found here.



## CHALLENGES & OPPORTUNITIES

- ▶ Staffing remains a challenge for the bureau. However, PPB has been fortunate to keep up with attrition at a greater rate than other law enforcement agencies in the region.

It takes up to 18 months to train a new police officer. For a time, the Basic Academy was challenged with a backlog since all law enforcement agencies in the state were hiring at the same time. Presently, PPB is pleased to report that the backlog has been cleared and now new officers can go to the academy in a much faster rate.

To navigate some staffing challenges, PPB revisited reutilizing the retire/rehire program on a limited basis to help retain some of the experienced and knowledgeable employees.

- ▶ PPB continues to look for efficient ways to administer its work, including incorporating the latest technology. For example, the use of the [drone program](#) helps shorten a traffic investigator's time to be at the scene.

In addition, the Air Support Unit is a resource multiplier that helps patrol, locate, and apprehend dangerous felons in a more timely and safe manner.

- ▶ Fatal crashes remain a top priority for PPB. To address this challenge and, PPB redeployed the Traffic Division in 2023, after a two-year hiatus. With the launch, continuous focus on high-crash corridors, illegal speed racing, and working with our partners at the Portland Bureau of Transportation helps to reduce pedestrian and speed-related fatalities.



## COMING TO CITY COUNCIL

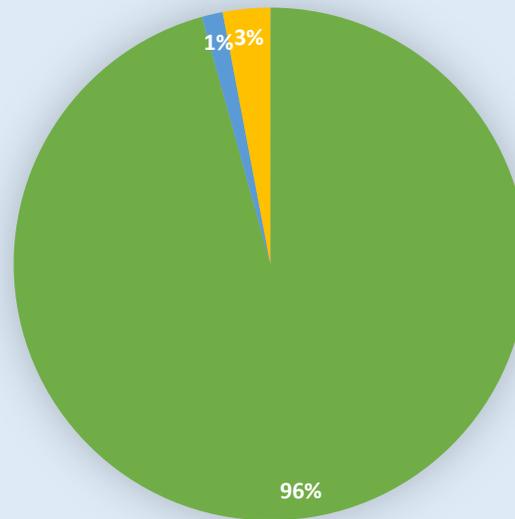
- ▶ In 2025, PPB will likely present to council to discuss issues related to staffing and the budget.

# 2024-2025 Budget

## Total Budget

\$295,055,810

## Major Funding Sources



■ General Fund ■ Grant Fund ■ Special Revenue Fund

## What's New or Different

- Approximately \$1.4M is allocated towards partner programs with Multnomah County including Retail and Auto Theft Mission, Attorney Advocates, and Domestic Violence Victim Advocates.
- Personnel (staffing) expense drives 78% of the bureau's General Fund budget.
- The bureau is funding the implementation of a body-worn camera program.

## Five-Year Priorities

The bureau's priorities include reducing crime and the fear of crime, while maintaining current service levels. For the 2024-2025 fiscal year, there are no anticipated reductions or major changes to resources or services.

## Long-Term Financial Outlook

The bureau is reliant on the health and solvency of the City of Portland's General Fund. Despite the fund's current stability, both overtime and rising equipment costs are placing increased pressures on the bureau as real inflation outpaces provided inflation rates. In future years, the bureau will need to find new revenue sources or identify internal tradeoffs to fund current operations.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Public Safety Service Area Deputy City Admin. Office



The Deputy City Administrator's Office for the Public Safety Service Area provides guidance and leadership across bureaus, along with business and budget management. As part of the City's new organizational structure that launched in July 2024, a deputy city administrator oversees the Public Safety Service Area, including Portland Police and Portland Fire & Rescue, among other bureaus.

The deputy city administrator oversees several key programs to centralize the way the City tackles livability and safety issues, including the Office of Violence Prevention, the Portland Ceasefire Program and Portland Street Response.

Finally, the Policy & Programs group establishes and solidifies like-programs by:

- Securing budgets and outlining procedures;
- Ensuring a smooth and intentional transition into the Public Safety Service Area;
- Effectively implementing two-way communication with the community; and
- Executing the City's legislative agenda to expand external funding and legislative policies to further the public safety agenda.

## Our Team

### 110 Positions

Financial analysts, coordinators, public information officers, first responders, and data analysts.

### Executive Leadership

Mike Myers, Public Safety Deputy City Administrator

Elisabeth Perez, Chief of Staff

Ken Lee, Business Operations

Mila Mimica, Public Information Manager

**Learn more:** [portland.gov/OVP](https://portland.gov/OVP)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ Successfully transferred Portland Street Response to the Policy & Programs Team and established an ongoing funding strategy to provide stability and clear direction for the program.
- ▶ Gun homicides are down 31 percent versus previous three-year averages. Total shootings are down 28 percent versus previous three-year averages.
- ▶ Portland Street Response coordinated and collaborated with Multnomah County during the July 2024 heat emergency to provide referrals and supplies.
- ▶ The Portland Ceasefire strategy has referred 81 very high-risk individuals to services as of July 22, 2024.
- ▶ Introduced the Portland Ceasefire model to at least one new group of community members a month, garnering community buy-in from nearly 10 hard-to-reach community groups.
- ▶ Successfully delivered the budgets of Portland Police Bureau and the Bureau of Emergency Communications within 2 percent of FY 2023-24 budget targets. The Community Safety Division and Portland Bureau of Emergency Management budgets were slightly higher but close to the budget targets.
- ▶ Centralized Portland Fire & Rescue's financial services team within Business Services in two phases.
- ▶ Centralized public safety financial services benefits.



## MAJOR WORK GROUPS

### Business Operations

This team supports the entire office, including the Budget, Strategy and Performance Unit; Employee Services Unit; and Financial Operations Unit.

### Portland Ceasefire

Portland Ceasefire is a focused deterrence strategy aimed at addressing the most high-risk individuals in our community. It operates proactively and holistically, employing a harm reduction approach rooted in data-driven strategies and best practices.

### Policy and Programs

The Policy and Programs Team includes Advisory Boards and Commissions, Communications, Policy and Legislation, Office of Violence Prevention, Portland Street Response, and transition-related activities.



## CHALLENGES & OPPORTUNITIES

- ▶ The introduction of deflection via House Bill 4002 provides opportunity for Portland Street Response to work with Multnomah County.
- ▶ Our need for overtime expenses far exceeds the budget across the entire Public Safety Service Area.
- ▶ The Office of Violence Prevention has undergone multiple leadership changes in recent years. Soon, a search for a new director will begin, utilizing the knowledge and experience of the community following a recent engagement event.
- ▶ General Fund projections have been tight over the last several years, making funding a significant ongoing challenge for the programs within the public safety service area. This will necessitate prioritization of programs and finding creative funding solutions to continue delivering public safety services.
- ▶ The Public Safety strategic plan will be completed by end of 2024. This will provide the opportunity to have public safety operating in alignment under one service area and help guide future program investments over the next five to 10 years.



