Analysis By: Claudio Campuzano

PORTLAND PARKS & RECREATION

All Funds Budget Summary	Adopted	Request Base	Decision Pkgs	Request Total	Percent				
All Fullus Budget Sullillary	FY 2012-13	FY 2013-14	FY 2013-14	FY 2013-14	Change				
Resources									
Budgeted Beginning Fund Balance	\$13,649,043	\$12,666,579	\$0	\$12,666,579	-7.2%				
Taxes	16,071	1,922	1	1,922	-88.0%				
Licenses & Permits	278,502	405,133	25,895	431,028	54.8%				
Charges for Services	28,091,223	33,574,028	504,015	34,078,043	21.3%				
Intergovernmental Revenues	8,551,233	4,101,186	ı	4,101,186	-52.0%				
Interagency Revenue	3,667,925	2,183,453	ı	2,183,453	-40.5%				
Fund Transfers - Revenue	1,322,959	1,216,446	125,985	1,342,431	1.5%				
Bond and Note Proceeds	1,515,000	-	1	1	-100.0%				
Miscellaneous Sources	2,040,009	2,566,421	-	2,566,421	25.8%				
General Fund Discretionary	41,296,591	40,422,741	5,536,469	45,959,210	11.3%				
Total Resources	\$100,428,556	\$97,137,909	\$6,192,364	\$103,330,273	2.9%				
Expenditures									
Personnel Services	\$45,282,103	\$46,223,921	\$3,003,553	\$49,227,474	8.7%				
External Materials and Services	21,929,702	20,217,838	2,802,296	23,020,134	5.0%				
Internal Materials and Services	8,668,376	8,827,061	416,876	9,243,937	6.6%				
Capital Outlay	17,189,731	14,702,726	1	14,702,726	-14.5%				
Debt Service	913,142	1,179,725	-	1,179,725	29.2%				
Fund Transfers - Expense	519,708	609,629	-	609,629	17.3%				
Contingency	5,763,172	5,214,219	(30,361)	5,183,858	-10.1%				
Unappropriated Fund Balance	162,622	162,790	-	162,790	0.1%				
Total Requirements	\$100,428,556	\$97,137,909	\$6,192,364	\$103,330,273	2.9%				
Total Bureau FTE	411.13	384.08	37.00	421.08	2.4%				

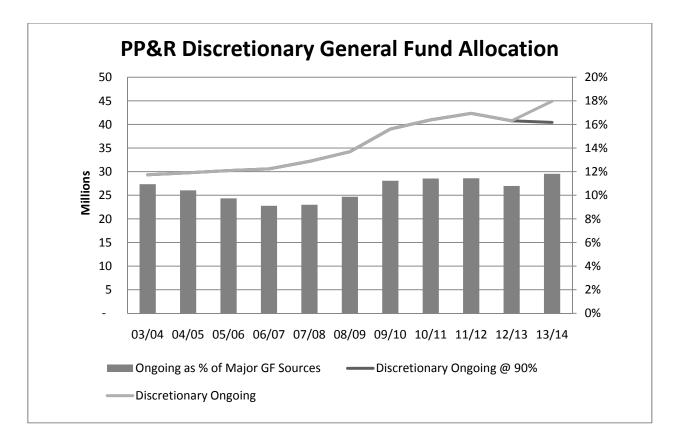
Percent Change is the change from FY 2012-13 Adopted Budget to FY 2013-14 Total Requested Budget.

Key Issues

Discretionary General Fund History and Challenges

As part of the FY 2013-14 budget process, Portland Parks & Recreation (PP&R) was asked to submit a request at 90% of the Current Appropriation Level (CAL). The 100% figure was calculated at \$46.2 million. This results in a 90% request of \$41.6 million, or \$4.6 million less than the 100% figure.

The figure below shows the historical growth of ongoing General Fund discretionary and the impact of a potential 90% decrease in the base. It also shows the PP&R ongoing allocation as a percent of major General Fund sources. Between FY 2003-04 and FY 2011-12, PP&R's ongoing discretionary allocation grew faster at an annualized growth rate of 4.7% than the major sources of the General Fund overall. The major sources (which include property, business license, and transient lodgings taxes, state shared revenue, and utility license fees) grew at an annualized rate of 4.1% during that period. The trend for PP&R changed dramatically in FY 2012-13 to an annualized rate of 3.7% since FY 2003-04 and is likely to continue dropping in FY 2013-14. At the 90% base, the growth rate since FY 2003-04 drops to 3.3% while the major sources over the period grew at 3.6%.



While the discretionary, ongoing base of the bureau shows a relatively steady upward trend prior to FY 2012-13, there are several caveats:

- Local Option Levy projects with O&M costs transitioning to discretionary mask some significant programmatic reductions
- When the levy was passed, a portion of it backfilled a significant ongoing cut that was taken in the early 2000s. Going into FY 2009-10, the General Fund backfilled this local option levy backfill. This increase in discretionary also masks programmatic cuts.
- The system natural areas, undeveloped parks, and developed parks has grown considerably
 in the last ten years through Metro-, PDC-, and SDC-funded acquisitions and development (as
 well as the levy-funded development noted above). With this growth have come
 commensurate increases in CAL for ongoing maintenance of these new assets. While truly
 'new' resources, they were added to deal with a significantly increased asset base.

To provide some context, during the period of the chart above, the bureau built or acquired:

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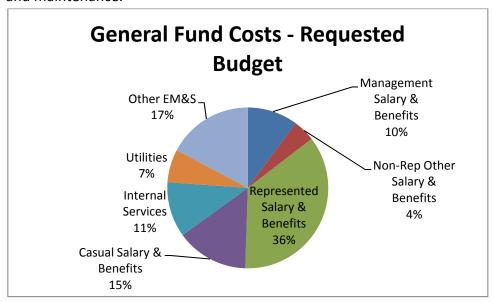
- Big Four Corners Natural Area (145 acres)
- Buttes Natural Area (137 acres)
- Ross Island Natural Area (29 acres)
- River View Natural Area (146 acres)
- Wilkes Headwaters (21 acres)
- Beggars Tick (21 acres)
- The Fields
- Elizabeth Caruthers Park
- Director Park

South Waterfront District Greenway

In summary, while PP&R's discretionary funding kept pace with discretionary growth overall until very recently, the system has grown considerably, requiring the bureau to do more with the same proportion of available funding. Beginning in FY 2012-13, the bureau has effectively been asked to do more with less. That trend, given current balancing scenarios, is likely to continue. CBO recommends that, as City Council approves PP&R's efforts to expand the system through community centers, trails, natural areas, and open spaces to achieve equity as well as other policy goals, it be done with the understanding that a larger system will either require, over time, some combination of the following: a larger proportion of discretionary, a lower standard of maintenance, or additional resources — possibly public or private. The current method of adding O&M funding then taking budget reductions disproportionate to other large General Fund bureaus is not achieving the intended goal of the financial policy — to fund the maintenance of new assets.

Base Discussion and Span of Control

In order to understand the choices made by the bureau with regard to the base reductions, it is important to understand how the bureau spends the entire base. The figure below shows the breakdown of all General Fund spending in the requested budget. Salaries make up 65% of the total; internal services are made up primarily of services provided by the Office of Management and Finance; other External Materials & Services (EM&S) include primarily materials line items for repair and maintenance.



Management salary and benefits make up about 10% of the total. Within that figure, there are a number of front-line supervisors including Recreation Supervisors (10) that manage PP&R's recreation center system and Parks Maintenance Supervisors (6) that oversee daily cleaning and maintenance of the geographically diverse parks. These two classifications make up over a quarter of the management costs - \$1.75 million of \$6.67 million.

