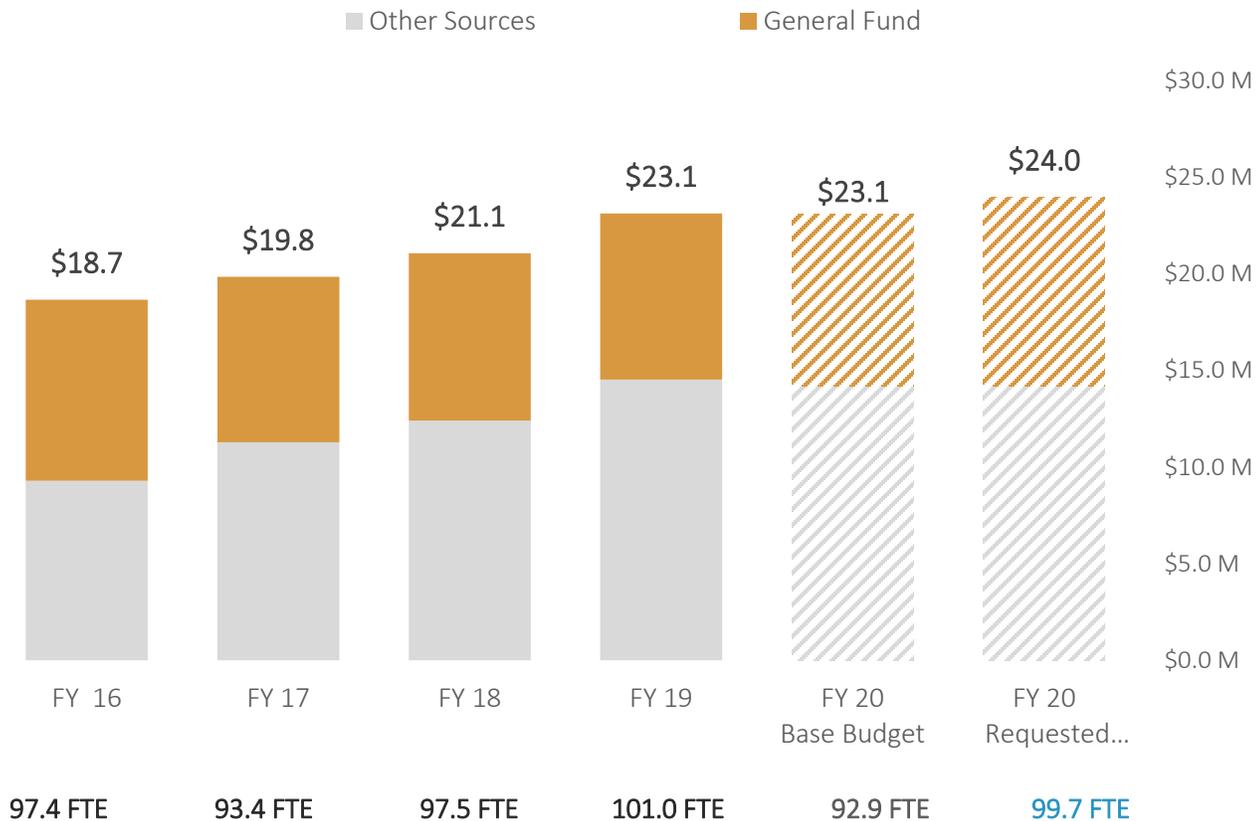




Adopted Budget Revenues - 5-Year Lookback



INTRODUCTION

In FY 2019-20 the Bureau of Planning and Sustainability (BPS) will continue its efforts focused on the implementation of programs and policies aligned with the [2035 Comprehensive Plan](#), the [Central City 2035 Plan](#) and the [Climate Action Plan](#). BPS' FY 2019-20 requested budget reflects budget guidance of a 1% General Fund reduction in Current Appropriation Levels (CAL), in addition to a shortfall of expected revenue due to a downturn in Development Services Fees. It also includes four decision packages requesting additional General Fund resources for: (1) Age-friendly City Government, (2) Economic Opportunities Analysis (EOA), (3) Portland Dark Skies Project: Light Pollution Reduction, and (4) Coordinated Community Planning and Development in

East Portland, Southwest Corridor and Northeast Portland. Combined, these requests amount to \$1,015,000 in additional General Fund discretionary resources (of which \$200,000 is requested as ongoing General Fund resources). Due to limited General Fund resources, CBO does not currently recommend funding for these requests. Additional Directions to Develop were issued after the Requested Budget deadline and are not analyzed here, including: (1) Anti-Displacement Implementation Plan, and (2) Code Changes to Address Housing Emergency Issues.

