

City Budget Office



Requested Budget

FY 2015-16



Office of Mayor Charlie Hales
City of Portland

TO: Commissioner Fish
Commissioner Fritz
Commissioner Novick
Commissioner Saltzman
Auditor Hull Caballero
City Budget Office

FROM: Mayor Charlie Hales *Charlie Hales*

DATE: February 2, 2015

SUBJECT: City Budget Office FY 2015-16 Requested Budget

Attached for your consideration is the FY 2015-16 Requested Budget for the City Budget Office. The budget maintains existing service levels and includes decision packages requesting \$1 million of one-time General Fund discretionary funds to replace the City's current budget preparation software, \$131,558 of ongoing General Fund discretionary funds for a position to expand the City's performance management system, and \$200,418 of interagency revenues for a position to support the Public Utility Board. As required, the request also includes an offset package that would eliminate a limited term Assistant Financial Analyst position and the Hatfield Fellowship intern position, totaling \$131,558.

I support this Requested Budget and forward it for your consideration.

CITY BUDGET OFFICE

Charlie Hales, Mayor
Nick Fish, Commissioner
Amanda Fritz, Commissioner
Steve Novick, Commissioner
Dan Saltzman, Commissioner
Mary Hull Caballero, Auditor



Andrew Scott, Director

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CITY OF PORTLAND, OREGON

FY 2015-16 Budget Advisory Committee Report

The City Budget Office Budget Advisory Committee convened on January 13, 2015. The committee members include Donald Wood (citizen and Citywide Community Budget Advisor), Katie Shriver (Commissioner Novick's Office), and Judith Mowry (Office of Equity and Human Rights).

The committee reviewed the office's base budget by line item and concurred with the expected expenditures for the fiscal year. The committee is very supportive of the office's funding for engaging the public in the budget process and for providing opportunities to expose graduate students to City government through the Hatfield Fellow internship program.

The committee also supports the office's three add packages:

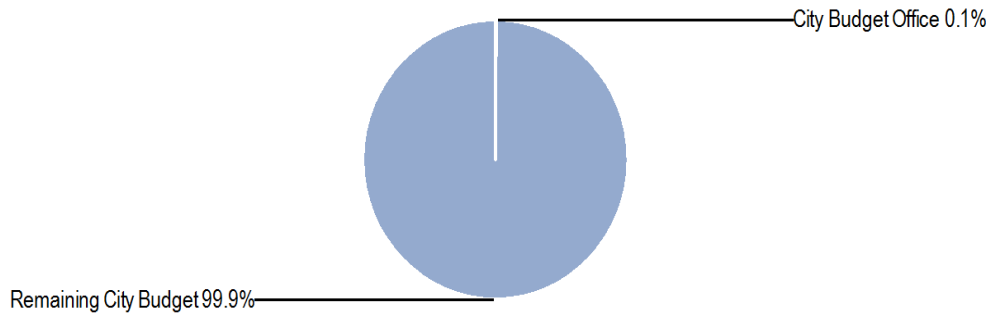
1. A full-time performance management position
2. A full-time position to support additional oversight of the City's water and sewer utilities
3. One-time funding to replace the City's budget preparation software

City Budget Office

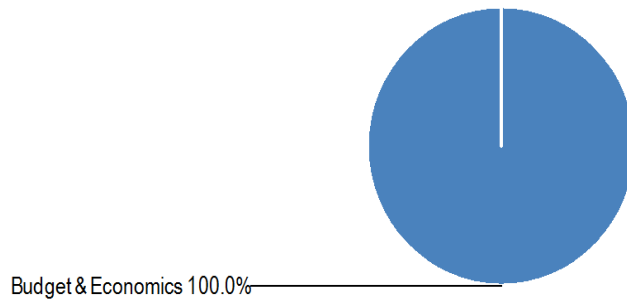
City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Andrew Scott, Director