Span of control within the bureau is 6.5 permanent positions per supervisor. However, as PP&R has noted, much of their service delivery is carried out through seasonal staffing. If the hours worked by this labor pool are translated into full-time equivalents (FTE), the span of control figure rises to 13 to 1. Even this figure may not perfectly describe the managerial challenge of the bureau given the nature of hiring, training, deploying, and managing of such a large, broadly distributed, and transient workforce. To reflect this, the bureau has also calculated a span of control based on a count of total employees. This brings the figure to 25 employees per supervisor. While none of these figures is a perfect indicator, together they tell the story of the management and supervisory expenses of the bureau.

The CBO recommends consideration of the base as requested; should management reduction alternatives be considered, City Council is encouraged to do so in light of the challenges around the nature of the workforce, geography, and diversity of business lines.

Recreation Revolution - Operational Restructuring of the Recreation Function

In the Fall of 2012, PP&R finalized the Recreation Revolution strategy document and, later, confirmed the strategic direction as part of the bureau's latest strategic plan. The fundamental premise of Rec Revolution is to create organizational efficiencies through the centralized development, marketing, and staffing of recreation programming. These centrally developed programs would be delivered locally through the recreation/community center network. Fundamental to this approach is the development of centralized programming specialists. The PP&R base budget reflects the move to this approach, eliminating three Recreation Coordinator II (Rec II) – Generalist positions and two specialty supervisor positions and creating five Rec II specialty classifications: Pre-School & Camps, Sports, Marketing/Events/Communication, Adaptive/Inclusive, and Senior.

Also as part of the base, the bureau eliminated five Recreation Coordinator I (Rec I) – Generalists and two Recreation Leaders. Four of these are at large community centers and three are in the senior and adaptive/inclusive specialties. While eliminating these positions will likely result in service and workload impacts on the recreation centers, the bureau believes that a portion of those impacts will be mitigated by the additional efficiencies gained by the centralized programming. As with all major organizational changes, the ultimate impact is uncertain, and a stabilization period is likely.

Further, three teen coordinators in the centers have been funded on a one-time basis and are not recommended for funding based on discretionary constraints. Finally, the bureau has suggested increasing fees at most community centers to buy back some of the base reductions.

While CBO is very supportive of the Rec Revolution concept, CBO has concerns about the compounding impacts of these elements of the budget and recommends that new revenue identified in several revenue packages be applied to maintaining recreation positions during a period of stabilization after which point the revenues would support the filling of a number of Central Services maintenance positions. Those maintenance positions are currently vacant. This recommendation would eliminate them during the period of stabilization of the Rec Revolution model and fund them

ongoing thereafter. The details of this recommendation are discussed more fully in the decision package section under packages PK_17, PK_08, and PK_26,27,28,29.

Subsidy Elimination in Recreation Programming

There are a number of base reductions that effectively reduce or eliminate some discretionary-subsidized recreation programs. They range from direct PP&R services to pass-through services; they occur at both PP&R sites and non-City-owned sites. These changes include:

- Ceasing to operate Sellwood Community Center as a full-functioning community center.
- Ceasing to operate Buckman Pool, a Portland Public School asset
- Eliminating the pass-through to Multnomah County to support the operations of the District Senior Center program
- Eliminating the pass-through to Multnomah County to support the operations of the SUN Schools program
- Ceasing operations at three of the 11 PP&R-operated SUN Schools
- Reducing pass-through funding to Linnton Community Center
- Reducing pass-through funding to the PP&R-owned Leach Botanical Garden

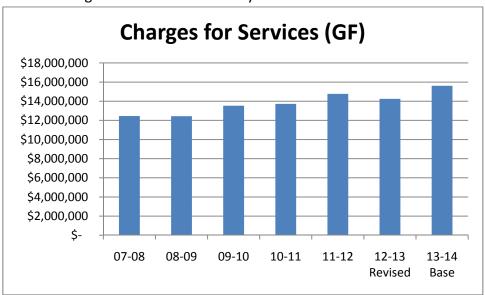
The reasons for these reductions are varied, but they revolve around a central theme of shrinking the definition of 'core' services. The bureau has requested these subsidized recreation programs as add-backs, but most if not all are not recommended for funding on grounds of a lack of available resources.

These changes, along with other recent decisions to reduce the discretionary subsidy at Fulton Community Center and Hillside Community Center, beg the larger questions of: What services are core to the bureau's mission? Where do they deliver them? To whom? And at what cost? These questions were raised by City Council in this year's worksessions and in the past.

The reductions proposed in the base have many things in common – primarily arms-length operations or ownership relationships. This commonality was intentional on the part of PP&R as evidenced in their discussions with the BAC, in their submitted materials, and in their presentation to Council. Sellwood Community Center is a notable exception as a City-owned direct-service site, but it has commonalities with Fulton and Hillside in last year's budget in that it is one of smaller centers in a less economically disadvantaged area. CBO recommends that the bureau continue to move forward with this redefinition of its core, and to do so in an ever more explicit, holistic, and strategic manner with the goal of ensuring equitable access to recreation opportunities in an environment of constrained discretionary resources. Further, CBO recommends that the bureau seek to leverage the new Recreation Revolution approach of 'modular', centrally developed programming to identify opportunities for delivering cost-effective programs at sites – PP&R-owned and otherwise – without having to maintain a large overhead presence in the form of full-time staffing. The package recommendations below have been made in this context.

Revenue Base Changes

Charges for Services increase in the base by 10% over the FY 2012-13 revised budget, from \$14.3 million to \$15.6 million. This represents a very significant increase in budgeted revenue. However, FY 2011-12 actual revenue in this category was \$14.8 million and is projected at least that high if not somewhat higher in the current fiscal year.



The increase described above assumes, in addition to natural growth in the fee base, some facility improvements coming online. Among the new facilities are a tennis 'bubble' over existing courts and the conversion of three fields at Delta Park to synthetic turf and lighting. Both of these improvements allow for year-round utilization during a longer period of the day. Besides charges for services, other external revenues (with the exception of interagency revenues, discussed below) are projected relatively flat.

These increased revenue projections have allowed the bureau to backfill a portion of the reduced discretionary base and consequently request within the 10% add packages items that have not traditionally been in the base.

The CBO recommends the base increases based on our internal projections. However, the increase represents a shift away from the conservative revenue budgeting by the bureau. This will result in greater risk to the overall budget and will require PP&R finance staff to carefully monitor actuals to ensure that the bureau does not overspend its discretionary allocation. This risk is compounded by the tightening of the flexible portions of the expense budget – elimination of a number of vacancies and other programmatic savings – as discussed below.

Vacancy and Other Underspending-Based Reductions

The base includes the elimination of a number of vacancies as well as materials and services reductions in programs that have shown underspending. Many of these are requested for add-back funding. While many of the positions have been vacant for a considerable period of time, it should not be assumed that their elimination will have no impact on PP&R operations. The bureau has a history of spending extremely close to its discretionary budget. Between FY 2008-09 and FY 2011-12, PP&R's

average discretionary underspending was 0.8%. The implication is that, regardless of vacancies, the bureau is very tightly budgeted and carries out a portion of its operations with that savings. Therefore, reducing vacant positions – and similarly, the materials and services underspending – might not have an impact on the specific programs, but it will have an impact on bureau operations, albeit one that is difficult to identify because of its diffusion. Moreover, accepting these reductions in the base will put considerably more pressure on the central finance function of the bureau to monitor costs closely and apply all necessary controls.