## COMING TO CITY COUNCIL

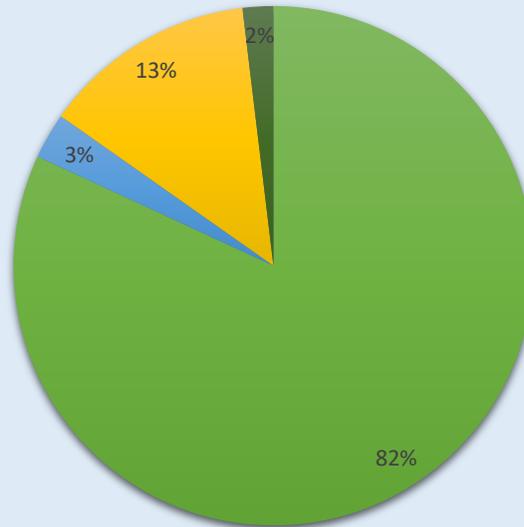
- ▶ At least one appointment to advisory boards and commissions
- ▶ Work session and/or report on gun violence reduction strategies.

# 2024-2025 Budget

## Total Budget

\$23,848,386

## Major Funding Sources



■ General Fund Discretionary ■ Cannabis Tax ■ Intergovernmental (grants) ■ General Fund Overhead

## Known Opportunities and Challenges

- The service area had a 5% constraint in the FY 2024-25 budget, which necessitated the abolishment of five positions that were essential to program services and business operations.
- Increases to wages and internal service costs have outpaced inflation.
- Most programs are heavily reliant on one-time funding with it making up 33% of the total budget.
- 

## Five-Year Priorities

The Public Safety Service Area is completing a strategic plan which will serve as a guide for all public safety in the coming years.

## Long-Term Financial Outlook

The sunsetting of one-time funding for gun violence reduction, community oversight and alternative response programs could lead to a reduction in vital services for the Portland community.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



**City of Portland  
Vibrant Communities**



# City of Portland

## Office of Arts & Culture



Creation of the new Office of Arts & Culture (formerly the City Arts Program) establishes a leadership role for the City of Portland in our region's creative economy and strengthens our city by supporting a diverse array of creative expressions – from music and performance to visual arts and beyond.

As the City steps into this leadership role, many investments we previously outsourced to contractors are transitioning in-house. Today, the Office of Arts & Culture manages City arts investments funded through the Percent for Art Fund, General Fund, and the Arts Education and Access Fund. These resources support arts education in public schools, grants for artists and nonprofit organizations, performing arts venues, cultural planning, strategic initiatives, and public art.

New arts opportunities and priorities for FY24-25 include:

- Aligning reporting and storytelling around both service area and citywide arts investments.
- Investing in events and activations that bolster downtown and neighborhood revitalization.
- Serving as a convener and leader for the arts in the region.
- Advocating for increased arts investments and promoting a sustainable regional arts funding model.
- Advancing strategic initiatives stemming from the regional cultural planning process, "Our Creative Future."

## Our Team

### 7 Positions

The Office of Arts & Culture team is comprised of coordinators and analysts whose professional and educational backgrounds reflect the diverse initiatives supported by the City of Portland.

Staff expertise spans arts administration, grantmaking, policy development, event production, education, strategic communications, relationship building, public engagement and outreach.

### Executive Leadership

Chariti Montez, Director  
Darion Jones, Assistant Director

**Learn more:** [portland.gov/arts-program](https://portland.gov/arts-program)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



## MAJOR WORK GROUPS

### Arts Access Fund

The voter-approved 2012 Arts Income Tax established the Arts Education & Access Fund to provide funding for Portland arts teachers. The Fund has raised more than \$124 million in arts education and benefits 30,000 elementary students each year. It also provides about \$3 million annually in grants to local arts organizations, investing more than \$30 million to date.

### City Leadership Vision

The Office of Arts & Culture led development of the regional framework "Our Creative Future," a 10-year vision for arts and culture investments in Multnomah, Clackamas and Washington counties. Next up, we will develop and implement a plan specific to Portland.

### Grantmaking

- To partner with arts service providers, the Small Grants program provides direct support from \$500 to \$5,000 to artists and arts organizations.
- Approximately \$3.5 million in General Operating Support funds is administered to more than 70 local arts and culture organizations, with grants ranging from \$15,000 to \$175,000.
- Cultural Equity Grants award \$15,000 per year to support emerging arts organizations led by and serving underrepresented communities.

### Public Art

Eligible City infrastructure project costs are allocated to public art through the Percent for Art program – supporting acquisitions, maintenance, artist-in-residence programs and creative spaces. The Office of Arts & Culture collaborates with participating bureaus to enrich Portland's cultural, social and physical landscape.

Valued at \$18.5 million, the City's Public Art Collection includes more than 1,700 pieces, including 180+ outdoor sculptures.

### Portland's 5 Centers for the Arts

The Office of Arts & Culture manages the City's relationship with Metro and Metropolitan Exposition Recreation Commission, which manage the City-owned Portland's 5 Centers for the Arts through an intergovernmental agreement. These venues – including Antoinette Hatfield Hall, Arlene Schnitzer Concert Hall and Keller Auditorium – play a crucial role in Portland's cultural landscape, hosting a variety of performances and events.

### Creative Laureate

The Creative Laureate program designates an honorary position serving as the City's official ambassador to the broader creative community. Established in 2012, the Creative Laureates advocate for Portland's diverse arts and culture ecosystem and the broader arts and creative economy. Creative Laureates provide leadership and ambassadorial support on the City's arts and culture priorities and planning processes.



## RECENT ACCOMPLISHMENTS

- ▶ **Strengthened Arts Education:** Enhanced collaboration with Arts Access Funded school districts to improve arts education outcomes.
- ▶ **Cultural Plan Adoption:** Led development of the region's ten-year cultural plan, "Our Creative Future," and City council adoption. Next up, a Portland Action Plan.
- ▶ **New Contracts with Arts Providers:** Established new small grant contracts with the Regional Arts & Culture Council, MusicOregon, and Friends of the Interstate Firehouse and Cultural Center.
- ▶ **Annual Arts Organizations Convening:** Hosted the inaugural event to convene grant-funded General Operating Support arts organizations.
- ▶ **Summer 2024 Arts Activations:** Sponsored more than 100 arts activations across the city in collaboration with Downtown Clean & Safe, MusicPortland, Prosper Portland, and Urban Arts Network.
- ▶ **Public Art Exhibitions:** Launched a series of publicly accessible art exhibitions led by City staff located at the Portland Building.
- ▶ **Portland Monuments Symposium:** Held the Portland Monuments Symposium in Oct. 2024, continuing progress toward a new approach to public monuments.



## CHALLENGES & OPPORTUNITIES

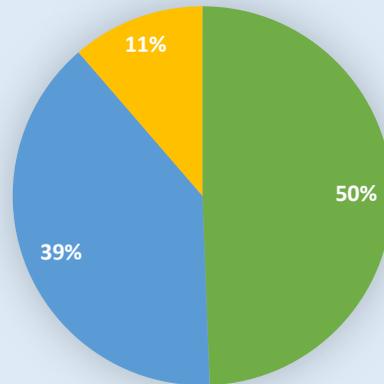
- ▶ The new Office of Arts & Culture, and a clear leadership vision for the City of Portland, creates opportunity to engage private and institutional philanthropy in new ways - supporting Portland's economic recovery and re-establishing our leadership among major American cities.
- ▶ Portland's arts and cultural community faces deepening challenges, and the reputation of our region as a creative hub and desirable city declines.
- ▶ Prior to the pandemic, purchasing behavior and appetite for live arts began changing with the growing influence and access of in-home streaming services. The pandemic put more pressure on arts organizations who previously relied on season ticket holders, creating financial volatility.
- ▶ Individual artists and creatives face significant challenges with housing. There is also a shortage of affordable arts spaces, including space to exhibit, perform, and sell their work.
- ▶ There are ongoing inequities in resources available to artists, nonprofits, and creative businesses in communities of color and other underrecognized communities.