Percent of City Budget

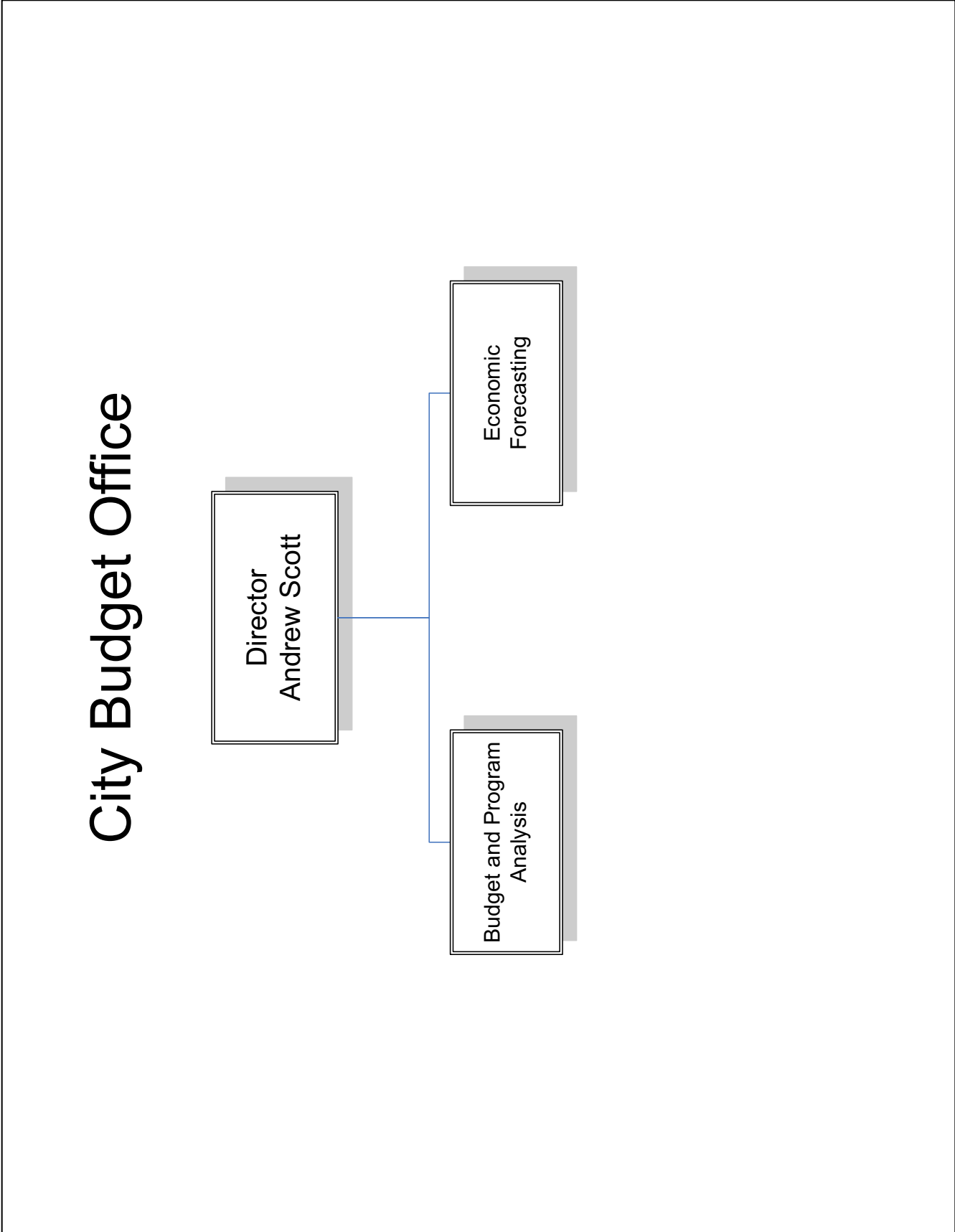


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2014-15	Requested FY 2015-16	Change from Prior Year	Percent Change
Operating	1,966,291	3,188,920	1,222,629	62.18
Capital	0	0	0	0.00
Total Requirements	1,966,291	3,188,920	1,222,629	62.18
Authorized Positions	13.00	14.00	1.00	7.69



Bureau Summary

Bureau Mission

The City Budget Office provides timely, accurate, and unfiltered information and analysis regarding budgeting, forecasting, and fiscal policy issues to the Mayor, Commissioners, City Auditor, City bureaus, and the public.