CBO recommends these base reductions as necessary to meet Citywide budgetary constraints, but encourages the bureau to ensure that the fiscal discipline necessary to implement these reductions is communicated to frontline managers. Managers that have traditionally relied on bureau-wide intrayear savings to address emergent issues will not be able to do so under the new base.

Interagency Reductions

In addition to the 90% reduction to the bureau base, PP&R has a number of other programs at risk during the FY 2013-14 budget process. As part of their requested budgets, the Portland Water Bureau (Water) and the Bureau of Environmental Services (BES) have proposed reductions on PP&R programs and assets.

As part of their add-back process, PP&R has requested that all of the BES interagency reductions be funded with General Fund discretionary. These have also been asked for by BES as part of their add-back process. These programs are discussed more completely in the decision package discussion below.

Reductions in the Water base budget include the elimination of the operation and maintenance of 19 of the City's decorative fountains. The alternative suggested by Water was that PP&R take over this function that was transferred to Water by City Council in 1988.

The CBO recommends that, during this period of tight constraints on discretionary General Fund resources, Water and BES continue delivering these services – either directly as in the case of Water or through interagency agreements as in the case of BES. Further, CBO recommends that a process be put in place to address these issues and either reaffirm the existing approach or develop a new approach to prioritizing and delivering these services.

Decision Package Analysis & Recommendations

Horticultural Work in Parks, PK 12, \$204,000, 2.0 FTE

This package would add back two horticulturalists eliminated from the base budget, bringing the number back to 12 positions in the service zones. This is the bureau's highest priority add-back. Horticulturists focus on the long-term health of park green infrastructure including pruning, planting, weeding, mulching,

and edging. They also assist with other parks maintenance tasks as well as engaging and deploying volunteers. Included in the package is \$36,556 for supplies and \$2,940 for seasonal staffing.

As part of the FY 2012-13 budget, the number of Horticulturists in the service zones was reduced from 15 to 12 with an \$81,092 reduction in seasonal staffing as well. The impact of these reductions is challenging to assess. The primary indicator would be the City Auditor's annual resident survey. Over the last five years, 84-86% of residents rated park grounds maintenance good or very good. Most recently, this figure was at the lower end of the range – 84%. This is a lagging indicator, however, since the impacts of horticultural neglect are not immediately apparent. There are currently no coincident indicators, although PP&R, subsequent to the latest strategic planning process, is in the process of developing more specific and measurable standards of care.

Development of such a standard of care would not only assist in determining the impact of changes in the size of the horticultural function at PP&R; it would also allow for more robust engagement of local stakeholders on the issue of premium levels of care. Even without coincident indicators, the bureau has witnessed the impacts of the recent reduction and has prioritized this add-back based on concerns about the additional impacts on park appearance and the long-term health of green infrastructure. CBO recommends this add-back.

CBO Recommendation: \$204,000, 2.00 FTE

Hoyt Arboretum, PK 13, \$116,000, 1.0 FTE

This package would add back one Horticulturalist eliminated from the base budget. This is the only horticulturist in the City Nature West Zone. The arboretum is currently staffed by this position and a Botanic Specialist II, responsible for curating the collection. Elimination of the position would result in the Botanic Specialist taking over some of the duties, including collection care, volunteer services, and tool, equipment, and facility maintenance. The impacts on the remaining staff capacity of the curator would result in new projects not moving forward, and mapping and tracking of the collection would likely cease. Overall, the appearance of the park would decline.

PP&R has indicated that Hoyt Arboretum Friends do not have the capacity to raise funds to replace any of this service reduction. While they may not have resources to replace the horticultural function, PP&R might explore further the ability of the group to take on more of the curatorial responsibility – or, possibly, seek an educational institution that might wish to take on a greater role in collection stewardship and education activities. If this latter option were, after further exploration, deemed feasible, it would be a longer term solution, unlikely to be resolved during this budget process.

It should be noted that few parks have the dedicated staffing that the arboretum does. This level of staffing may be warranted by the high utilization of the park or the specialized nature of the collection and the educational opportunities it affords.

CBO Recommendation: \$116,000, 1.00 FTE

Dutch Elm Disease (DED) Program and Inoculant, PK 11, PK 34, \$215,500, 1.0 FTE

These packages would add back an Arborist I position (\$78,615), seasonal staffing (\$45,000), associated supplies (\$29,385), and Dutch Elm Disease inoculant (\$62,500) in the Urban Forestry group. All but the inoculant is currently funded in the General Fund; the inoculant is funded by BES, but, because it is part of a proposed reduction to that bureau's base, PP&R is requesting General Fund resources to continue the program. BES is also requesting the inoculants as their third of four programmatic priorities.

There is no single position responsible for the DED program. The elimination of the Arborist position reduces current overall capacity in the group which consists of 13 total Arborist positions (1xArborist IV, 7xArborist III, 3xArborist II, and 2xArborist I). These positions provide tree services related to tree maintenance – primarily on City property – and emergency call-outs for trees in the right of way. With the diminished capacity in the unit and the decision by BES not to include the inoculant in the base budget, PP&R determined that the DED program was the lowest priority and would cease.

The DED program has a number of elements including:

- A three-year rotation of inoculating 450 trees on PP&R property
- A seasonal 'Elm Monitor' that provides early identification of infected trees
- Assisting neighborhood groups in maintaining inoculations of elms on private property and in the right-of-way
- Providing immediate removal of infected trees on Parks property and on street trees (at no cost to the adjacent property owner)

Elimination of the program would result in a loss over time of existing elms on PP&R property (and the associated tree canopy and stormwater facility). Further, adjacent property owners would become responsible for the costs of removing infected trees. Such removals are expensive - typically cost \$4,000-\$7,000 per elm. The current policy is in place because property owners tend not act as quickly as PP&R would, resulting in the continuation of the vector of transmission.

One alternative that PP&R should explore is the possibility of charging owners for the emergency removal if owners choose not to do the removal immediately. Currently DED-infected elms are the only removals PP&R does at no cost to the owner.

CBO recommends pursuing revenue options. Additionally, we recommend – as part of the BES review – the continued rate-funded inoculant. Revenue options, while seemingly feasible, would require further development and time to implement. In the meantime, CBO recommends utilizing some of the new revenues to support this function. To the degree that revenues in this program become available to fund some of this work, the discretionary would become available to backfill other needs bureau-wide.

CBO Recommendation: \$123,615, 1.0 FTE funded with General Fund, \$62,500 funded with BES IA funding

Central Services Maintenance, PK_08, \$500,000, 5.0 FTE

This package would add back five positions eliminated in the base budget (\$385,000) and associated materials (\$115,000). These positions include a Painter (one of three), a Carpenter (one of seven), a Turf Maintenance Technician (one of 16), a Utility Worker II (one of four), and an Automotive Equipment Operator I (one of six). All of these positions are currently vacant.

The impacts outlined by the bureau of not having these positions added back would be as follows:

- The Carpenter position was a new position funded with prior year O&M additions to address the growing system. It was never filled. PP&R expects that the maintenance backlog would not change for the first year or two, but, after this initial impact, the reduction to the base would affect the backlog.
- The loss of the AEO I would extend the tall-grass mowing cycle from six to eight weeks, extend the 'deep' garbage can collection cycle from 10 to 15 days, and extend response time to lower priority work orders. It would also impact the ability of the bureau to deploy additional deep cans that might eventually help to reduce daily parks maintenance costs.
- The lost Turf Technician would result in reduced field maintenance, slower response times for athletic field renovation, and reduced mowing schedule.
- The lost Painter would result in a loss of about 30% of scheduled annual maintenance capacity among painters. This would result in more reactive maintenance and less scheduled maintenance.
- The lost UW II would result in the extension of catch basin and gutter cleaning from 6-month to 12-month cycles. Sewer jetting would be done on an emergency basis instead of as part of scheduled maintenance.