BASE BUDGET KEY ISSUES

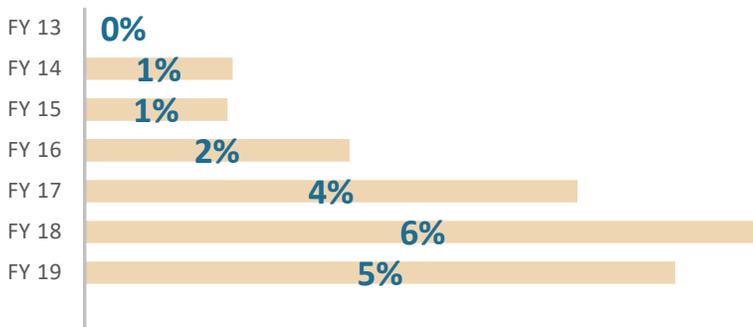
Funding Strategy Stabilization for Bureau Core Services

Development Services Fees Downturn

BPS' FY 2019-20 requested budget reflects a \$1.3 million shortfall of expected revenue due to a downturn in Land Use Services (LUS) revenue reserves. As discussed in the bureau's Fall Supplemental Budget Review, the downturn is due partially to a decrease in the valuation of building permits resulting in a decrease in Development Services Fees revenue within the Land Use Services Program.¹ This affected an interagency agreement between BPS and the Bureau of Development Services (BDS) to partially fund BPS' code development projects with these revenues.

In FY 2017-18, an ongoing General Fund subsidy of almost \$1.1 million for the LUS program within BDS was eliminated; City Council subsequently directed the City Budget Office (CBO), BDS, and BPS to develop a long-term funding strategy for necessary code development work using LUS revenues.

**BDS - BPS DEVELOPMENT SERVICES FEES
IA AS A PERCENTAGE OF BPS' BUDGET**



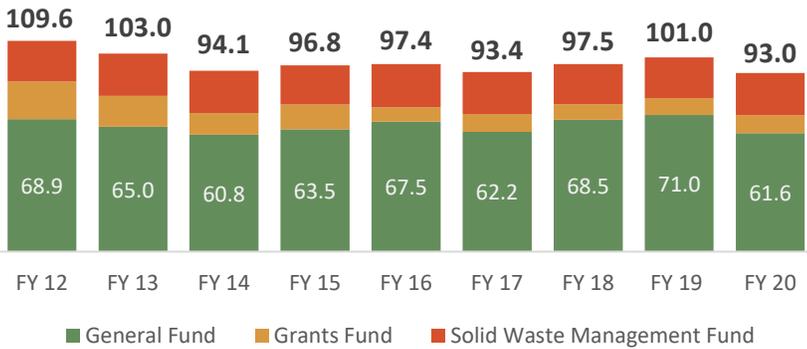
In January 2018, BPS and BDS agreed to partially fund BPS code development work in FY 2018-19 with \$1.36 million in LUS revenue and, for future years, 35% of Development Services Fees revenue set at prior year actual levels. In the summer of 2018, BDS informed BPS that LUS was operating below cost recovery levels due to downturns in Development Services Fees and other LUS

¹ Development Services Fees were established in December 2004 by Ordinance 178953 to assist BDS in solving critical funding issues in its Land Use Services (LUS) Program. The fee is charged when building, site development, or zoning permits are issued, and is based upon permit valuation. Revenues that the fees generate are used to support the LUS program. In alignment with State Law, funding for BPS code development through the IA with BPS and BDS must come from revenue from Development Services Fees, not Land Use Services Fees. BPS formerly received a portion of the Development Services Fees generated from fees associated with building permits. Development Services Fees have not been raised since FY 2013-14.

Fees and was currently using LUS Program reserves to continue operations.

BDS is unable to support the continuation of the IA in FY 2019-20 and the funding is not reflected in the bureaus' budget requests. This decrease in expected IA revenue, in conjunction with the 1% reduction of CAL and grant funding changes, results in BPS' requested budget including a reduction of 14.14 FTE.