Bureau Overview

The City Budget Office coordinates development of the City's budget, including analysis of every bureau's operating and capital budget, financial plans, and performance metrics. Duties include monitoring the expenditure and revenue trends of all City funds throughout the fiscal year, coordinating budget amendments, analyzing City programs and policies, reviewing ordinances for fiscal and policy impacts, and providing fiduciary oversight of the General Fund. In addition to providing analysis to elected officials and the public, analysts are available to City bureaus for consultation, training, and technical assistance in matters related to budget and finance. Analysts conduct research in response to inquiries, including public records requests, from elected officials, City bureaus, the media, and the public.

The City Budget Office coordinates public involvement in the budget process, including staff support for the Citywide Budget Advisory Committee and planning and staffing of budget forums and hearings. The office is responsible for ensuring that the City meets all requirements of State Budget Law regarding notices of public hearings and certification of the Approved Budget by the Tax Supervising and Conservation Commission, and the Budget Director serves as the City's Budget Officer.

The primary responsibility of the economics section of the office is to monitor and forecast General Fund revenues and expenses. This is accomplished through the publishing of five-year financial forecasts in December and April of each fiscal year, and economic and revenue updates at the close of each quarter. The economics section develops current appropriation level targets for bureaus and programs that receive General Fund discretionary dollars.

Additional responsibilities include estimating labor agreement costs, consulting on bond rating calls, providing ad hoc economic analyses, and analyzing local business impacts of proposed ordinances. Finally, this section houses the City's representative on the Oregon League of Cities' Finance and Taxation Committee, and the State's Property Tax Reform Study Group.

Strategic Direction

In FY 2014-15, the office completed a comprehensive strategic planning process that resulted in four primary goals: improving processes, improving deliverables, improving analysis, and improving communications.

Improving Processes

A core function of the office is to manage the budget development and budget monitoring processes. The office plans to work with City Council and City bureaus to eliminate inefficient processes and practices through lean process improvement strategies.

City Budget Office

City Support Services Service Area

Improving Deliverables

The office will continue in its effort to improve its work products (e.g. budget reviews, budget monitoring reports, and special studies) through peer reviews, training, and developing a more consistent approach to the analysis.

Improving Analysis

The office strives to have a deep knowledge and understanding of the relevant issues within a bureau and the analytical skill to evaluate them. The office plans to increase its focus on connecting bureau budgets, operations, and performance to better identify the public value of City services.

Improving Communications

The office will refine its communication efforts to ensure that its analysis and reporting is shared in a way that positively impacts the decision-making process. These efforts will include developing a communications strategy, strengthening relationships with City bureaus and Elected Officials, and providing City dashboards to help explain budget and performance data to the public.

Budget & Economics

Description The program coordinates development of the City's budget, creates the City's published budget documents, and performs special studies. The City Economist and financial analysts produce the General Fund revenue and financial forecasts.

Goals Budget and Economics supports the Citywide goal of delivering efficient, effective, and accountable municipal services. The City Budget Office completed a strategic planning effort in FY 2014-15, which identified four goals for the future: improving processes, improving deliverables, improving analysis, and improving communications.

Performance As a result of enhanced performance management efforts, the office created six new measures for FY 2015-16. Although the majority of the measures track performance in areas where the office has little to no control over outcomes, they are valuable measures when tracking the success of the City's overall budget process. In particular, the office is working with City asset managers to find options to reduce the annual repair, rehabilitation, and replacement funding gap. Addressing the funding gap will prevent further deterioration of the City's assets and put the City on a more sustainable funding path.

Changes to Services and Activities The FY 2014-15 Requested Budget maintains existing service levels and requests funds to replace the City's current budget preparation software, add a position to expand the City's performance management system, and add a position to support the Public Utility Board. As required, the budget request also includes an offset package that would eliminate a limited term Assistant Financial Analyst position and the Hatfield Fellowship intern position.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Requested No DP FY 2015-16	Requested FY 2015-16
FTE	12.00	12.58	13.00	13.00	14.00
Expenditures					
Budget & Economics	547,956	1,816,713	1,966,291	1,988,502	3,188,920
Total Expenditures	547,956	1,816,713	1,966,291	1,988,502	3,188,920