# 2024-2025 Budget

## Total Budget

\$ 8,909,497

## Major Funding Sources



■ General Fund ■ Arts Access Fund ■ Percent For Art Fund\*

*\*Percent For Art Fund allocation is based on annual contribution from eligible bureau capital improvement projects.*

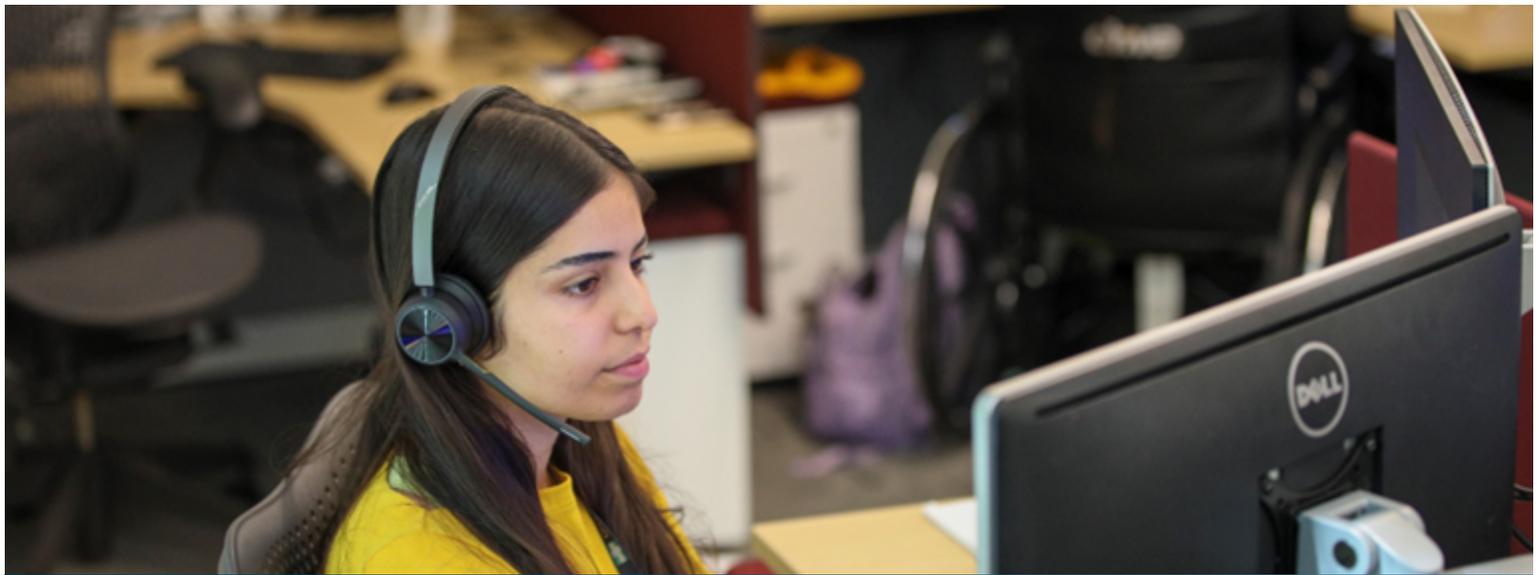
## Known Opportunities and Challenges

- **Sustainable Funding:** Artists and arts organizations consistently advocate for increased City investments. The Office is tasked with addressing funding maintenance backlogs for public art and performing arts venues, and a desire for increased grants. Stronger partnership with private and institutional philanthropy is a significant opportunity.
- **Diminishing Returns from Arts Tax:** The impact of the \$35 flat tax for the Arts Education & Access Fund has diminished over time, due to inflation and a decline in Portland's population.
- **Lack of Maintenance Fund for Public Art:** The Public Art Program lacks dedicated maintenance funds for many of the City-owned pieces. As repair and maintenance costs increase, this lack of funding poses a significant stewardship challenge.

## Five-Year Priorities

- **Implementing Our Creative Future:** Implementing the "Our Creative Future" Cultural Plan, first by adopting a Portland Action Plan - to foster a more inclusive, equitable, and vibrant arts and culture ecosystem in the Portland tri-county region.
- **Affordable Arts Plan and Access to Space:** Implementing strategies from the 2018 Affordable Arts Plan to address the critical need for affordable creative spaces. Our inventory of publicly- and privately-managed arts venues is underutilized - and artists are clamoring for space. Expanding the availability of creative and cultural spaces in Portland to support artists and arts organizations.
- **Performing Arts Venues:** Strengthening management and stewardship of Portland's performing arts venues, including the Portland's 5 Centers for the Arts.
- **Public Art:** Expanding resources for the City's Public Art Program by securing dedicated maintenance funds and increasing investment in new projects.
- **Grantmaking:** Strengthening relationships with arts organizations funded through the General Operating Support program.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Portland Parks & Recreation (PP&R)



A top 10 parks system nationwide, Portland Parks & Recreation manages a diverse portfolio of parks, natural areas, urban forest, and recreation facilities used extensively by residents and visitors - including nearly 12,000 acres (or 15 percent of Portland's land area) and more than 4 million trees. The bureau operates 154 neighborhood parks, 73 natural areas, 2,702 community garden plots, 11 swimming pools, 12 community and art centers, six golf courses, 158 miles of trail, and a motor raceway.

Portlanders are deeply connected to Parks' services, facilities, and programs. In the 2019 Portland Insights Survey, 96 percent of those respondents said they visited a city park or natural area in the last year.

### Our Team

836 positions/  
2,500 public employees.  
Portland Parks' impact and reach is made possible thanks to community support and the hard work of 2,500 public employees, thousands of volunteers, and over 200 friends and partner groups. Parks has 836 full-time employees and many seasonal and part-time workers.

#### Executive Leadership

Adena Long, Director  
Maximo Behrens, Recreation  
Tonya Booker, Land Stewardship  
Jenn Cairo, Urban Forestry  
Lauren McGuire, Assets and  
Development

**Learn more:** [portland.gov/parks](http://portland.gov/parks)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

### Assets and Development

Responsible for planning, design development, and construction of new/renovated parks and for assessing and maintaining high-quality built assets for the community.

### Recreation Services

Responsible for community and art centers, SUN Community Schools, summer and free meal programs, cultural and community events, aquatics, sports, and teen programs, and services for seniors and people with disabilities.

### Land Stewardship

Manages the physical upkeep of developed parks, natural areas, hybrid zones, community gardens, and regional trails. Services include turf, irrigation, and horticultural management and a variety of public programming.

### Urban Forestry

Responsible for the planning and management of Portland's urban forest, tree planting, proactive and emergency tree maintenance, education and community tree stewardship, implementation and enforcement of Title 11 tree regulations, and administration of the City's advisory Urban Forestry Commission.