BPS FTE Count by Fund



Although significant, fluctuation in FTE is not uncommon in BPS' budget (see graph to left). The bureau's FTE count grew from 93.4 to 101.0 FTE, or 8.1%, between FY 2016-17 and FY 2018-19. In addition, BPS' Grants Fund FTE decreased by more than 50% from FY 2011-12 to FY 2019-20.

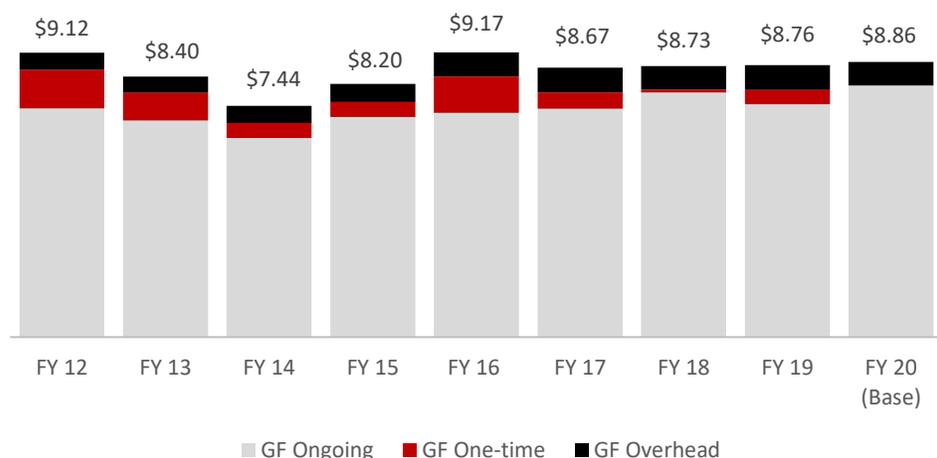
BPS mitigated some of the potential impact from the BDS IA discontinuation by securing new grants and interagency funding and reprioritizing workload through its matrix staffing model;

however, there is still a larger question about the prioritization of BPS' core services moving forward given limited General Fund discretionary resources. This is especially important as much of this code development work aligns with Council priorities of streamlining the development process and increasing housing options.

In line with past recommendations, CBO suggests BPS develop a long-term funding strategy for necessary code development work to ensure the City can continue to fund desired service levels moving forward, given the volatility of workload in the development sector. This strategy should include reevaluating the appropriate fee level for cost-recovery work in BDS and BPS, and identifying the priority, amount, timeline, and funding strategy for future code development projects. CBO notes that the LUS Fee Schedule was heard before Council in February 2019; however, the fee increase proposal only raises LUS fees to be cost-recovery. Development Services Fees, which were the subset of fees used to fund BPS code development work, were not included in the ordinance.

This recommendation is consistent with past budget recommendations that BPS prioritize core programs and priority projects within ongoing resources, reserving one-time General Fund resources for short, finite projects outside of the bureau's core mission and

BPS GENERAL FUND RESOURCES



services. It is imperative to the fiscal stabilization of the bureau that its workplan is scalable based on available resources, without impacting its core services. Some BPS funding for core services has been converted to ongoing funding over time, moving from a low of \$6.4 million in ongoing General Fund resources in FY 2013-14 to \$8.1 million in the FY 2019-20 base budget (see graph above). General Fund one-time resources over this period fluctuated, ranging from \$97,157 to \$1.2 million.

Resource volatility has been especially pronounced in BPS' Area Planning and Code Development programs, which both represent core bureau services related to the BDS IA. Current trends in the development sector suggest the City needs to reevaluate this funding strategy and identify desired service levels under changing constraints.

Sustainability and Climate Program Funding

The bureau and Council could also explore tradeoffs associated with the current subsidization of sustainability and climate programs by the General Fund. In the FY 2019-20, \$171,000 of General Fund dollars are budgeted within the Sustainable Engagement Program, and \$784,000 are budgeted for projects in the Climate, Energy & Sustainable Development Program.

If the Solid Waste Management Fund (SWMF) remains with satisfactory levels (above the \$500,000 reserve minimum), funding eligible programs with SWMF resources could allow additional General Fund resources within BPS' base budget to fund other core services, such as code development projects. CBO recognizes that there are restrictions on SWMF revenue, that some ongoing General Fund subsidy is likely required, and that the bureau's five-year forecast shows the fund nearing targeted reserve levels in future years. Another solution may be the exploration of alternative funding sources for climate and sustainability programs currently subsidized by the General Fund.