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percent of City KPMs with positive year-over-year results	NA	NA	NA	68.0%	71.0%
Annual repair, rehabilitation, & replacement funding gap (Citywide)	\$202,400,000	\$222,800,000	\$241,600,000	\$260,000,000	\$260,000,000
Percent of CIP funding that was expended on repair, rehabilitation, & replacement	41.4%	60.7%	53.7%	70.7%	70.9%
CBO customer service rating (5pt scale)	3.76	4.09	4.15	4.25	4.35
Effectiveness					
Number of instances financial policies were waived by Council	0	0	0	0	0
Received GFOA budget presentation award (1=yes, 0=no)	1	1	1	1	1

City Support Services Service Area

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Requested No DP FY 2015-16	Requested FY 2015-16
Resources					
External Revenues					
Miscellaneous	0	309	0	0	0
Total External Revenues	0	309	0	0	0
Internal Revenues					
General Fund Discretionary	166,229	667,280	907,836	922,358	1,386,208
General Fund Overhead	381,727	1,149,124	1,058,455	1,066,144	1,602,294
Interagency Revenue	0	0	0	0	200,418
Total Internal Revenues	547,956	1,816,404	1,966,291	1,988,502	3,188,920
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$547,956	\$1,816,713	\$1,966,291	\$1,988,502	\$3,188,920
Requirements					
Bureau Expenditures					
Personnel Services	451,558	1,440,953	1,583,099	1,690,005	1,868,181
External Materials and Services	19,270	167,793	186,317	172,588	1,143,895
Internal Materials and Services	77,128	207,967	196,875	125,909	176,844
Total Bureau Expenditures	547,956	1,816,713	1,966,291	1,988,502	3,188,920
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
Total Requirements	\$547,956	\$1,816,713	\$1,966,291	\$1,988,502	\$3,188,920
Programs					
Budget & Economics	547,956	1,816,713	1,966,291	1,988,502	3,188,920
Total Programs	547,956	\$1,816,713	\$1,966,291	\$1,988,502	\$3,188,920

Class	Title	Salary Range		Revised FY 2014-15		Requested No DP FY 2015-16		Requested FY 2015-16	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	48,256	74,339	1.00	61,608	1.00	64,131	1.00	64,131
30002040	Budget Director, Assistant	86,466	115,149	1.00	114,954	1.00	115,152	1.00	115,152
30000570	Budget Director, City	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000578	Economist, City	86,466	115,149	1.00	111,264	1.00	114,504	1.00	114,504
30000569	Financial Analyst, Principal	80,413	107,099	2.00	196,950	2.00	204,912	3.00	312,012
30000568	Financial Analyst, Sr	67,850	90,605	6.00	485,444	6.00	492,830	6.00	492,830
30000452	Management Analyst, Sr	67,850	90,605	0.00	0	0.00	0	1.00	90,600
TOTAL FULL-TIME POSITIONS				12.00	1,109,684	12.00	1,130,993	14.00	1,328,693
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000566	Financial Analyst, Assistant	48,256	74,339	1.00	59,252	1.00	64,752	0.00	0
TOTAL LIMITED TERM POSITIONS				1.00	59,252	1.00	64,752	0.00	0
GRAND TOTAL				13.00	1,168,936	13.00	1,195,745	14.00	1,328,693

Decision Package Summary

Bureau: City Budget Office

Priority: 01

Type: Adds

Decision Package: BO_01 - Performance Management

Program: Budget & Economics

	FY 2015-16 Requested 1 Time DP	FY 2015-16 Requested Ongoing DP	FY 2015-16 Requested Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	FY 2018-19 Estimated Budget	FY 2019-20 Estimated Budget	
EXPENDITURES								
Personnel Services	0	126,468	126,468	0	0	0	0	0
External Materials and Services	0	3,150	3,150	0	0	0	0	0
Internal Materials and Services	0	1,940	1,940	0	0	0	0	0
TOTAL EXPENDITURES	0	131,558	131,558	0	0	0	0	0
REVENUES								
General Fund Discretionary	0	61,023	61,023	0	0	0	0	0
General Fund Overhead	0	70,535	70,535	0	0	0	0	0
TOTAL REVENUES	0	131,558	131,558	0	0	0	0	0
FTE								
Full-Time Positions	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00

Description:

CBO requests a Senior Management Analyst to assist with the City's expanded performance management system and enhanced use of data analysis in program evaluation. In FY 2014-15, CBO began a project to create performance dashboards for three priority areas: complete neighborhoods, emergency management, and housing/homelessness. In addition, CBO began working with all City bureaus to create key performance measures that will assist Council with budget decisions and allow them to monitor bureau performance throughout the year. Finally CBO worked with the Mayor's Office to create a dashboard to track progress against his Citywide priorities.