## RECENT ACCOMPLISHMENTS

- ▶ PP&R is ranked the ninth best parks and recreation system in the United States by the Trust for Public Land based on acreage, investment, amenities, and equity work.
- ▶ In 2014, voters approved a \$68 million Parks Replacement Bond to make urgent repairs at facilities across the parks system. PP&R has delivered on the commitments made to voters, and all projects have been completed.
- ▶ The 2020 Parks Local Option Levy continues to support recreation for all, protect and grow nature, care for parks and facilities, and build strong community partnerships. For levy accomplishments see the annual report at [Portland.gov/parks/2022-23-parks-levy-annual-report](https://portland.gov/parks/2022-23-parks-levy-annual-report).
- ▶ Recent investments, supported by system development charges and other sources, include:
  - District 1: Complete Gateway Green and Leach Botanical Garden improvements, with Mill and Parklane park construction underway.
  - District 2: Complete Columbia Children's Arboretum improvements, with North Portland Aquatic Center underway.
  - District 3: Complete Errol Heights Park, with Creston Skatepark underway.
  - District 4: Complete Gabriel Park Playground and Halprin Sequence Restoration, with Steel Bridge Skatepark and Darcelle XV Plaza underway.
- ▶ In Fiscal Year 2023-24, park rangers engaged with more than 68,000 park users - greeting visitors, providing information, and educating them about park rules and enforcing city code. Rangers also responded to nearly 4,400 non-emergency service calls.
- ▶ 311 is modernizing customer service and making it easier to report an issue or request a service online. The team is developing new online forms that are Americans with Disabilities Act (ADA) accessible, responsive, standardized and compatible with the City's new website. Through this work, the team is partnering with service areas to streamline internal processes and improve data collection to support transparency and decision making. To date, the team has replaced more than 50 online forms, including those to report a campsite, apply for a temporary street use permit and request an ADA accommodation.



## CHALLENGES & OPPORTUNITIES

### Deferred Maintenance and Sustainable Future

The park system is underfunded to perform sufficient capital maintenance. As a result, PP&R has over \$600 million in deferred maintenance on built infrastructure. Without new resources, it is estimated the community will lose one in five park assets in the next 15 years, like the recent loss of Columbia Pool or unexpected 2024 summertime closure of Pier Pool due to an aging pipe break.

### Inequitable Services and Healthy Parks, Healthy Portland

Portland is recognized for its connection to nature, sports, and outdoor recreation, but the parks and recreation system does not serve all Portlanders equitably.

PP&R recently introduced Healthy Parks, Healthy Portland, a planning framework that centers underserved communities and uses an iterative planning process which allows the bureau to be more responsive to community needs.

### Growing a More Equitable Urban Forest and Tree Canopy Loss

Portland's urban forest is not distributed equally across the city, and PP&R's recent Tree Canopy Monitoring Report shows a concerning decrease in tree canopy.

PP&R can disrupt climate change locally by growing and protecting Portland's urban forest. Through our [Growing a More Equitable Urban Forest](#) strategy, PP&R is working with the community to plant the right trees in the right places. Caring for our urban forest is being supported by Parks Levy resources and Portland Clean Energy Fund.



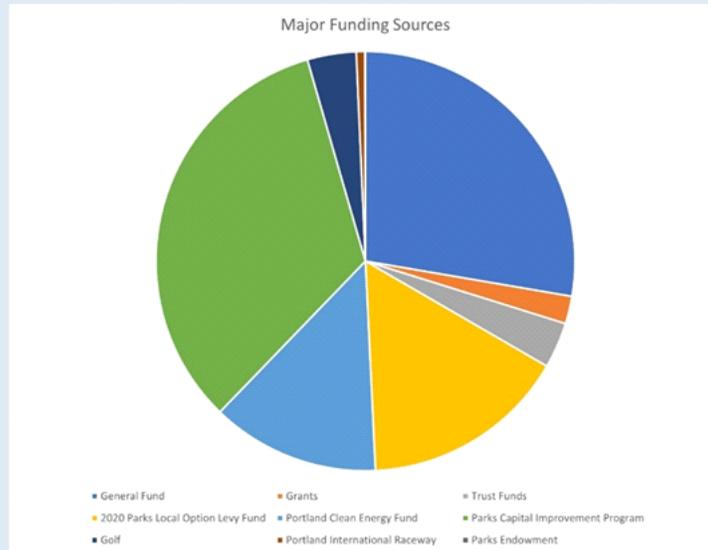
## COMING TO CITY COUNCIL

- ▶ Council will have an opportunity to consider a ballot referral for a renewed parks levy to sustain bureau operations. Annually, PP&R and the Parks Levy Oversight Committee will present the Parks Levy Annual Report.
- ▶ PP&R Urban Forestry will bring to City council the Portland Urban Forest Plan, the city's first vision and goals for trees in Portland since 2007.
- ▶ Every 10 years, PP&R is required to update its system development charge methodology. An update is underway and may result in changes requiring council approval.

# 2024-2025 Budget

## Total Budget

\$607,790,136



### What's New or Different

- A 5% General Fund constraint resulted in a base budget General Fund reduction of \$4.6 million. An additional \$7 million of General Fund was reduced and replaced with PCEF resources.
- The annual Parks Levy forecast was reduced by as much as \$6 million due to downtown property values decreasing and property tax compression. The Parks Levy was originally projected to raise about \$48 million per year for five years.
- Realignments made in response to city charter changes, including the move of seven positions to perform Title 11 Trees private development permitting work.
- Additional PCEF for distinct new programs include \$65 million over five years for tree protection and care.

### Five-Year Priorities

- Identify a desired service level for parks and recreation services to community and establish sustainable funding to deliver that service level - which may include renewal or replacement of the temporary Parks levy which expires June 30, 2025. The Levy provides about one-third (or about \$49 million) of the bureau's operational funding in FY 24-25.
- Identify and secure funding to address the growing capital maintenance backlog and ADA barriers. PP&R only receives \$5 million a year from the City's General Fund.

### Long-Term Financial Outlook

The park and recreation system Portlanders have today has been historically supported by operating levies and capital bonds passed by voters. Through PP&R's Sustainable Future program, PP&R is focused on developing financial strategies that ensure sufficient funding for operating and capital service levels.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Portland Children's Levy



The Portland Children's Levy (PCL), a City of Portland initiative, annually generates approximately \$23 million through a local property tax. PCL grew out of a desire to increase opportunity for all Portland children. Historical policies and practices have a direct relationship with disparities in outcomes for children navigating poverty and children of color. PCL strives to change this trajectory by supporting community-based programs that work to eliminate disparities in children's success.

Portland voters approved the first levy in 2002 and overwhelmingly renewed it four times. The Levy includes annual audits and a 5% cap on administrative expenses. The current Levy runs through June 2029. PCL funds more than 80 programs for children age birth through 24 in six program areas that support positive early development, school engagement and academic achievement, high school graduation, and family safety and stability. Community partners provide a range of services including high-quality childcare, enriching after school and summer programs, caring adult mentors, therapeutic supports in times of trauma and crisis, and daily access to nutritious food. Programs receive funding through a competitive application process.

## Our Team

### 8 Positions

Includes a manager, grant managers (analysts), administration and finance (financial analyst), communications (coordinator) and community engagement (coordinator).

### Executive Leadership

Lisa Pellegrino, Director  
Meg McElroy, Assistant Director

**Learn more:** [PortlandChildrensLevy.org](https://PortlandChildrensLevy.org)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](https://portland.gov/press).



## RECENT ACCOMPLISHMENTS

- ▶ In May 2023, more than 70% of Portland voters renewed the Children’s Levy for a fourth time, extending funding through June 2029.
- ▶ Prior to the 2024-25 large grant funding call for applications, PCL engaged community members most affected by Levy investments. More than 750 people participated in surveys, focus groups and interviews. Participants in engaged in this process in more than 25 languages. This input helped shape priorities and program area strategies for the 2024-25 large grant funding opportunity.
- ▶ In early 2023, the Community Council set priorities for the community engagement process and shaped the upcoming grant funding process; 13 community volunteers advised staff and the Allocation Committee on these new best practices. Council members reflect communities served in Levy-funded programs and have professional and lived experience working with the following communities: Black, Indigenous and people of color, immigrants and refugees, LGBTQIA+, youth with disabilities, houseless families, and families experiencing poverty and food insecurity.
- ▶ In response to community feedback, PCL created the Small Grants Fund in 2020 to further improve equitable access to Levy funding for smaller organizations with barriers to applying for PCL grants. The next small grants funding round is planned for FY 2025-26.