Eliminating vacant positions allows for less staff disruption, and the impacts identified above, while decreasing the level of service, do not result in any immediate catastrophic impacts. Long-term, these position eliminations may not be the 'right' ones from a workload perspective.

Overall, the Central Services group aims to have 52% of all work done by the group be regularly scheduled maintenance. As recently as FY 2010-11, 58% of work was scheduled. That figure declined to 53% in FY 2011-12 with further declines expected.

CBO recommends that these positions be eliminated for the FY 2013-14 and be partially funded by some of the revenue packages (as discussed below), beginning in FY 2014-15. The revenues identified are not sufficient to add back all the positions in FY 2014-15; therefore CBO recommends that, over this period, the Central Service Manager, in conjunction with the Senior Facility Maintenance Supervisor and the Turf/Irrigation Supervisor should monitor workload and utilize attrition to develop a more appropriate staffing mix.

CBO Recommendation: \$0

Recreation Services & Staffing, PK_17, \$424,926, 6.00 FTE

This decision package request would add six positions to the base budget. This request is not a one-for-one request for positions eliminated in the base budget as noted in Key Issues above. The largest immediate impact of the new centralized Rec II specialists is the loss of those more senior positions out of the centers. (While the current plan is to physically locate them in the centers, the intention is for their work to focus on their centralized function.) This loss is compounded by the base reduction. The net effect is to effectively reduce center staffing by seven – two at East Portland (of 5 ongoing FTE), two at Mt Scott/Woodstock (of 4 ongoing FTE), one at Matt Dishman (of 3 ongoing FTE), one at Southwest (of 5 ongoing FTE), and one at Charles Jordan (of 4 ongoing FTE). As noted earlier, some of these staffing reductions are compounded by the possible loss of one-time funded Teen program staff in those centers.

To the degree that resources are available internally or in the General Fund, CBO recommends maintaining the Rec I staffing to as great a degree as possible until the centers have been able to absorb the loss of the Rec II's and begin to benefit from the centrally coordinated programming. This approach would minimize the potential service disruption associated with a stabilization period. To this end, CBO recommends that the price increases proposed for the community centers (and the non-resident fee increases) in the packages discussed immediately below be dedicated to the adding back of several of the Rec I's, at least for FY 2013-14.

CBO Recommendation: \$232,332, 3.0 FTE

Revenue Increases, PK 26, PK 27, PK 28, PK 29, \$472,348

These packages reflect fee increases that would generate new revenue for the bureau totaling \$472,348 to offset discretionary General Fund resources. These changes are requested in addition to the increased revenues in the base budget resulting from increased projections for status quo activities or new facilities coming online, as noted in the Key Issues section above. The fee increases associated with these packages are as follows:

- Large Community Center Admission Pass Fees \$204,400 The bureau has proposed the equivalent of \$0.50/visit increases for adults and \$0.25/visit increases for seniors, teens, and youth at most large centers. Some loss of customers is anticipated as fees approach private market rates, particularly in North Portland. While increases may create financial barriers to participation, the bureau expects the scholarship policy to mitigate (although perhaps not resolve) these issues.
- Non-Resident Fees \$25,000 This increase for non-residents partaking in PP&R programs. The intention of this increase is not to raise fees to full cost recovery, but rather to bring them in line with what the typical Portland user pays in both fees and taxes for PP&R offerings.
- Swim Lesson Fees \$150,000 This package would increase the price of youth group swim lessons by \$5/package of 10 classes from \$47.50 to \$52.50. Adult and semi-private class packages would be raised by \$10 and \$20, respectively. 97% of the revenue is generated by the youth group lesson increase, however. While this represents a 41% increase in prices since 2007, it is still one of the most affordable programs in the area. As with the community center increase, the bureau expects the scholarship policy will mitigate access impacts related to the increase.

 Miscellaneous Fees - \$92,948 – This package includes a variety of smaller fee increases across a number of programs including urban forestry, parks usage (e.g. picnics, sports, concessions, weddings, special use, etc.), and community gardens. A development review fee would also be established.

These fee increases seem in keeping with market rates for those services provided in the private market, concerns regarding market elasticity are minimal, revenues projected seem conservative and further the goal of achieving cost-recovery targets, and equity and access impacts can be more or less mitigated through the scholarship policy. Based on these criteria, CBO recommends these increases and the revenues projected.

The CBO recommends that a portion of these new revenues be applied to community center staffing add-backs in FY 2013-14 and to Central Services staff thereafter. This 'bridge' would allow the bureau to maintain four Rec I's in the centers and absorb the immediate staffing and workload impacts that will likely result from the conversion of site-specific Rec II –Generalists to Rec II specialists focused on developing programming.

Once PP&R has had a chance to fully realize the efficiencies of the programming support of the new specialists, CBO recommends that the Rec I's be eliminated and the revenues support the Central Services addback, beginning in FY 2014-15. As the positions in Central Services are currently vacant, this would have no immediate staffing impact. The expectation would be that eliminating the positions and refunding them in the following year would not have a significantly adverse effect on the maintenance of the overall PP&R infrastructure.

CBO Recommendation: \$472,348 fee revenue, offsetting discretionary added through various packages.

Natural Areas Maintenance, PK_14, \$100,000, 1.0 FTE

This package would add back funding for a new Botanic Specialist II position in natural area maintenance. The funding to be added back is part of the maintenance funding that was added to the bureau's CAL target to maintain newly acquired natural areas, but not included in the 90% base budget. Between 2008 and 2012, the bureau added almost 500 acres of natural areas – a 7% increase.

While this package would actually increase current staffing levels, it represents one of the challenges of maintaining the growing system. While the City has continued to provide additional funding for new acquisitions through CAL increases, the lack of available resources Citywide creates a counter-pressure that prevents the bureau from increasing its capacity to meet the needs of the increased asset-base.

Based on the lack of discretionary resources, CBO does not recommend funding for this request at this time.

CBO Recommendation: \$0

SUN Community Schools – 3 PP&R Sites and County Pass-Through, PK_19, PK_16, \$506,468, 3.0 FTE

These packages would add back funding for three Recreation Coordinator I positions (\$234,468) to maintain three PP&R SUN School sites at Beaumont Middle School, Roseway Heights School, and Mt Tabor Middle School and to maintain full funding for the pass-through to Multnomah County for SUN School operations. The pass-though funding (\$272,000) is spread across a number of County operated; the exact impacts would be determined by the coordinating body of the service system. The total reduction in the number of sites from 65 to 59, including the County pass-through-funded sites, represents a 9.2% reduction in overall capacity. The number of students served at the PP&R sites is roughly the SUN school average (although percent of free-and-reduced lunch - FRL - participants students is at the low end of the range for the entire SUN system, occupying three of the bottom six positions).

The elimination of three of the 11 PP&R sites in the base budget is similar to a reduction proposed last year. In last year's package, however, the bureau also identified the revenue component, materials costs and seasonal costs. These elements – which roughly balance – have not been requested as part of the add-back in an effort by the bureau to keep the package simple.

The PP&R-operated sites provide out-of-school time recreational activities, homework help, and wraparound services, particularly for at-risk youth. The sites are also operated as community facilities for the broader community during off hours. Funding for each site supports a Recreation Coordinator, seasonal staffing, and materials. Most revenue generated at the sites is the result of evening and summer programming.