Operating Projects

To aid in Council's prioritization of BPS planning and code development projects, CBO continues to recommend BPS clearly articulate resource allocation by budgeting resources in operating projects in the City's data systems. Bureaus with similarly structured workplans to BPS, such as the Portland Housing Bureau (PHB), use this type of budgeting with success. This approach would increase transparency of the City's funding and staff committed to multi-year projects over time and would enhance Council's ability to evaluate the tradeoffs associated with determining BPS' workplan. This is especially important as the bureau works to reprioritize its code development projects, bolsters its multi-bureau coordination work, and is asked to take on new priority planning projects by Council (see Coordinated Community Development Decision Package analysis below).

NOTABLE CHANGES

Changes to Staffing

- BPS reduced staff by 14.1 FTE or 13.2% - from 107.0 FTE in the FY 2018-19 Revised Budget to 92.9 FTE.

- It is difficult to fully analyze specific staffing changes by program due to the reorganization of budgets into program offer format. However, according to the bureau’s narrative, FTE reductions in BPS’ base budget are predominantly within the bureau’s planning functions. Staffing in the Climate, Energy & Sustainable Development, Sustainability Engagement, and Waste Collection programs remained stable.

Budget Changes

- BPS’ internal revenues declined from \$10.5 million in FY 2018-19 to \$9.5 million in its FY 2019-20 base budget. The reduction is predominantly due to loss of \$1.3 million in IA revenue with BDS discussed in the Key Issues Section. The bureau was able to secure IA funding to result in only a \$1.1 net reduction.
- Personnel expenditures decreased from \$13.2 million in FY 2018-19 Revised Budget to \$12.6 million in the FY 2019-20, likely reflecting changes to FTE discussed above.

Five-year Forecast Notable Changes

- The Solid Waste Management Fund (SMWF) ending fund balance is expected to decline by approximately \$1.0 million between FY 2018-19 and FY 2019-20, which is significantly higher than previously forecasted. This is driven by several factors, including implementation of the new Four-year Waste Equity Work Plan, expansion of the Public Trash Can Program (expected to expend \$2.1 million in FY 2019-20), and the introduction of a cash transfer of \$1.0 million from the SWMF to the Homeless Urban Camping Impact Reduction Program (HUCIRP) for cleanup services. Under current assumptions, the fund will near its minimum fund balance of \$500,000 in FY 2023-24. This forecast highlights the tradeoffs associated with bureau service levels, fees, and usage of SWMF to finance other City priorities.

DIRECTIONS TO DEVELOP

Age-Friendly City Government

\$200,000, 1.00 FTE

Direction Language

BPS was directed to develop a decision package for a multi-year pilot of an Age-Friendly City Government program. This builds off previous initiatives, including Portland’s membership in the World Health Organization’s Global Network for Age-Friendly Cities and Communities (2010), City Council’s 2013 adoption of the Action Plan for an Age-Friendly Portland, and the Advisory Council for an Age-Friendly Portland and Multnomah County. The program would “provide expertise and advocacy to help develop a model for age-friendly operations, services and practices, designed and conducted in ways that accommodate the needs of older adults.”

CBO Analysis

To conduct this work, BPS requests 1.0 FTE and \$84,115 in EMS for contracting services to evaluate design and cost impacts of age-friendly elements and for public outreach, totaling \$200,000 in ongoing General Fund discretionary resources. The bureau expects this request to be supplemented with staff time drawn from other BPS core programs.

Historically, age-friendly initiatives involving the City of Portland have been coordinated by [Portland State University's Institute on Aging \(IOA\)](#) and the Advisory Council for an Age-Friendly Portland and Multnomah County. The City provided \$98,000 in FY 2016-17 and \$100,000 in FY 2017-18 in one-time General Fund discretionary resources for age-friendly initiatives through Special Appropriations for the IOA.

BPS believes this program will strengthen internal focus of age-friendly consideration in City government and program design, instead of relying on coordination and partnerships with external stakeholders. CBO recognizes the need to ensure Portland is age-friendly and agrees that many aspects of BPS' work directly intersect with this mission. However, CBO notes the timeline for project deliverables and budget for the ongoing nature of this initiative are not clearly outlined, including information regarding how this initiative will interact with the Advisory Council for an Age-Friendly Portland and Multnomah County's efforts to implement the Action Plan for an Age-Friendly Portland or the IOA. A more detailed plan for the ongoing project structure and outcomes is needed to fully evaluate this proposal in relation to other requests for limited General Fund ongoing resources. In addition, CBO recommends that Council explore opportunities for collaboration with other relevant bureaus, such as the Office of Equity and Human Rights' Portland Commission on Disability, the Office of Community and Civic Life's Elders in Action program, and the Portland Housing Bureau.