## MAJOR WORK GROUPS

PCL’s small team works together to:

- facilitate community engagement;
- run competitive grantmaking processes;
- monitor program delivery;
- provide grant-level fiscal monitoring, and support grantee partners with training and technical assistance;
- support grantee partners...

Staff liaises with the Allocation Committee, a community board that oversees Levy operations and makes funding recommendations to City council.

Staff also supports and works with the Community Council to advise staff and the Allocation Committee on policy and community engagement. This group of 11 to 13 members, which is appointed by the Allocation Committee, was created in 2022.



## CHALLENGES & OPPORTUNITIES

- ▶ In 2024-25, PCL is implementing Web Grants, an online grant management software purchased by the City. PCL is at the forefront of adoption of this enterprise technology. Staff moved to this grant application format and process to help applicants navigate the new system. Informational sessions, application guidelines and other resources were available to help interested applicants apply for the grant.
- ▶ Funding priorities for the 2024-25 competitive grant shifted in response to community engagement, which prioritized mentoring programs that focus on violence prevention and supporting youth to transition to adulthood and post-secondary education, apprenticeships, and employment. PCL will no longer fund preschool classrooms in the early childhood program area due to passage of Multnomah County's Preschool for All initiative.
- ▶ Many PCL-funded programs have struggled to hire and retain staff to provide in-person services. Nonprofit wage scales and preferences for remote work impact nonprofit service providers' ability to fill vacant positions amid increased staff turnovers. Some agencies have changed salary scales to successfully retain current staff and recruit new staff.
- ▶ Lingering impacts of the pandemic on children, youth and families persist. Learning loss during the lockdown period, interruptions to learning during COVID surges, family job loss, increased houselessness, food insecurity, and community violence continue to impact families and service providers.



## COMING TO CITY COUNCIL

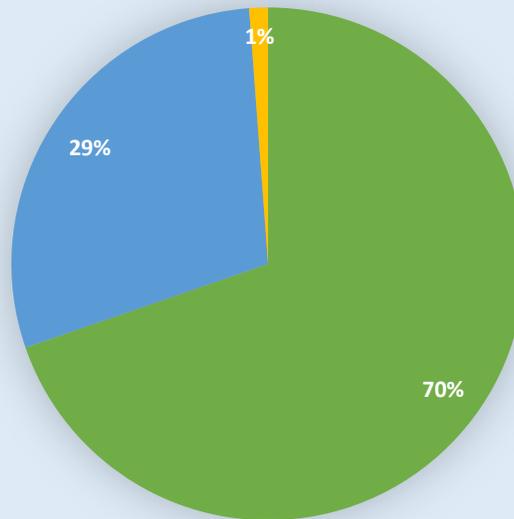
- ▶ PCL will appear before City council in spring 2025 for approval of three-year grants recommended for funding by the Allocation Committee.

# 2024-2025 Budget

## Total Budget

\$34 million

## Major Funding Sources



■ Tax Revenues ■ Fund Balance ■ Transfer from Parks Levy

## What's New or Different

PCL's 2024-25 budget is year one of a five-year levy authorization, and year two of a two-year renewal grant cycle. All renewal grants initially received funding in FY 2020-21 after a competitive funding process. There are no significant changes from the previous fiscal year.

## Five-Year Priorities

PCL will launch a large grant opportunity in fall 2024 with new grants beginning July 1, 2025. Funding levels will be calibrated to the new revenue projections received in Dec. 2024/Jan. 2025. The projected fund balance will be based on grant spending trends for FY 2025.

## Long-Term Financial Outlook

Tax revenues are projected to decline in FY2025-26 and not return to FY2023-24 level until FY 2028-29 - due in part to declining real estate values for office buildings, particularly in the downtown core.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland Public Works



# City of Portland

## Bureau of Environmental Services



The Bureau of Environmental Services' mission is to manage Portland's wastewater and stormwater infrastructure to protect public health and the environment.

We are a mission-driven, high-performance organization leading the City in preserving and restoring the health of Portland's watersheds.

## Our Team

### Over 600 Staff Members

Including accountants, engineers, financial planners, biologists, chemists, educators, wastewater treatment operators, mapping and modeling specialists, policy analysts, community outreach representatives, administrative support professionals, environmental scientists, and more.

### Executive Leadership

Dawn Uchiyama, Director

Ting Lu, Deputy Director

**Learn more:** [portland.gov/BES](http://portland.gov/BES)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

**Director’s Office:** Provides high-level leadership, strategic guidance, and oversight, including communications; equity; health, safety, security; and capital improvement program management.

**Business Services:** Provides accounting; budgeting; financial management; billing and collections; financial assistance support; contracts and business opportunities for minority-owned, women-owned, and emerging small businesses; human resources and training; facilities management; and loss control.

**Engineering Services:** Designs and constructs capital projects; provides inspection, materials testing services, and bureau-wide engineering support.

**Treatment & Pumping Operations & Maintenance:** Operates and maintains the Columbia Boulevard and Tryon Creek wastewater treatment plants.

**Collection System & Watershed Operations & Maintenance:** Leads operations, maintenance, and stewardship of grey (pipes, pump stations) and green (green streets, natural areas) systems and assets.

**Strategy and Integrated Planning:** Establishes bureau priorities; promotes coordinated decision-making and investment strategies; oversees compliance with major regulations; leads the bureau’s planning efforts for systems and assets; and provides bureau-wide modeling support.

**Technical Services:** Provides scientific expertise and technical support to colleagues, projects, and programs; stewards technology infrastructure; and supports protection of assets, the environment, and surface and ground waters through development, implementation, and enforcement of regulations.



## RECENT ACCOMPLISHMENTS

- ▶ **Secondary Treatment Expansion Program**  
Columbia Boulevard Wastewater Treatment Plant, which is essential to protecting the health of our community and waterways, is undergoing its largest improvement project since the 1970s.
  - Final obligation of a 2011 agreement signed with the Oregon Department of Environmental Quality.
  - Will increase the plant's resiliency, protect water quality, and provide healthier work environments for essential workers.
  - Committed to Rise Up, a campaign to shift the culture of construction to be more inclusive for a diverse workforce.
  - Must be completed by December 2024.
- ▶ **Implementation of sewer and stormwater rate methodology changes.** With assistance from the Portland Water Bureau, began several initiatives in July 2024 recommended in a 2023 rate study and approved by City council.
  - Updated stormwater billing methodology to align rates with the cost of providing services and match peer agencies.
  - Expanded Clean River Rewards discount program to increase eligibility and to align with new billing methods.
  - Eliminated sewer conversion, line/branch charges to lower sewer connection costs.
  - Updated system development charges.
 Considerable resources have been on configuring billing systems, developing new business processes, data selection and validation, tiering for single-family accounts, bill testing, Clean River Rewards program conversion, updates to city code/policy, customer outreach, customer service staff training, and more.
- ▶ **Settlement Agreement for Columbia Slough**  
Signed in May 2024 with DEQ to address environmental contamination and improve watershed health in the Columbia Slough in exchange for release of the City from State of Oregon claims. The agreement includes funding for in-water sediment cleanup, habitat restoration, investigation of upland contamination sources, treatment facilities construction, and basin evaluation.