According to PP&R figures for FY 2011-12, the sites identified for reduction were selected based on lower FRL rates and lower total FRL participants. The following are PP&R figures for FY 2011-12:

School	Attendance	Unique Youth	% of color	% FRL
Beaumont	15,604	435	40%	33%
Mt Tabor	13,770	348	34%	37%
Roseway Heights	21,878	629	28%	28%

According to the SUN School operating contact, the City is allowed to charge fees at schools with lower than 50% FRL. During our review last year, it was indicated by the bureau that increasing fees at these schools would be insufficient to meet full cost recovery at the program level (exclusive of overhead) and would dampen attendance.

Based on the lack of discretionary resources, CBO does not recommend funding for this request at this time.

CBO Recommendation: \$0

Capital Major Maintenance, PK_07, \$125,985

This package would add back funding for code-mandated improvements, repair, rehabilitation, and replacement of assets. This funding was eliminated in the base budget – essentially a 10% pro rata reduction to the cash transfer from the General Fund to the Parks CIP Fund for this purpose.

The 100% CAL is currently \$1,259,851. PP&R requested this reduction because the CAL for the transfer is broken out separately in the target documents distributed by CBO. Regardless of this technical presentation, CBO recommends that this capital allocation be considered as part of the base. As such, this program represents a high priority for the bureau and for the City as reflected in the Comprehensive Financial Management Policies.

The major maintenance funding is currently allocated to painting and roof repair, line of credit repayment, and emergency repairs. The debt service component is for maintenance facility improvements at Chimney Park, Mt Tabor Yard, Delta Park, and the Flavel Property; these larger projects were financed using the maintenance funding as a repayment source.

The painting and roof repair portion of the budget allows the bureau to address non-critical repairs (i.e. repairs that are not code-mandated nor present imminent life/safety issues). To the degree that these issues become critical, they would be prioritized within the emergency repair funding.

The nature of roof repair and exterior painting is that it protects the building envelope. To allow the envelope to deteriorate can lead to more expensive repairs later. However, it should be noted that both the painting/roof repair and emergency allocations have not been spent down fully over the last several years. So far in FY 2012-13, no spending has occurred in either. In FY 2011-12, \$85,439 of the painting/roof repair funding was utilized and none of the emergency funding was utilized. In FY 2010-11, neither resource was tapped. In FY 2009-10, only \$87,117 was spent on painting and roof repair and the emergency fund was not utilized.

Despite this underutilization of these reserves, it should be noted that they carry forward, allowing that portion of the next year's allocation to be used for other major maintenance projects. Therefore, the long-term impact of the base reduction is to reduce the bureau's ability to do other projects.

Based on the lack of discretionary resources, CBO does not recommend funding for this request at this time.

CBO Recommendation: \$0

Central Services Contracted Service, PK_09, \$107,000

This request would add back funding reduced in the base for contracted services such as flooring replacement and sidewalk repair. The base, without the funding would be \$747,000. Without this funding, Central Services will perform fewer projects and focus available funds on code-mandated projects and

those that maintain existing service levels and present the highest risk of failure. Other projects are likely to be postponed.

The reduced base in this line item may compound the impacts of the Central Services personnel base reduction. However, services that are contracted are often of a scale that makes them an inefficient use of staff resources, so there is likely minimal compounding.

This represents yet another example where the efforts to consistently fund the upkeep of a growing system are at odds with the needs to reduce the overall budget.

Based on the lack of discretionary resources, CBO does not recommend funding for this request at this time.

CBO Recommendation: \$0

Plant Propagation and Tree Nursery Program, PK_16, \$237,000, 2.00 FTE

This package would allow PP&R to continue the plant propagation and tree nursery programs. The base budget, as requested, would eliminate these functions; plant stock for PP&R and other bureau customers would be sourced from outside vendors.

The package adds back a Botanic Specialist II (\$103,146 total cost), a Horticulturist (\$82,452 total cost), and \$51,402 in supplies and greenhouse heating, electrical and water savings. In addition to the nursery function, the Botanic Specialist is responsible for management of customer-bureau interagency agreements. This work would need to be absorbed by the supervisor.

As a general matter, if plant material can be procured at lower cost than through a dedicated in-house, staffed function, this add-back is unnecessary. The reason for adding back some or all of the reduction would be to cover the cost of plant stock or to maintain the capacity of the supervisor.

Based on the lack of discretionary resources, CBO does not recommend funding for this request at this time.

CBO Recommendation: \$0

Sellwood Community Center, PK 18, \$60,451, 2.00 FTE

This package would continue the full scope of recreation programs at the Sellwood Community Center. The base budget includes the continuation of the preschool at the center as well as Community Music Center satellite classes, but discontinues most other activities. The facility would still be rented, generating revenue sufficient to reach a break even point, according to PP&R.

The figure in the add package represents only the additional General Fund discretionary needed to add back the full program; it does not include revenue associated with the programming or other costs –

materials and services or seasonal staffing costs. These figures would be developed as part of a revised package should the add-back be accepted.

Total ongoing costs associated with the two full-time staff (Recreation Supervisor I and Recreation Coordinator I) are \$195,114. In addition, the full program utilizes an additional \$100,000-\$150,000 of seasonal staffing and \$100,000 of materials and services (both internal and external). In FY 2011-12, the center generated \$342,866 which offset total direct programming costs of \$450,332.

This reduction follows on the FY 2012-13 decision to discontinue operating the Fulton Community Center as a PP&R-programmed asset and to eliminate the General Fund subsidy for programming at the Hillside Community Center through the use of a surcharge. Sellwood has been selected for closure based on a lower visitor count than most of the smaller community centers (46,039 in FY 2011-12), the relative affluence of the neighborhood compared to that of other smaller centers, and the physical nature of the space which is not ideally suited for PP&R's current program delivery.

Without this add-back, the center would still function as a community asset through the pre-school, music program, and space rental. CBO recommends exploring the opportunity to provide other high-use programs with greater cost recovery on a seasonal basis – e.g. summer camps, after-school programming, etc. While the traditional PP&R model of on-site program development would not allow for this type of modular approach, the Recreation Revolution shift to centralized program development and marketing and on-site delivery might make such a flexible programming scheme possible. As the FY 2013-14 budget process progresses, the bureau should continue to shape proposals to maintain the center as a robustly programmed asset while achieving programmatic cost recovery.

CBO Recommendation: \$0

Delta Park Athletic Fields, PK_10, \$70,356, 1.00 FTE

This package would maintain funding for a Utility Worker II position at the Delta Park athletic fields. The position would assist with pre-game preparation of fields, including striping, lining, and skinning (i.e. preparation and maintenance of the dirt surface). The position would also have various duties related to keeping the park clean and safe for the public. The position has been vacant since November 2011. In light of the period of the vacancy, elimination of this position in the base budget has no direct impact on the current level of service at the fields. However, as noted in the Key Issues above, elimination of vacancies, while not a direct service impact, can have hidden consequences related to how vacancy savings have been utilized.

Furthermore, the base budget as requested includes the conversion of three of the eight grass fields to lighted, synthetic turf. This change is projected to increase revenue at the facility by allowing use during more of the year and for longer periods of each day. The conversion to synthetic fields is also expected to reduce the maintenance burden on staff.

CBO does not recommend continuing this position. A lower maintenance need is already anticipated at the fields given the turf conversion. Even without such a conversion, the elimination of this long-vacant position will not impact current service levels.