CBO Recommendation: \$0 ongoing | 0.00 FTE

Economic Opportunities Analysis (EOA)

\$127,000, 0.73 FTE

Direction Language

BPS was directed to develop a plan to update the [Economic Opportunities Analysis \(EOA\)](#), a state-required assessment of the City's long-term supply and demand for employment land, adopted by Council in 2016 alongside the [2035 Comprehensive Plan](#). According to the City's Comprehensive Plan Policy 6.18, BPS must update the EOA every 5-7 years.

CBO Analysis

The EOA is used as a tool to evaluate if policy, infrastructure investments, and land use map changes are necessary to meet Portland's 20-year jobs forecast (in alignment with [State Land Use Goal 9](#) and Metro Policy). This project includes an update to the EOA's employment forecast and buildable land supply. The 2016 EOA report informed changes that were part of the 2035 Comprehensive Plan adoption, including increasing and protecting the City's industrial land supply and allowing the City to rezone three manufactured dwelling parks to preserve affordable housing.

BPS states that an updated EOA within the next 2-3 years will help better inform upcoming

decisions involving industrial lands, such as the Northwest Streetcar extension and a prospective professional baseball stadium on the Portland Harbor. Further, the Port of Portland is currently updating its cargo forecast (expected Summer 2019), which could affect how Portland zones marine lands, and Metro will release its 2040 regional jobs forecast by December 2019, which estimates the number of jobs Portland can attract pending appropriate sites and facilities. Results from these initiatives could provide findings to support changes in the City's employment land use policies aligned with City goals, such as changing the permitted uses of industrial zoned land to better support living-wage jobs. However, the State requires an updated assessment as a prerequisite to any comprehensive map changes, meaning these changes could not be adopted until the EOA is updated.

BPS identified current resources to fund 1.0 FTE for this work and the ability to draw on supplemental technical support and staffing from BPS' core programs. BPS' request includes an additional 0.73 FTE and \$50,000 in materials and services costs for economic analysis related to the marine terminal and marine industrial land demand. The expected project timeline is 12 months.

CBO notes the value of the City's ability to make evidence-based land-use policy decisions that best support Portland's 20-year jobs forecast and changing industrial landscape. There are several external factors that make an update in FY 2019-20 beneficial. CBO also acknowledges the bureau's limited capacity for code development work due to the discontinuation of the Development Services Fees IA with BDS. However, since an update is not state required in FY 2019-20, CBO does not recommend allocating limited General Fund resources at this time.

The bureau stated it could execute the update with a reduced scope of work within its existing resources of 1.0 FTE. Therefore, CBO recommends BPS identify the scale and timeline of an update it can undertake with its current resources and explore opportunities for grant funding if additional resources are deemed necessary. This strategy should include an alternative timeline that prioritizes the most time-sensitive aspects of the update, such as producing preliminary analysis to support the streetcar and stadium discussions. Additional analysis to support map changes could be executed in subsequent years. In addition, BPS often underspends its General Fund materials and services budget (by 22% or \$271,000 in FY 2017-18) due in part to delays in multi-year projects, resulting in requests to carry these resources over into the next Fiscal Year. The bureau may be able to fund a portion of these one-time costs through existing resources that become available as a result of this carryover.

If Council sees increased frequency of EOA updates as a priority, Council should work with BPS to identify a stable funding plan and schedule for future updates. Currently, the bureau plans to update the EOA every 5-7 years with a mixture of its base budget and one-time General Fund resources. With the adoption of operating project budgeting (see Key Issues Section), there is an opportunity for BPS and Council to more easily track investments in EOA updates over time.

CBO Recommendation: \$0 one-time | 0.00 FTE

Portland Dark Skies Project: Light Pollution Reduction

\$168,000, 1.00 FTE

Direction Language

In the FY 2018-19 Adopted Budget, Council issued a budget note directing BPS to submit a project timeline for an initiative to reduce light pollution. The note stated that the project timeline should include: “(1) identification of lead staff with BPS; (2) estimates for an analysis of best practices related to a ‘dark skies’ initiative; and (3) an outline of next steps needed for implementation within five years, including options for expedited implementation based on budget allocation.”