## CHALLENGES & OPPORTUNITIES

- ▶ **Ongoing support and outreach for July 1, 2024, rate changes.** Staff anticipate an influx of general billing inquiries, requests for bill reviews, increases in discount applications, and possible inquiries from media. The changes have a broad range of impacts. The bureau will closely monitor inquiries, requests, and disputes to promptly resolve any issues.

To date, staff proactively communicated with customers; assessed and addressed concerns; found solutions; and kept the project on track.

- ▶ **Aging Infrastructure.** Upgrading aging infrastructure to protect public health and the environment in the face of financial constraints is a challenge faced by many utilities across the nation. Portland’s two treatment plants and many of its nearly 100 pump stations – both critical pieces of infrastructure – need large-scale reinvestment. Increased costs associated with inflation, supply chain issues, and labor shortages have significantly increased the cost of capital projects.

Financial and employee resources are being prioritized in the areas of highest risk, including the primary treatment plant on Columbia Blvd., pump stations, and employee safety and security.

- ▶ **Public Works Integration.** As the Bureau integrates into a Public Works Service area, there are many opportunities to deepen collaboration with the Water and Transportation bureaus, especially in the areas of capital project planning and construction, asset management, customer service, external funding, community engagement, and more.



## COMING TO CITY COUNCIL

Environmental Services anticipates taking to two legislative items to City Council related to the Stormwater Management Manual, which is currently in the public comment phase for proposed changes.

- ▶ **Portland City Code Chapter 17.38 Drainage and Water Quality.**

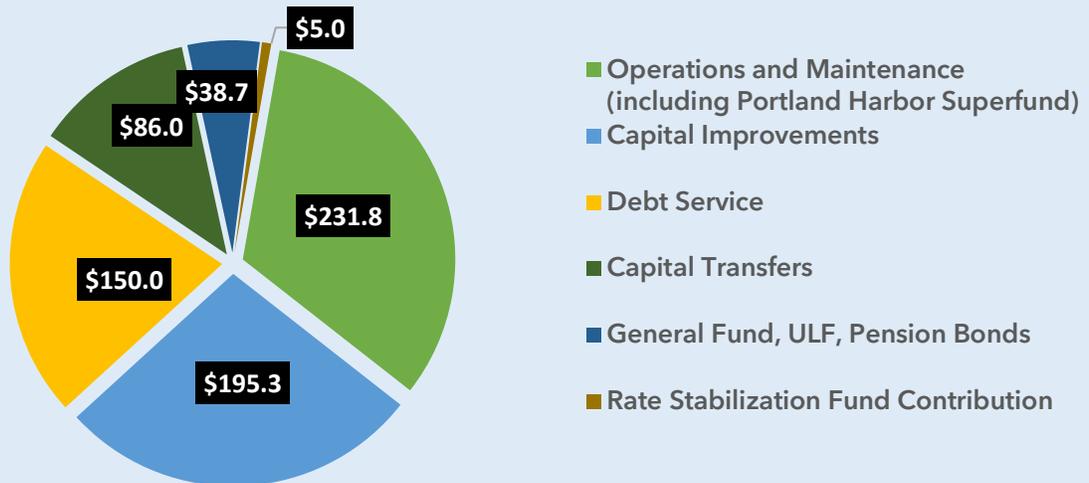
Environmental Services proposes minor updates to 17.38, which provides the authority for the SWMM and other stormwater regulations. The plan is to bring the ordinance on the consent agenda with the first reading on **July 31, 2024**. Review proposed changes: [2024 Proposed Changes - Chapter 17.38 Drainage and Water Quality](#)

- ▶ **Green Infrastructure Inspection, Planting and Establishment Fee.** Environmental Services is asking City council to approve a change in the process for green infrastructure inspection, planting, and establishment for public works projects. If the proposal is approved, public works permit project applicants will no longer be required to complete green infrastructure planting and establishment for the two-year maintenance warranty period. Instead, Environmental Services will collect a fee to cover this work. The plan is to bring the ordinance to council for a first reading on **August 28, 2024**.

# 2024-2025 Budget

## Total Budget

\$706.9 Million



### Known Opportunities and Challenges

In addition to the financial challenges mentioned in previous sections, other challenges include: (inflation, aging and inadequate infrastructure, capital improvement backlog, capitalization requirements, remediation obligations, and regulatory compliance), some of the bureau's significant financial challenges include:

- Increased facilities cost due to changes in city policy related to decentralizing facilities services.
- Fiscal planning for significant key infrastructure replacement and upgrade investments that are too early in planning and design to determine high-confidence cost estimates.
- Early planning and some implementation costs, previously treated as capital expenses, are not capitalizable, which is putting greater pressure on operating expenses.
- Of particular concern are pending remediation settlements that are sizeable and have been determined to be operating expenses. If the settlements come in higher than currently planned, operating expense reductions or increases to rates beyond expected levels will be required to meet net revenue bond coverage targets.

Additional challenges include recruitment, retention, and succession planning, particularly for wastewater treatment and pumping operators, electrical and instrumentation technicians, engineers, and accounting positions. To address these challenges the bureau is working with the Bureau of Human Resources and union partners, is developing programmatic approaches such as the newly developed BES Wastewater Operator-in-Training program that starts this fall and is looking to retraining and redeployment opportunities to address the highest risks.

- Other challenges include...

### Five-Year Priorities

- Shifting capital investments to wastewater treatment and pumping and facilities portfolios.
- Shifting operating budgets to prioritize greatest risks, such as increasing need for contingency planning, emergency repairs of failing assets, or additional customer outreach when proactive replacement has been delayed.

### Long-Term Financial Outlook

To keep rates of increase stable, predictable, and as low as possible, the bureau maintains a balanced forecast over the 30- to 40-year horizon. Although the forecast is balanced, significant unfunded needs, will require trade-offs. With combined City utility rates increasing, ratepayer affordability is an ongoing concern.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Portland Bureau of Transportation (PBOT)



The Portland Bureau of Transportation (PBOT) is a community partner in shaping a livable city. We plan, build, manage and maintain an effective and safe transportation system that provides people and businesses access and mobility.

We keep Portland moving.

### Our Team

**875 Current Staff**  
**(+169 open positions in recruitment)**

Including carpenters, welders, equipment operators, analysts, planners, capital project managers, civil and traffic engineers, surveyors, parking enforcement officers, and more.

#### Executive Leadership

Millicent D. Williams, Director  
Alex Bejarano, Deputy Director,  
Engineering Services  
Wendy Cawley, Deputy Director,  
Transportation Operations  
Shoshana Cohen, Chief of Staff  
Jeremy Patton, Chief Financial Officer  
Art Pearce, Deputy Director,  
Planning, Programs & Projects  
Mark Williams,  
Chief Administrative Officer  
Jody Yates, City Engineer (Interim)  
and Deputy Director, Maintenance  
Operations

**Learn more:** [portland.gov/transportation](http://portland.gov/transportation)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

**Planning, Programs and Projects:** includes mobility and safety programs, regional project partnerships, streetcar, transportation planning, and project delivery.

**Engineering Services:** Manage ADA ramp delivery, management of bridges, structures and pavement, civil engineering design and construction; real property services, surveying, and utility management and compliance.