CBO Recommendation: \$0

Administration - Community Relations, PK_01, \$57,046, 1.00 FTE

This package would maintain a full time Program Specialist – Assistant in the community relations program. Fully loaded costs for the position are \$107,046. The impact of maintaining this position would be \$57,046 of General Fund discretionary; part of the savings associated with the reduction are held back for seasonal staffing and contracted services to address some of the workload impacts of the reduction.

The position currently supports the volunteer manager, coordinates the court-ordered community service program, and manages digital content for the bureau. A position dedicated exclusively to web content management was eliminated in the FY 2012-13 budget. As part of that reduction the bureau began to distribute responsibility for content to the staff throughout the bureau and the Program Specialist position become the coordinator for web updates.

Without the requested position, PP&R would continue to move toward the distributed responsibility for content while having part-time or seasonal staff manage some of the work. Volunteer support — including logging of hours and background checks — shifts to seasonal staffing to manage peak loads. The structure of the court-ordered community service program, which currently makes up less than 1% of all volunteer hours, would be altered. Currently, the position spends 10-15 hours per week coordinating this program. The bureau has indicated that by using online registration and limiting the sites for which court-ordered community service participants can sign up, coordination of these volunteers would require five hours per week, performed by other full-time or seasonal staff.

With the requested position, the bureau would continue the digital communications transition and manage web updates centrally. The position would manage workflow and ensure consistent content through training of staff and approval of content. In addition to this continued responsibility, the restructure of the court-ordered community service program would increase capacity of the position to provide greater volunteer support for functions like corporate volunteer days.

Given the inefficiencies of managing the court-ordered community service program, the shift of resources away from the program is reasonable.

While the potential increase in volunteer hours associated with the increased capacity of the position could generate considerable leverage for the bureau, given the nature of other reductions proposed to the base – i.e. core City staff functions that are not appropriate for volunteers – this restoration is not recommended at this time.

CBO recommends that the bureau implement the elimination of the position and utilize a portion of the savings for peak-load management, through seasonal staffing or contracting.

CBO Recommendation: \$0

Administration - Safety and Security, PK 03, \$84,740, 1.00 FTE

This package would restore a Sr. Administrative Specialist position eliminated in the base budget. The position currently supports the Risk/Safety program and the Security/Ranger program. The position is currently responsible for managing the training database, organizing bureau-wide training opportunities for mandated and suggested trainings, coordinating meetings and special events, assisting the safety manager with claims management, supervising interns and volunteers, and maintaining and revising occupational safety policy documents. The position tracks and maintains records of guest accident reports, security incident reports, and exclusion forms.

The impact of not adding back this position would be that the safety manager would take on a significant portion of the workload of this position and managers and supervisors would need to take more direct responsibility for scheduling trainings and keeping employee certifications current. Direct fiscal impacts would be that the manager would not be able to dedicate time to the Employer-at-Injury Program, a State revenue stream that allows for recovery of workers compensation claims if the employer takes action to mitigate the circumstances of the claim. Longer-term fiscal impacts might be an increase in the Risk Management interagency if claims rise.

Based on the lack of discretionary resources, CBO does not recommend funding for this request at this time. However, CBO encourages the bureau to track the revenue and cost impacts associated with the elimination of the position over time to assess whether the net impact of the base reduction is to indeed generate savings. Corrective action should be taken in the event that those savings do not materialize.

CBO Recommendation: \$0

Pass-Throughs – Linnton Community Center/Leach Botanical Garden, PK 15, \$16,072

This package would add back the 10% reductions to these pass-throughs taken in the base budget. The Linnton Community Center add-back is \$4,472 for out-of-school hours clubs, sports, and recreation/enrichment programs. The Leach Garden Friends add-back is \$11,600 and would fund additional programming at the garden, a PP&R-owned site, managed by the group. While both programs would experience diminished service levels, neither reduction would cause closure of the facility. This would be of particular fiscal concern to PP&R in the case of Leach since the bureau would be responsible for the facility should the group not be able to fulfill its management responsibilities.

CBO does not recommend prioritizing these requests over the maintenance of PP&R-owned assets or program delivery at PP&R sites.

CBO Recommendation: \$0

Aging & Disability Pass-Through, PK_05, \$565,819

This package would maintain funding for the Multnomah County District Senior Centers at the current level. Currently, a portion (\$40,000) supports transportation of seniors from the centers to medical appointments. The remainder goes to senior centers for focal point, outreach, health promotion, wellness, and social enrichment activities. According to PP&R, this funding constitutes 26% of the district senior center budget and 6% of the Access & Early Intervention program budget.

According to the FY 2012-13 Multnomah County budget document, 27,617 seniors were served by activities provided at the nine district senior centers. Activities in the district centers are closely coordinated with the Senior Recreation program at PP&R.

Without the continuation of this funding, recreational services would continue to be available to seniors as part of the PP&R-facility based programs. This could result in more limited access to recreational programming for some seniors, however. PP&R's strategic shift to site-based delivery of centralized program development and marketing may mitigate or compound the access impacts of discontinuation of PP&R's investment in the district centers. The larger shift in recreational service delivery is designed to create efficiencies in program development, marketing, and delivery. Should those efficiencies arise, the community centers might become more effective at outreach and engagement. However, the reduction in specialized senior program staffing may have the opposite effect. If the community centers are not able to become more effective at outreach and provision of senior recreational services, then there might be some net impact on the number of seniors served.

Based on the lack of discretionary resources, CBO does not recommend funding at this time and recommends that funding for a successful transition to the new service delivery model be prioritized.

CBO Recommendation: \$0

Buckman Pool, PK_06, \$88,762, 1.00 FTE

This package would maintain the current level of support for the operation of the Buckman pool, a Portland Public Schools asset. Total costs (exclusive of overhead charges) in FY 2011-12 were \$216,474, including direct programming costs of \$186,530 and maintenance costs of \$29,944. As it is not a Cityowned asset, no utilities or capital replacement costs are calculated. Total revenue at the site was \$56,359 during the fiscal year, resulting in a net discretionary subsidy of \$160,115.

During FY 2011-12, the pool received 23,712 visits from an estimated 522 unique users, resulting in an average discretionary subsidy of \$6.75 per visit or \$306 per user. The pool is the only one to offer gender-only swims. These currently accommodate an average of five women and girls during each weekly session and two men and boys during each weekly session.

Should the pool cease to operate, options would include Matt Dishman (2.2 miles -9-11 minutes driving -27-42 minutes by transit -16 minutes biking) or East Portland (5.1 miles -18 minutes driving -32-49

minutes by transit – 32-36 minutes biking). Additionally, several private pool providers are in the area; prices may vary significantly from PP&R rates, however. There would be no alternatives for the gender-only swim.

In light of the low utilization, the high per user and per visit subsidy, the fact that the pool is not a Cityowned asset, and the reasonable availability of alternatives for most users, CBO does not recommend this package.

While not recommending the package, CBO does recognize the value of the asset to the community; over time, the user base has been vocal and engaged and has a clear emotional investment in the facility. CBO recommends that this community work with PP&R and PPS on the possibility of keeping the pool open through a community-based agreement. The largest component of the PP&R cost is staffing – one full-time Recreation Coordinator I and seasonal/casual lifeguard staffing. Operated privately and unstaffed, the costs would drop below the current program revenue.

Another alternative for keeping the pool open would be to eliminate the discretionary subsidy by adding a surcharge of \$6.75 per visit or by creating an annual membership charge (or some combination of the two).

