

working for clean rivers



## Briefing for the Portland Utility Board FY 2018-19 Preliminary Operating Budget & Decision Packages

December 5, 2017



ENVIRONMENTAL SERVICES  
CITY OF PORTLAND

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# Budget Development Process

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## September

- Guidance from Director and Financial Planning:
  - Utilize (near-final) Strategic Plan
  - Identify reductions where feasible
  - Stay within prior 5-year forecast bandwidth
  - Maintain “inflationary” rate increase maximum
  - Provide more robust narrative/justification
- Groups submit initial requests to Financial Planning



# Budget Development Process (cont.)

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## October

- Weekly Bureau Leadership Team (BLT) review and discussion
- Management Team “Budget Summit”
- Recognition that need to extend CIP increase “glide path”

## November

- BLT prioritization and reductions
- Development of Decision Packages
- CBO and Mayor’s Budget Guidance



# Staffing Summary

**572 FTE**

FY 2017-18  
Adopted Budget

**4 FTE**

Added at  
Fall BuMP

## PROPOSED DECISION PACKAGES:

**21**

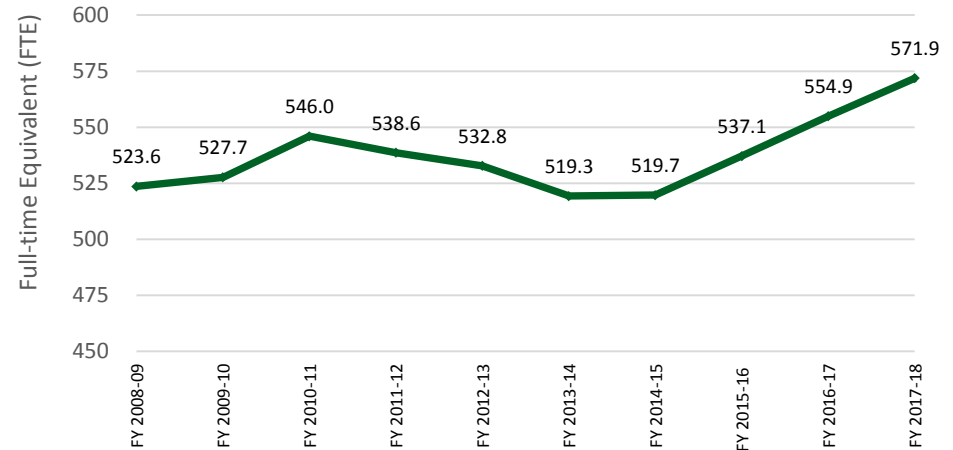
**New, permanent  
FTE**

**1**

**Limited-term  
FTE**

5 CIP funded  
17 Operating funded

## Environmental Services Staffing Trend



- Full-Time Equivalent includes full-time, part-time, and limited-term positions for both operating and capital.
- FTE count is as adopted for each fiscal year.
- Some positions were added through the BuMP process



# Adjustments & Decision Packages

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## Adjustments to the Base Budget

- ~60 realignment items (including reductions)
- Will be net zero impact when details completed

## Reductions

- Prioritized \$1.04 million in reduction requests
- Included within Decision Package themes

## Decision Packages

- 6 Strategic Plan Goal Areas
- CIP Planning and Delivery
- FY2018-19 investments that are foundational to achieving long-term Strategic Goals
- Individual line items are not prioritized in this draft



# Service Delivery

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## STRATEGIC PLAN GOAL:

Optimize service delivery and resource protection and recovery.

\$572,000 in reductions

8 new FTE requested

- 6 Pollution Prevention
- 2 Wastewater Group

## NET CHANGES

\$974,100 Operating—ongoing

\$1,550,500 Operating—one-time

\$0 Capitalizable

**\$2,524,600 Total**



# CIP Planning and Delivery Improvements

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## STRATEGIC PLAN GOAL:

The Phase 1 CIP-PREP (Process Review and Enhancement Project), combined with Strategic Initiatives identified in the Strategic Plan, points the bureau toward foundational investments that will support capital planning and delivery objectives.

\$219,066 in reductions

10 new FTE requested

- 7 Engineering (5 CIP-funded)
- 2 Watershed Group
- 1 Wastewater Group

## NET CHANGES

\$908,094 Operating—ongoing

\$0 Operating—one-time

\$575,000 Capitalizable

**\$1,483,094 Total**



# Workforce Development

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## STRATEGIC PLAN GOAL:

Build and support a diverse, high-performing workforce.

No proposed reductions  
1 new FTE requested  
(Limited Term) in Engineering

## NET CHANGES

\$315,000 Operating—ongoing

\$0 Operating—one-time

\$0 Capitalizable

**\$315,000 Total**





# Bureau Culture

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## STRATEGIC PLAN GOAL:

Develop a culture where our diverse contributions collectively support achievement of our mission, vision and values.

No proposed reductions

No new FTE requested

## NET CHANGES

\$10,000 Operating—ongoing

\$0 Operating—one-time

\$0 Capitalizable

**\$10,000 Total**



# Responsive Business Systems

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## STRATEGIC PLAN GOAL:

Integrate administrative, technical, and financial systems that support responsive and adaptable decision-making and service delivery.

No proposed reductions

3 new FTE requested

- 2 Business Services
- 1 Pollution Prevention

## NET CHANGES

\$395,000 Operating—ongoing

\$0 Operating—one-time

\$0 Capitalizable

**\$395,000 Total**



# Community Relationships

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## STRATEGIC PLAN GOAL:

Build strong community relationships and be a trusted service provider.

\$252,800 reduction

No new FTE requested

## NET CHANGES

\$147,200 Operating—ongoing

\$0 Operating—one-time

\$0 Capitalizable

**\$147,200 Total**



# Leadership in City Government

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## STRATEGIC PLAN GOAL:

Proactively engage in setting and achieving City goals.

No proposed reductions

No new FTE requested

### **Net changes**

\$20,000 Operating—ongoing

\$0 Operating—one-time

\$0 Capitalizable

**\$20,000 Total**