CBO Analysis

In the Fall 2018 Budget Monitoring Process, BPS submitted a plan including a draft budget consisting of 1.0 FTE City Planner II and an identified timeline for the Dark Skies Project. This package builds upon that plan and includes actions for bureaus and key partners, such as the Building Owners & Managers Association of Oregon (BOMA) and the Audubon Society, zoning and building code amendments, capital improvement projects, and light reduction programming. This work would aim to address excessive artificial light in Portland, which negatively affects Portland’s Climate Action targets by increasing inefficient energy uses/spending, producing greenhouse gasses, and increasing bird mortality in urban centers. The project would build off the [Central City 2035 Plan](#), which established new lighting requirements along the Willamette River to reduce light pollution and the [2035 Comprehensive Plan](#), which highlights the importance of light pollution mitigation in development and design initiatives (Policy 4.38). Currently, there are no comprehensive guidelines for City lighting. BPS identified two phases to this initial phase of the project:

- Phase I - Research, Analysis and Recommendations for Phase II (July-December 2019)
- Phase II- Findings and Recommendations Report (January-March 2020)

To achieve these goals within a 12-month timeframe, BPS requests \$168,000 in one-time General Fund discretionary resources. This consists of \$143,000 in personnel for a Land Use Planner II and \$25,000 in materials and services for two consultants: one to provide analysis related to light emissions, and the second to focus on equity concerns of recommendations on historically underserved communities and facilitate conversations at the intersection of lighting and crime and safety issues. These resources would be supplemented with existing BPS staff time from other core programs. Additional resources would be required in future phases for implementation of the recommendations, connection to capital projects, programming, and measurements.

CBO notes the environmental and potential efficiency benefits of this project, the alignment with comprehensive planning documents, and the benefit to establishing lighting guidelines in FY 2019-20 in order to apply them to concurring planning initiatives including the [South Reach River Plan](#), the Central City Design Fundamentals, and the update to the Green Building Policy. However, due to limited General Fund discretionary resources CBO does not recommend funding at this time.

The bureau noted it is possible to scale the project timeline over three years, and the original

budget note suggested a 5-year timeframe, which would reduce the amount of funding and staff time required annually. CBO recommends the bureau and Council explore opportunities for an extended timeline if this project remains a priority in future fiscal years. In addition, the bureau notes there may be an opportunity for cross-bureau coordination on this project as it relates to capital projects. For example, Council could direct the Portland Bureau of Transportation (PBOT), to analyze its infrastructure and recommend appropriate “dark skies” changes in conjunction with future BPS efforts. Other relevant bureaus include Parks & Recreation and the Bureau of Environmental Services. To the extent this project is a bureau and Council priority, CBO also recommends BPS and Council explore alternative funding sources.

CBO Recommendation: \$0 one-time | 0.00 FTE

Coordinated Community Planning and Development in East Portland, Southwest Corridor, and Northeast Portland

\$520,000, 4.11 FTE

Direction Language

Collectively, Prosper Portland, Portland Bureau of Transportation, Portland Housing Bureau, and the Bureau of Planning and Sustainability were directed to develop a decision package to coordinate community planning and development initiatives in three geographical areas of Portland: East Portland, the Southwest Corridor, and North/Northeast Portland.

CBO Analysis

The three project areas are comprised of independent initiatives tied together with common goals. Currently, partner bureaus are conducting projects in various stages in these communities; however, efforts are not always coordinated regarding communications, community outreach, implementation, or outcomes. The partner bureaus state the goal of this multi-bureau package is to “coordinate communication, improve bureaus’ collective community development practices, clarify roles, and make the impact of our shared equity goals more real.” This request highlights a significant effort to coordinate community development workplans among bureaus to maximize effectiveness and deliver on project goals, especially as related to equitable development outcomes and community benefits. Projects would be coordinated by a team of bureau senior managers who would report to the Planning and Development Directors on project progress.

Many of the projects align with Council project and policy priorities, including ongoing work on the 2009 East Portland Action Plan, implementation of the Southwest Corridor Equitable Housing Strategy and coordination on the I-5 Rose Quarter Improvement Project to ensure its alignment with the City’s N/NE Quadrant Plan and the Albina Vision (a community-based plan for the Rose Quarter), among other initiatives. Bureaus were directed to work with the Bureau of Revenue and Financial Services to identify a City funding strategy for continuation and stabilization of these efforts, including property and asset management.