CBO Recommendation: \$0

Administration – Materials & Services, PK_02, \$300,000

This package requests a 3.5% inflation factor for a portion of the materials and services (M&S) base budget. As part of the 100% CAL figure, PP&R was allocated additional appropriation for this increase. The bureau has omitted the increase from its 90% base for all M&S that is not a fixed cost, a utility cost, or a contracted item. This remaining base totals \$8.58 million. As noted by the bureau, front-line crews will have less purchasing power. A portion of the savings (\$50,000) comes from lower-than-projected costs for the Micromain Mobile implementation, which is expected to be \$50,000 ongoing versus \$100,000 ongoing.

As noted in Key Issues, this type of savings is possible at the programmatic level, but it will have an overall tightening impact on the bureau's operations. Despite this point, based on the lack of discretionary resources, CBO does not recommend funding for this request at this time.

CBO Recommendation: \$0

Administration – Workers Compensation, PK 04, \$60,000

This package has been requested on the grounds that it would restore a 'reserve' for workers compensation expenses. Workers compensation is funded by OMF-Risk Management through fixed charges to bureaus. These charges are effectively a multi-year moving average that smoothes costs over time. That the rate this year is lower is a result of metrics changes with Risk Management as well as the impact of ongoing efforts by the bureau to bring down claims through education and training. Restoring funding for this line-item generates an unnecessary bureau-level contingency in the current year —

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unnecessary because the rate is fixed in the current year. CBO does not recommend such a contingency. The savings on the internal service rate are built into the base and captured as savings.

CBO Recommendation: \$0

Teen Programming, PK 23, \$300,000, 3.00 FTE

This package would continue funding for three of five recreation coordinator positions with at-risk youth outreach specialties. The five positions are currently located at Mt Scott, East Portland, Montavilla, Matt Dishman, and University Park Community Centers. These coordinators run approximately 15 registration programs quarterly as well as program drop-in activities; supervise approximately 10 part-time employees and volunteers; assist in the management of the community center facilities and programming; establish and sustain partnerships with schools and community service agencies; and prepare and distribute marketing materials.

The goal of the program is to develop a strong core of engaged teens at each site that will attract additional teens who might otherwise be engaged in unproductive or negative behaviors.

CBO has not recommended funding for this program for the last four fiscal years (since FY 2009-10) and, in light of one-time funding constraints in FY 2013-14 and the fact that City Financial Policy discourages the use of one-time resources for funding ongoing programs, CBO continues to recommend against one-time funding.

In the BAC's initial prioritization of the program, this program was ranked as the fifth package to buy back. PP&R senior management identified it as the twelfth to be added back. Given this relatively high ranking of the program, the connection to the Thriving and Educated Youth goal of the Portland Plan, PP&R's equity focus, CBO recommends that this program be prioritized over other add-backs, in whole or in part, for ongoing funding should it become available. However, as part of the CBO balanced recommendation, we do not recommend funding at this time.

CBO Recommendation: \$0

Summer Lunch Program, PK_24, \$70,000

This request is for one-time funding to continue the extension of the Summer Lunch program. PP&R distributes nearly 70% of the USDA free lunches provided in Portland each summer. Funds pay for staffing to distribute lunches at the beginning and end of the summer to children at approximately 21 lunch sites in parks across the city. Traditionally, the Summer Playgrounds program starts a week after school is out and runs a week before school begins in Fall. This left many children without lunch options during those non-programmed weeks. The \$70,000 pays for distribution of lunches in the 2 to 3 week gap. Actual dates are dependent upon Portland Public Schools, David Douglas, Centennial, etc., capacity to provide the lunches. A small amount of the funds are dedicated to daily care and cleaning in the parks with lunch programs to ensure the restrooms are available for the program and to ensure the areas are cleaned afterward. The entire summer playground program costs \$340,000. The summer lunch program is one

part of a larger program that includes mobile recreation programs (including climbing walls) and sites that do not serve lunches. Of the total amount, approximately \$150,000 typically comes from sponsorships and grants.

This program meets a number of Citywide objectives, including the Portland Plan goal of Thriving and Educated Youth as well as Citywide equity priorities. However, CBO does not recommend it for funding at this time based on funding availability constraints and other core recreation programming and maintenance needs. The immediate impact would be that upwards of 2,000 children per day for the two to three weeks of the funding would not receive lunches. To the degree that the bureau or Council wished to continue funding for these 'gap' weeks on an ongoing basis, CBO recommends the bureau seek to build it into the base budget, displacing other priorities, or seek additional outside resources. Based on the lack of discretionary resources, CBO does not recommend additional funding for this request at this time.

CBO Recommendation: \$0

Bureau of Environmental Services Interagency Funding, PK_30, PK_31, PK_32, PK_33, PK_35, PK_36, \$832,778, 7.00 FTE

As noted in Key Issues, the Bureau of Environmental Services has proposed a number or IA reductions in their base budget. Should these programs not be restored through add-backs, PP&R operations in City Nature would be significantly impacted. Consequently, the bureau has requested a number of discretionary add packages within their allowable 10% to fund these programs. This request was made by PP&R to highlight the importance of the programs, regardless of funding source. The programs currently funded by BES include:

- Forest Park Ranger A dedicated staff member of the security team that patrols Forest Park to ensure appropriate use (i.e. no camping, off-leash dogs, etc.), engages volunteers and stewardship partners in the park.
- Protect the Best Three staff dedicated to performing a regular maintenance cycle of invasive species control in the healthiest, most ecologically important City-owned natural areas.
- Youth Conservation Crew Funding for paid employment opportunities for Portland area youth, aged 14-18. This program, in addition to supporting the City Nature work of PP&R, furthers education and equity goals by providing a diverse pool of students with job experience in a field not traditionally accessible to diverse populations.
- Willamette River Stewardship Funding for one of the three full-time stewardship coordinators Citywide. These positions create and sustain volunteer programs in City natural areas. This position coordinated almost 4,000 volunteers in FY 2011-12 who provided nearly 11,000 hours of time planting, removing invasive species, and removing trash.
- Tree Inspector This position has been vacant since 2007. Interagency revenue has, in the meantime, funded seasonal staff that perform intake, permitting support, Heritage Tree documentation, and other functions in the unit.
- Education and Outreach This position supports the Urban Forestry Commission Education and Outreach Committee, provides PP&R representation at outreach events, and coordinates 'Learning Landscapes' school tree plantings.

• Dutch Elm Inoculant – As discussed in the PK_34 above, this funding provides the inoculant necessary for the protection of PP&R elms.

	Parks Re	BES Request	
Package	\$	FTE	\$
Forest Park Ranger (PK_30)	72,000	1.00	65,000
Protect the Best (PK_31)	250,000	3.00	250,000
Youth Conservation Crew (PK_32)	175,000	-	175,000
Willamette River Stewardship (PK_33)	132,778	1.00	105,869
Tree Inspector (PK_35)	81,000	1.00	81,000
Education and Outreach (PK_36)	122,000	1.00	112,000
Dutch Elm Inoculant (PK_34, discussed earlier)	62,500	-	62,500
TOTAL	895,278	7.00	851,369

The CBO has recommended as part of the BES review, that BES continue funding these programs for FY 2013-14. Further, we recommend that issues of long-term funding and operational responsibilities for these shared priorities be addressed through a task force model.

CBO Recommendation: \$0 (recommended in BES budget)

Operations and Maintenance for Acquisitions and Improvements, PK_25, \$718,586

This is a new request, over and above the 10% add-back allowance, but allowed per the budget instructions based on financial policy that directs the City maintain new assets. The package consists of \$674,401 ongoing and \$44,185 one-time.