**Transportation Operations:** Includes parking enforcement, parking regulatory services, signals and street lighting, traffic design and traffic operations.

**Maintenance Operations:** Responsible for environmental systems, logistics, maintenance construction, operations, and street systems.

**Chief Financial Officer:** Manages budget, performance, data governance, analytics, financial controls, and technology services.

**Chief of Staff:** Responsible for asset management, communications, coordination with council, leadership and other bureaus, and policies, resources, and partnerships.

**Chief Administrative Officer:** Includes administrative services, equity, community engagement, emergency management, environmental policies, employee services and safety, and management of facilities.



## RECENT ACCOMPLISHMENTS

- ▶ **Focused on dangerous streets.** Conducted 200+ traffic safety investigations requested by the community. Completed traffic design and safety analysis for projects on high-crash corridors including 82nd, 122nd, 148th, and 162nd avenues, César E Chávez Boulevard, and Southeast Division and Stark streets.
- ▶ **Boosted our core asset work.** Filled 1,800 potholes as part of “March Madness” campaign and replaced 20,000 street signs east of 82nd and south of Burnside as part of large bureau push.
- ▶ **Secured critical funding.** Won \$95 million in federal funds for projects including a bridge replacement, safety improvements along high-crash corridors, and installation of public electric-vehicle charging stations.
- ▶ **Won overwhelming voter support for funding PBOT work.** In May 2024, voters renewed the 10-cent local gas tax, known as Fixing Our Streets, with 72% support. Through Fixing Our Streets, PBOT has repaved 80 lane miles of streets, repaired 40,000 potholes, and completed hundreds of safety improvements citywide.
- ▶ **Led city, regional emergency response.** PBOT leads the City’s response to snow, ice, wind, and flood emergencies. Due to five days of ice, snow, and windstorms in January 2024, PBOT continued in 24/7 operations for 11 days to keep Portland moving. This included plowing and de-icing our primary snow and ice routes (1,749 lane miles) and closing roads so partners could clear debris and restore power.



## CHALLENGES & OPPORTUNITIES

- ▶ **Increasingly limited resources:** Declining gas tax and parking revenue, and skyrocketing construction costs have meant severe budget challenges the last five years. These systemic problems will only worsen with the rise in fuel-efficient and electric vehicles, as well as achievements in the City's multimodal goals. Structural changes to how we fund transportation will be necessary to provide a better maintained, safer and more efficient transportation system for all.
- ▶ **Assets in poor shape:** Assets worth a total replacement value of more than \$21 billion have an annual funding gap of more than \$600 million to keep them in good condition. Due to years of underinvestment, many assets are now in poor or very poor condition, requiring much costlier fixes than regular preventative maintenance. Increased investment is necessary to improve these conditions and lower long-term costs.
- ▶ **Traffic deaths and serious injuries:** From 2021-2023, nearly 200 people died from traffic violence in Portland. Safety fixes on the most dangerous streets and intersections are still unfunded. Investment and collaboration more across bureaus is necessary to address traffic violence.
- ▶ **Livability challenges in the right-of-way:** More extreme weather and an increasing amount of trash and graffiti impacts our assets and requires more resources. Investments and collaborations across bureaus will help to meet public expectations.



## COMING TO CITY COUNCIL

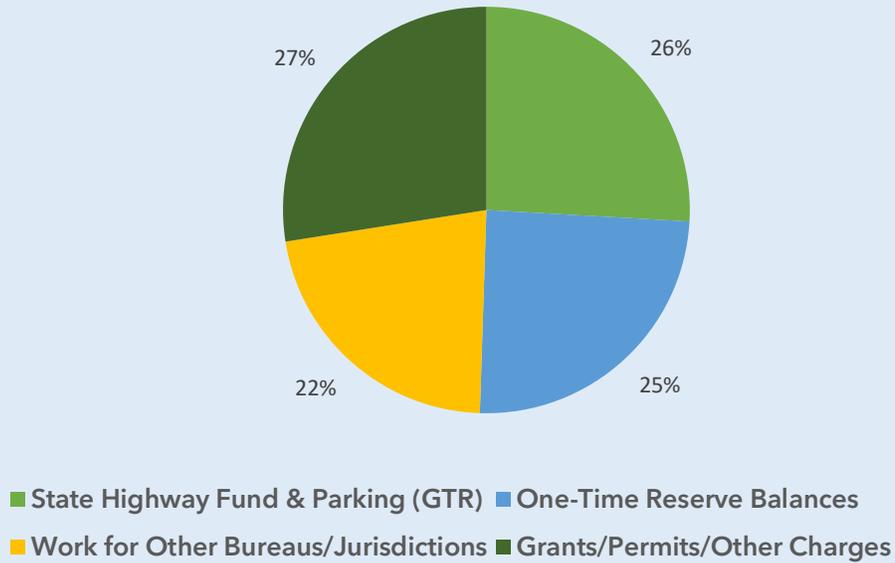
- ▶ **Kick off update to the Transportation System Plan.** The system plan is a 20-year plan to guide transportation policies and investments in Portland. It meets state and regional planning requirements and includes a financial plan, lists of transportation projects, goals, and policies to guide the maintenance, development, and implementation of Portland's transportation system.
- ▶ **Kick off update to the Transportation System Development Charge program.** The 10-year update to the Transportation System Development Charge program is anticipated to come before City council. The goal of Transportation System Development Charges is to accommodate the cost of building new infrastructure for increased trips associated with new development.
- ▶ **Endorse the 82nd Avenue Locally Preferred Alternative:** 82nd Avenue is the busiest bus route in Oregon. The Locally Preferred Alternative plan defines the public transit modes, routes, and station locations along 82nd Avenue. This is a crucial milestone in the work to attract federal funding for large-scale upgrades to public transit.

# 2024-2025 Budget

## Total Budget

\$586.5 million

## Major Funding Sources



## Known Opportunities and Challenges

- The bureau’s \$6 billion major maintenance backlog continues to increase.
- ADA curb ramp program costs continue to increase. Current shortfall is \$30 million over the next six years (assuming \$6.8 million in ongoing General Fund funding is added in FY 2025-26).
- Facilities for employees and equipment require major upgrades.

## Five-Year Priorities

The five-year forecast is balanced with a mix of reductions, a projected increase in parking revenues from increased fees and enforcement, Fixing Our Streets revenues, and new revenues from the Portland Clean Energy Fund (PCEF). Fixing Our Streets and PCEF revenues are only guaranteed for four and five years, respectively, and parking revenues remain volatile and subject to the health of the downtown core. Our top priority moving forward is to find new funding that is ongoing, reliable, and increases with inflationary pressures.

## Long-Term Financial Outlook

Parking revenues improved somewhat in the last year but remain below pre-pandemic levels. Declines in population and vehicle registration, as well as an accelerating transition to electric vehicles, have curbed resources from Oregon’s State Highway Fund. A positive long-term outlook requires new funding opportunities and a move away from relying on revenue generated from fossil fuels.

*\*Each work group uses varying data sources for financial management, so charts may be incomparable.*



# City of Portland

## Water Bureau



The Portland Water Bureau is dedicated to serving excellent water every minute of every day. The bureau has provided water to the Portland area for more than 120 years and is the largest water supplier in Oregon. About one million people receive water through wholesale or retail sales.

The bureau monitors and protects two high-quality water sources: the Bull Run Watershed (primary surface water supply) and the Columbia South Shore Well Field (supplemental groundwater supply). These two sources work together to ensure water flows to customer taps year-round.