Across all bureaus, the requested amount of General Fund one-time resources is \$2.4 million, including:

Prosper Portland: \$723,000 for Prosper Portland to identify specific funding needs and options

for future coordinated real estate and infrastructure development in the three project areas, including leveraging of grants and/or the implementation of new Tax Increment Financing (TIF) Districts.

PBOT: \$125,000 to support equity impact methodology development and analysis on its projects in the three communities, including Division Bus-Rapid-Transit, the 2009 East Portland Action Plan, the Southwest Corridor Equitable Housing Strategy, and I-5 Rose Quarter Improvement Project, among others.

PHB: \$1,000,000 to establish a Land Acquisition Fund for affordable housing investments. This would be used as a financing tool to develop and/or preserve “naturally occurring affordable housing,” which are unregulated units currently affordable to families earning approximately 80% of Area Median Income.

BPS: \$520,000 to serve as one of the chief bureau coordinators of this project, in addition to providing services in area planning, land use research and analysis, urban design, zoning map and code amendments, and community engagement on projects in the three communities.

Specifically, BPS’ work on this project includes the following:

- **East Portland:** \$230,000 in one-time General Fund resources for personnel costs to support the development phase of the East Portland Planning and Investment Framework, including facilitating community engagement activities, and supporting the Rosewood Initiative with \$50,000 additional materials and services resources to more adequately address community needs.
- **Southwest Corridor:** \$70,000 in one-time General Fund resources for personnel costs for implementation of the Southwest Corridor Equitable Housing Strategy, including further development of the Community Empowerment Work Group² (\$50,000 in materials and services), community engagement for the Ross Island Bridgehead Project, and light rail station area land use planning.
- **North/Northeast:** Includes \$120,000 in one-time General Fund resources for personnel costs for bureau coordination, community dialogues, and urban design support in the Rose Quarter.

CBO acknowledges the benefits to coordinating community planning and development activities among bureaus to ensure efficiency and more equitable outcomes. Further, CBO notes that BPS is well-situated to play a coordinating role among bureaus. However, rather than allocating additional resources, CBO believes the projects included in this package are within BPS’ core services, including aspects of the bureau’s Area Planning, Urban Design, and Comprehensive and Strategic Planning programs. Therefore, due to limited one-time General Fund resources, CBO does not recommend funding at this time. Additional analysis and recommendations for each

² The Community Empowerment Workgroup will consist of nonprofits, housing providers, philanthropic organizations, and rental and tenant services groups seeking to organize community stakeholders and support the work of community-based organizations already working along the corridor on anti-displacement strategies. The collaborative is partially modeled after the Denver Mile High Connects organization, a similar collective in Denver, Colorado.

geographic project area are below.

- **East Portland:** BPS requested resources for aspects of this work in FY 2018-19 and it was ultimately not approved due to limited resources. Requested resources are for the development phase of this project, with a larger initiative to begin in FY 2020-21. Although it would be ideal to begin planning in FY 2019-20, especially due to historical underrepresentation of East Portland, there are no major consequences with deferring aspects of project development to FY 2020-21. Currently, BPS initiatives in East Portland are funded by two Metro Grants, and the bureau has 1.0 FTE ongoing District Planning Staff that can begin this work in FY 2019-20 at a slower pace than outlined in the package.
- **Southwest Corridor:** Metro committed \$50,000 for the Community Empowerment Workgroup as part of a larger grant to BPS for the Southwest Corridor Equitable Housing Strategy in FY 2018-19. In addition, BPS received \$50,000 for creation of the workgroup in the FY 2018-19 Fall Supplemental Budget, at which time CBO stated there was a level of uncertainty around the project both in timing and ongoing funding needs, and recommended BPS provide a more concrete logic model for the workgroup. Although BPS provided significantly more information, including workgroup alignment with best practices and expected outcomes, it remains unclear what the existing \$50,000 is supporting. Although CBO notes the benefits of early community collaboration, as the Equitable Housing Strategy is a ten-year strategy and anticipated light rail will not be complete until 2027, CBO does not find sufficient urgency to recommend this request in lieu of other City priorities and limited resources. If Council chooses not to fund this portion of the package, the bureau stated it will continue at a slower pace and with reduced staff, using already existing funds.
- **North/Northeast Portland:** BPS requested funds for North/Northeast Portland to support work being carried out by the Oregon Department of Transportation, PBOT, and Prosper, and to coordinate with Albina Vision stakeholders. CBO notes the importance of this work in ensuring community support for the City's projects, and the benefits of intentional community engagement. However, project timeline and outcomes are currently unclear. BPS states that if Council chooses not to fund this aspect of the package, the work carried out by the other agencies will continue, but BPS' involvement would be limited, potentially impacting coordination efforts and levels of community engagement. However, the bureau noted an opportunity to apply for Metro grants for this work in the 2019 cycle, which if awarded would be available in FY 2020. CBO recommends BPS explore this option.