CBO has created an internal performance management team to accomplish the work to date, with the assistance of a Hatfield Fellow. Although extremely valuable, the work has taken away from core budget monitoring and analysis, bureau program education and site visits, and capacity for special projects. This, on top of staffing reductions in prior years, has hampered CBO's ability to perform its core functions.

Expected Results:

The addition of this full-time position will allow CBO to continue the important performance management work while maintaining its core budget functions. CBO also plans to increase its use of "data-mining" tools as part of its analysis of City programs, policies, and budgets. This position will work with bureaus to identify where data resides and facilitate additional use of the data by the bureau and Council.

Decision Package Summary

Bureau: City Budget Office

Priority: 02

Type: Adds

Decision Package: BO_02 - Replace Budget Software System

Program: Budget & Economics

	FY 2015-16 Requested 1 Time DP	FY 2015-16 Requested Ongoing DP	FY 2015-16 Requested Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	FY 2018-19 Estimated Budget	FY 2019-20 Estimated Budget	
EXPENDITURES								
External Materials and Services	1,000,000	0	1,000,000	0	0	0	0	0
TOTAL EXPENDITURES	1,000,000	0	1,000,000	0	0	0	0	0
REVENUES								
General Fund Discretionary	463,850	0	463,850	0	0	0	0	0
General Fund Overhead	536,150	0	536,150	0	0	0	0	0
TOTAL REVENUES	1,000,000	0	1,000,000	0	0	0	0	0

Description:

The City implemented its current budget preparation software (BRASS) in 2003. Although the software continues to provide the basic tools for budget preparation and monitoring, it is currently operating on an unsupported operating system. When the City adopted Windows 7 as its operating system in 2011, the vendor who supports BRASS notified the City that the software's platform will not be updated to support Windows 7. At this time, they encouraged the City to migrate to their new web based budget preparation software, which is supported. Due to budget shortfalls, the City elected to test the system on Windows 7 to see if it would work; and to date, there have been no known issues with operating the system on Windows 7. However, if the system were to fail in the future because of the operating system, the City would have no ability to return to the vendor for a solution. Without a budget system, the City Budget Office would be forced to create the budget using spreadsheets which would have a large cost to the City in lost productivity and other delays. The City Budget Office believes it is in the City's best interest to replace BRASS with a software that is supported by the vendor. Initial estimates from our existing vendor and estimates from SAP (our Citywide ERP system) show the costs of a new system in the \$1 million to \$3.5 million range. If funds are awarded in FY 2015-16, it is expected that a new system will be available for the start of the FY 2017-18 budget process.

Expected Results:

Replacing the existing software will move the City back to a vendor supported environment. The technology surrounding budget implementation software has seen great improvements over the last 11 years since the City purchased BRASS. Implementing these improvements could reduce time spent on data entry and processing, and enhance our capabilities in regards to performance budgeting.

Decision Package Summary

Bureau: City Budget Office

Priority: 03

Type: Adds

Decision Package: BO_03 - PUB Support

Program: Budget & Economics

	FY 2015-16 Requested 1 Time DP	FY 2015-16 Requested Ongoing DP	FY 2015-16 Requested Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	FY 2018-19 Estimated Budget	FY 2019-20 Estimated Budget	
EXPENDITURES								
Personnel Services	0	146,616	146,616	0	0	0	0	0
External Materials and Services	0	3,150	3,150	0	0	0	0	0
Internal Materials and Services	0	50,652	50,652	0	0	0	0	0
TOTAL EXPENDITURES	0	200,418	200,418	0	0	0	0	0
REVENUES								
Interagency Revenue	0	200,418	200,418	0	0	0	0	0
TOTAL REVENUES	0	200,418	200,418	0	0	0	0	0
FTE								
Full-Time Positions	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00

Description:

City Council appointed a Portland Utility Oversight Blue Ribbon Commission to explore ways to improve oversight, transparency, and accountability in the management of the City's water utilities. The final report from the commission recommended the establishment of a Public Utility Board (PUB) that would be staffed by a minimum of two positions housed in the City Budget Office. These positions would be dedicated to actively monitor and advocate on behalf of the PUB. The City Budget Office currently receives overhead resources paid by Water and BES that support positions within CBO that provide standard analysis and review of the utilities. This package adds an additional position to CBO that would directly support PUB and be paid for through interagency charges to Water and BES.