This request, more than any other, highlights the conflicting priorities of this budget. While CBO fully endorses the concept of providing funding for ongoing maintenance of new assets, recommending funding for this package over restoring existing maintenance funding is logically inconsistent. With that said, it is a reasonable alternative to fund this package to comply with the established O&M process and seek offsets elsewhere in the Citywide budget – either with the discretionary add-backs in PP&R or in other bureau's. This would allow the bureau to flexibly apply the funding to costs arising out of the new assets or backfill the reductions taken in the base.

CBO Recommendation: \$0

OMF IA Add-Backs, PK_22, \$372,913

As per budget direction, the Office of Management and Finance (OMF) internal service funds were asked to submit 90% of their current service level (CSL) budgets as their base and add packages to restore funding up to 100% of CSL. Bureaus were directed to match the OMF add-back packages with a single decision package. The table below outlines the total requested add-backs by service provider. The table below shows the impact across all funds by service. The General Fund would fund only a portion of this (\$372,913).

OMF Service	Amount				
EBS Services	\$ 84,532				
City Fleet	93,842				
Facilities Services	44,299				
Risk Management	36,181				
Technology Services	141,452				
General Fund Services	2,968				
Total Impact	403,274				

In response to add-backs recommended in the OMF budget analysis, the CBO recommends \$19,149 in General Fund discretionary support and \$1,251 from bureau contingency to fund these packages. A full discussion of all of the OMF packages may be found in the OMF budget analysis.

CBO Recommendation: \$20,400.

City of Portland

Decision Package Recommendations

(Includes Contingency and Ending Balance)

		Bureau Requested					CBO Analyst Recommendations				
	Bureau Priority	FTE	Gen Fund Ongoing	Gen Fund 1-Time	Other Revenues	Total Expenses	FTE	Gen Fund Ongoing	Gen Fund 1-Time	Other Revenues	Total Expenses
Portland Parks & Recreation											
Bureau Adds											
PK_26 - Large Community Center Admission Pass Fe	€ 01	0.00	(204,400)	0	204,400	0	0.00	(204,400)	0	204,400	0
PK_27 - Non-Resident Fees	02	0.00	(25,000)	0	25,000	0	0.00	(25,000)	0	25,000	0
PK_28 - Swim Lesson Fees	03	0.00	(150,000)	0	150,000	0	0.00	(150,000)	0	150,000	0
PK_29 - Miscellaneous Fees	04	0.00	(92,948)	0	92,948	0	0.00	(92,948)	0	92,948	0
PK_12 - Revenue Add Back - Horticultural Work in Par	r 05	2.00	204,400	0	0	204,400	2.00	204,400	0	0	204,400
PK_13 - Revenue Add back - Hoyt Arboretum	06	1.00	116,000	0	0	116,000	1.00	116,000	0	0	116,000
PK_11 - Revenue Add Back - Dutch Elm Disease Prog	j 07	1.00	153,000	0	0	153,000	1.00	123,615	0	0	123,615
PK_08 - 10% Add Back - Central Services Maintenand	08	5.00	500,000	0	0	500,000	0.00	0	0	0	0
PK_14 - 10% Add Back - Natural Area Maintenance	09	1.00	100,000	0	0	100,000	0.00	0	0	0	0
PK_19 - 10% Add Back - SUN CS - 3 sites	10	3.00	234,468	0	0	234,468	0.00	0	0	0	0
PK_07 - 10% Add Back - Capital Major Maintenance	11	0.00	125,985	0	0	125,985	0.00	0	0	0	0
PK_17 - 10% Add Back - Recreation Services & Staffin	r 12	6.00	424,926	0	0	424,926	3.00	232,332	0	0	232,332
PK_09 - 10% Add Back - Central Srvcs Contracted Se	13	0.00	107,000	0	0	107,000	0.00	0	0	0	0
PK_20 - 10% Add Back - SUN CS Pass Through	14	0.00	272,000	0	0	272,000	0.00	0	0	0	0
PK_16 - 10% Add Back - Plant Prop.& Tree Nursery P	ı 15	2.00	237,000	0	0	237,000	0.00	0	0	0	0
PK_18 - 10% Add Back - Sellwood Community Center	16	2.00	60,451	0	0	60,451	0.00	0	0	0	0
PK_10 - 10% Add Back - Delta Park Athletic Fields	17	1.00	70,356	0	0	70,356	0.00	0	0	0	0
PK_01 - 10% Add Back-Administration Community Re	18	1.00	57,046	0	0	57,046	0.00	0	0	0	0
PK_03 - 10% Add Back - Administration Safety & Secu	19	1.00	84,740	0	0	84,740	0.00	0	0	0	0
PK_15 - 10% Add Back - Pass Throughs (Linnton/Lea	(20	0.00	16,072	0	0	16,072	0.00	0	0	0	0
PK_05 - 10% Add Back - Aging & Disability Pass Thro	ι 21	0.00	565,819	0	0	565,819	0.00	0	0	0	0
PK_06 - 10% Add Back - Buckman Pool	22	1.00	88,762	0	57,562	146,324	0.00	0	0	0	0
PK_02 - 10% Add Back - Administration M&S	23	0.00	300,000	0	0	300,000	0.00	0	0	0	0
PK_04 - 10% Add Back - Administration - Workers Co.	r 24	0.00	60,000	0	0	60,000	0.00	0	0	0	0
PK_23 - 1-Time - Teen Programming	25	3.00	0	300,000	0	300,000	0.00	0	0	0	0
PK_24 - 1-Time - Summer Lunch Program	26	0.00	0	70,000	0	70,000	0.00	0	0	0	0
PK_30 - Forest Park Ranger - BES Interagency Agree	ı 27	1.00	72,000	0	0	72,000	1.00	0	0	65,000	65,000
PK_31 - Protect the Best - BES Interagency Agreemen	28	3.00	250,000	0	0	250,000	3.00	0	0	250,000	250,000
PK_32 - Youth Conservation Crew - BES Interagency	29	0.00	175,000	0	0	175,000	0.00	0	0	175,000	175,000

City of Portland

Decision Package Recommendations

(Includes Contingency and Ending Balance)

		Bureau Requested					CBO Analyst Recommendations				
	Bureau Priority	FTE	Gen Fund Ongoing	Gen Fund 1-Time	Other Revenues	Total Expenses	FTE	Gen Fund Ongoing	Gen Fund 1-Time	Other Revenues	Total Expenses
Portland Parks & Recreation											
Bureau Adds											
PK_33 - Willamette River Stewardship - BES Interager	30	1.00	132,778	0	0	132,778	1.00	0	0	105,869	105,869
PK_34 - Dutch Elm Inoculant - BES Interagency Agree	31	0.00	62,500	0	0	62,500	0.00	0	0	62,500	62,500
PK_35 - Tree Inspector - BES Interagency Agreement	32	1.00	81,000	0	0	81,000	1.00	0	0	81,000	81,000
PK_36 - Education and Outreach - BES Interagency	33	1.00	122,000	0	0	122,000	1.00	0	0	112,000	112,000
PK_25 - O&M Requests for Acquisitions & Improvement	34	0.00	674,401	44,185	0	718,586	0.00	0	0	0	0
PK_22 - OMF IA Add-Backs	NA	0.00	372,913	0	0	372,913	0.00	19,149	0	0	19,149
Total Bureau Adds		37.00	5,248,269	414,185	529,910	6,192,364	14.00	223,148	0	1,323,717	1,546,865
Total Portland Parks & Recreation		37.00	5,248,269	414,185	529,910	6,192,364	14.00	223,148	0	1,323,717	1,546,865