Today the bureau is looking ahead to the next 100 years and planning improvements to increase the longevity, reliability, and resilience of the water system through judicious use of ratepayer dollars. Bureau staff work tirelessly to build and maintain water infrastructure that enhances public health and safety and contributes to the economic vitality and livability of the Portland metropolitan region.

## Our Team

### Over 600 Staff Positions

Including engineers, financial analysts, project managers, communications specialists, customer service reps, water quality experts, mechanics, fish biologists, and more.

### Executive Leadership

Edward Campbell, Acting Director  
Kimberly Gupta, Operations  
Cecelia Huynh, Finance  
Jodie Inman, Engineering  
Ty Kovatch, Maintenance and Construction  
Quisha Light, Customer Service  
Sarah Santner, Resource Protection  
Julia Thompson, Business Services

**Learn more:** [portland.gov/water](http://portland.gov/water)

For general inquiries about City of Portland programs, call 311. For media contacts, go to [portland.gov/press](http://portland.gov/press).



## MAJOR WORK GROUPS

**Business Services:** Manages equity, communications, strategic planning, training and development, technology, and business operations.

**Customer Service:** Addresses customer concerns, reads and maintains water meters, oversees bill payment, and administers the bureau's financial assistance program.

**Engineering Services:** Plans for system resilience; administers contracts; advances emergency management; and designs, builds, and repairs system elements.

**Finance and Support Services:** Manages the bureau's finances, develops the budget, conducts accounting, and provides office support.

**Maintenance and Construction:** Works all over the city on both planned projects and emergency repairs. Maintains and installs system elements such as mains, hydrants, valves, and service lines.

**Operations:** Ensures the water system runs smoothly. This group is responsible for water treatment, water quality monitoring and reporting, supply planning, and maintenance of supply infrastructure.

**Resource Protection and Planning:** Focuses on protection and stewardship of the watershed and well field, including the water efficiency and education programs. This group oversees compliance with environmental regulations, water supply analysis, and coordination with regional water providers.



## RECENT ACCOMPLISHMENTS

- ▶ **Washington Park Reservoir Improvement Project:** This project replaced reservoirs built in 1894 with a new 12.4-million gallon, seismically reinforced underground reservoir. Since 2021, the new reservoir has supplied water to Portland's west side, serving more than 360,000 people, including downtown businesses and residents, 20 schools, five hospital complexes, and more than 60 parks. Construction of the reflecting pools, bioswale, walking paths, and lowland wildlife area will finish in 2025.
- ▶ **Smart Discount Program:** In fall 2024, the Water Bureau will launch a program that automatically reduces utility bills for City of Portland sewer, stormwater, and water customers facing financial hardship. This program will help remove access barriers to financial assistance, more effectively distribute limited financial assistance dollars, and ensure equitable access to safe and clean drinking water and wastewater services.
- ▶ **Bull Run Treatment Projects:** In 2022, the bureau implemented the Improved Corrosion Control Treatment project, which adjusted Bull Run water's pH and alkalinity to reduce corrosion of home and building plumbing. As a result, the bureau is in full compliance with the Environmental Protection Agency's Lead and Copper Rule. The bureau also recently broke ground on the filtration facility, a legally mandated project that will meet state and federal drinking water regulations. Filtration will remove organic material from Bull Run water, helping to improve system resilience.



## CHALLENGES & OPPORTUNITIES

- ▶ The Water Bureau is partnering with the Bureau of Environmental Services to modernize utility meters and launch a new online customer service platform. Advanced metering infrastructure will let bureau staff view customer usage data in real time and notify customers of potential leaks.
- ▶ In June 2024, the City approved final contracts for the Bull Run Filtration project, the City's largest capital project. This project will fulfill federal mandates and is required to be operational by September 30, 2027. Recent project milestones provided additional clarity on cost and scope and, as a result, costs have increased from \$1.8 billion to \$2.1 billion. This increase will not affect rates beyond the current forecasts.
- ▶ The Water Bureau is relicensing the City's hydroelectric facilities in the Bull Run Watershed with the Federal Energy Regulatory Commission. The City must complete this rigorous, multimillion dollar relicensing process to operate the hydropower facilities beyond 2029.
- ▶ To help keep utility costs down for Portlanders, the bureau is starting the Smart Discount Program. This program will help remove access barriers to financial assistance, more effectively distribute limited financial assistance dollars, and ensure Portlanders have equitable access to safe water services.
- ▶ The adopted forecast on water rates projects an 8.1% annual rate increase through 2029. Water rates support capital projects and regular maintenance and operations of the water system. Rate increases are driven primarily by continued infrastructure investments, rising operational costs, and supply and construction cost inflation.



## COMING TO CITY COUNCIL

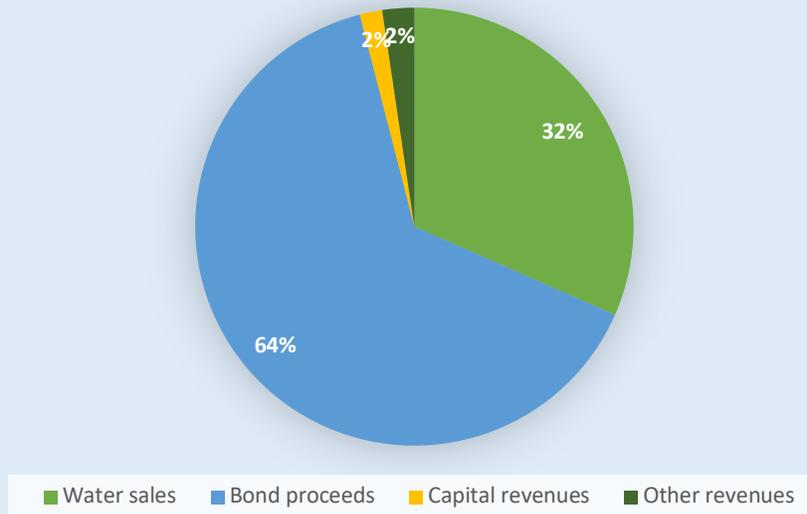
- ▶ City council can expect to see standard annual reports, such as the Bull Run Treatment Projects Annual Report.
- ▶ City council will also see the annual rates proposal in spring 2025.

# 2024-2025 Budget

## Total Budget

\$632.3 million (Water operating budget: \$144.3 million; Water capital budget: \$484.5 million; Hydroelectric Power Division: \$3.5 million)

## Major Funding Sources



## Known Opportunities and Challenges

- Bull Run Treatment Projects: required to meet state and federal regulations. They include filtration plant and pipelines to connect to the water system. \$2.134 billion through FY 2027-28.
- Advanced metering infrastructure: smart water meters and dynamic online customer self-service portal. \$90 million, jointly funded with Bureau of Environmental Services.
- The Water Bureau and the Hydroelectric Power Division each received about \$5 million in mostly one-time funding from the Portland Clean Energy Community Benefits Fund for various energy efficiency, renewable energy, and electrical upgrade projects.

## Five-Year Priorities

Priorities include continuing to focus on water quality, source protection, system resilience, equity, affordability, and reliable drinking water infrastructure.

## Long-Term Financial Outlook

The adopted forecast on water rates projects an 8.1% rate increase each year through the five-year forecast period. Increased rates support capital projects, which include infrastructure replacements and improvements like the Bull Run Treatment Projects. Revenue from water sales also fund regular maintenance and operations of the water system and anticipated inflation increases. The five-year Capital Plan is \$2.2 billion.

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