Expected Results:

The position will provide the PUB with dedicated technical staff that provide independent analysis of and monitoring of bureau and City Council actions.

Decision Package Summary

Bureau: City Budget Office

Priority: 01

Type: Reductions

Decision Package: BO_04 - Eliminate LT Analyst and Hatfield Fellow

Program: Budget & Economics

	FY 2015-16 Requested 1 Time DP	FY 2015-16 Requested Ongoing DP	FY 2015-16 Requested Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	FY 2018-19 Estimated Budget	FY 2019-20 Estimated Budget	
EXPENDITURES								
Personnel Services	0	(94,908)	(94,908)	0	0	0	0	0
External Materials and Services	0	(34,993)	(34,993)	0	0	0	0	0
Internal Materials and Services	0	(1,657)	(1,657)	0	0	0	0	0
TOTAL EXPENDITURES	0	(131,558)	(131,558)	0	0	0	0	0
REVENUES								
General Fund Discretionary	0	(61,023)	(61,023)	0	0	0	0	0
General Fund Overhead	0	(70,535)	(70,535)	0	0	0	0	0
TOTAL REVENUES	0	(131,558)	(131,558)	0	0	0	0	0
FTE								
Limited Term Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00	0.00

Description:

The offset for the performance management position requested is the elimination of a limited term Assistant Financial Analyst position and the Hatfield Fellowship intern.

Expected Results:

The loss of the analyst position would require existing analysts to take on the bureau assignments and other projects or duties currently assigned to the position. The Hatfield Fellows program is a great opportunity to provide leadership and training development opportunities to talented individuals from across the nation. Each fellowship lasts about 8 months at a cost of \$35,000. Recent fellows have worked on performance management projects, taken on bureau assignments, and completed a variety of special projects.

If taken, these offsets could negatively impact the City Budget Office's ability to bring on diverse candidates since these entry-level positions may be an avenue to recruit talented young professionals.

Budget Equity Assessment Tool

CITY POLICY

This Budget Equity Assessment Tool is a general set of questions to guide city bureaus and their Budget Advisory Committees in assessing how budget requests benefit and/or burden communities, specifically communities of color and people with disabilities. As noted in Portland's 25-year strategic plan, the Portland Plan, Goal-Based Budgeting, and page 102:

When fully implemented, the new budget approach will direct City of Portland bureaus and offices to:

- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve participation and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards.

This is a critical part of the City of Portland's commitment to ending inequity. The mission and charge of the Office of Equity is to focus on ending inequality based on race and disability, and this document addresses these two specific populations.

However, it is the policy of the City of Portland that no person shall be denied the benefits of, or be subjected to, discrimination in any City program, service, or activity on the grounds of race, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. Additionally, the City's Civil Rights Title VI program guidelines obligate public entities to develop systems and procedures that guard against or proactively prevent discrimination, while simultaneously ensuring equitable impacts on all persons. Therefore, City bureaus are encouraged to use this document to assist in evaluating equitable impacts on all residents.

It is recommended that all managers and others who work on the budget for the bureau use this tool. Bureau Equity Committees may also be a resource in its completion. The Office of Equity and Human Rights is also available for discussion/training/consultation regarding the use of this document.

City Budget Office
BUREAU/OFFICE/DEPARTMENT

SECTION ONE: ADVANCING EQUITY

1. How does this budget request increase, reduce, limit or eliminate programs or services that are vital to communities of color, immigrant and refugee communities and/or people living with a disability?

The add package for a position to support the City's performance management system will assist with tracking the success of the City's equity efforts. Equity and inclusion are key City priorities, and CBO has worked with OEHR and others to develop key performance metrics and a dashboard that will track our progress in this area against established goals. The information that will be shared with Council as a result of this process will inform future budget decisions and ensure that funding is being targeted to the most effective programs.