As many of the projects in this package are multi-year, funding them with one-time General Fund resources creates a sense of uncertainty and operational risk for the City moving forward. CBO recommends identifying a more robust funding strategy prior to initial project funding to ensure stabilization given the volatility in funding for BPS' core services (as discussed in the Key Issues Section above). As directed in the Direction to Develop, CBO recommends further development of this strategy in conjunction with the Revenue Division. BPS noted partner bureaus were participating in meetings with the Chief Financial Officer to develop a more detailed financial plan regarding property acquisition aligned with the Southwest Corridor Housing Strategy.

When several existing large multi-year projects finish (expected by FY 2020-21), BPS forecasts it will have adequate resources to reprioritize the ongoing community development work included in this package and reallocate staff time accordingly. Alternatively, BPS noted that Council could choose to identify if they would rather delay an existing multi-year project to fund projects in this decision package within its FY 2019-20 base budget instead.

In general, CBO recommends that formalized, multi-bureau coordination continue irrespective of whether new resources are allocated in FY 2019-20, given the interconnectedness of partner bureau's efforts and workplans. This is in line with previous CBO recommendations to preserve funding for a Program Coordinator within BPS that would be allocated to this specific role, ensuring that the City's long-term development objectives are reflected in plans, projects, and investments. Prioritization of bureau coordination on planning and development projects within partner bureaus' base budgets will ensure this effort is ongoing. Currently, there is insufficient designated outcomes and details regarding the intersection of these separate bureau initiatives for CBO to recommend allocation of limited available discretionary resources towards this effort.

CBO Recommendation: \$0 one-time | 0.00 FTE

SUMMARY OF REQUESTS AND RECOMMENDATIONS

Below is a summary of Bureau of Planning & Sustainability's total budget.

	Adopted FY 2018-19	Request Base (A)	Bureau Decision Packages (B)	CBO Recommended Adjustments (C)	Total Recommended Revised (A+B+C)
Resources					
Budgeted Beginning Fund Balance	\$ 4,181,170	\$ 4,136,866	\$ -	\$ -	\$ 4,136,866
Taxes	-	-	-	-	-
Licenses & Permits	3,110,704	3,323,996	-	-	3,323,996
Charges for Services	4,372,595	4,121,057	-	-	4,121,057
Intergovernmental Revenues	1,347,434	1,812,164	-	-	1,812,164
Interagency Revenue	1,397,000	674,051	-	-	674,051
Fund Transfers - Revenue	-	9	-	-	9
Miscellaneous	118,144	127,525	-	-	127,525
General Fund Discretionary	7,792,431	8,101,113	899,010	(899,010)	8,101,113
General Fund Overhead	798,609	762,776	115,990	(115,990)	762,776
Total Resources	\$23,118,087	\$23,059,557	\$1,015,000	(\$1,015,000)	\$23,059,557
Requirements					
Personnel Services	\$ 12,849,575	\$ 12,642,878	\$ 755,885	\$ (755,885)	\$ 12,642,878
External Materials and Services	3,151,264	3,883,864	259,115	(259,115)	3,883,864
Internal Materials and Services	2,831,827	1,905,904	-	-	1,905,904
Bond Expenses	72,419	76,818	-	-	76,818
Fund Transfers - Expense	202,500	1,172,763	-	-	1,172,763
Contingency	112,593	234,115	-	-	234,115
Unappropriated Fund Balance	3,897,909	3,143,215	-	-	3,143,215
Total Requirements	\$23,118,087	\$23,059,557	\$1,015,000	(\$1,015,000)	\$23,059,557