The offset for this package is a limited term analyst position and a Hatfield Fellow position. If taken, these offsets could negatively impact the City Budget Office's ability to bring on diverse candidates since these entry-level positions may be an avenue to recruit talented young professionals.

2. What considerations were taken into account in this request to maximize equity?

The City Budget Office reviewed its budget outreach efforts with its BAC (which includes a staff member from the Office of Equity and Human Rights) to ensure that our methods and public meeting locations attract persons of color and persons with disabilities.

SECTION TWO: PERSONNEL

See Workforce Demographics by Bureau [here](#) or by visiting our website at www.portlandoregon.gov/oehr

(It is understood that final demographics resulting from any staff reduction or increase may not be known at the time of the budget request. However, it is important to monitor the demographics of any layoffs or staff reductions to assess the specific impact to people of color and people with disabilities, if known. Human Resources can be a resource to bureaus.)

3. What is the impact on employees of color?

There are no expected layoffs that would impact employees of color or people with disabilities. The budget does include requests for two additional positions. As was done in prior recruitments, the office will work with HR on expanded outreach to communities of color and people with disabilities.

4. What is the impact on employees with a disability?

There are no expected layoffs that would impact employees of color or people with disabilities. The budget does include requests for two additional positions. As was done in prior recruitments, the office will work with HR on expanded outreach to communities of color and people with disabilities.

SECTION THREE: PROGRAMS/SERVICES

If your bureau or office has multiple programs, please address the budget request for each program or groups of programs.



5. How does this program or service align with the goal of advancing equity?

The outreach services provided by CBO advance the City's equity goals by reaching out to communities most impacted by inequities and providing a forum for direct conversation with the City's elected officials.

In addition, the budget process in general, which is managed by CBO, allows for conversation about equity in City services and ways to better serve underserved areas/populations in the short and long term. CBO has provided services over the last few years, such as budget mapping, that have contributed to those conversations.

6. Identify the impacts of the budget request on specific geographic areas: (Citywide/Regional; Northeast; Northwest; North; Central; Northeast; Southeast; Southwest; East; Central City; or Unknown) **The services of the City Budget Office are delivered Citywide and are not specific to any area of the City.**
7. What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas? **The services of the City Budget Office are delivered Citywide and are not specific to any area of the City.**

To help you answer this question, the following map link shows where communities of color are greater than average for the city of Portland.

<https://www.portlandoregon.gov/bps/article/508117>

This next link provides information on overall vulnerability, including maps of communities of color, lower income households, renters, and level of educational attainment. Together these four components are indicators of at risk populations.

<http://www.portlandoregon.gov/bps/66107>

8. Identify potential impacts on people living with a disability. (See Attached Worksheet)

No impacts beyond those mentioned in question #5 above.

Section Four: EQUITABLE PUBLIC PARTICIPATION

9. How does this budget build community capacity and power in communities most impacted by inequities? (e.g., improved leadership opportunities within BAC, community meetings, stakeholder groups, increased outreach, etc.)

The City Budget Office holds public budget forums in various areas of the City every year. We also provide small grants for community groups to hold budget events in their communities. The events include budget trainings, question & answer sessions, or other activities as requested by the group. These small group settings are much less formal than the larger public hearings and provide a less stressful environment for citizens to ask questions. The budget also includes funding for the use of Community Engagement Liaisons, interpretation services, and translation services in our budget



**OFFICE of EQUITY
and HUMAN RIGHTS**
CITY OF PORTLAND

Realizing Equity. Enhancing the City of Portland.

Commissioner in Charge:
Charlie Hales, Mayor

Bureau Director:
Dante J. James, Esq.

outreach efforts in order to ensure that everyone has an opportunity to participate in the public budgeting process.

Identifying Impacts Worksheet –

Once you have identified the populations/communities impacted, use the following chart to name the potential burdens and benefits.

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
Communities most impacted by inequities	Increased participation in the budget process through budget forums, hearings, trainings, and the use of Community Engagement Liaisons.	None identified

Andrew Scott, Budget Director

Date

Rev: October 2014