



Police Bureau

Analysis by Katie Shifley

SUMMARY

Required General Fund Reduction

The Police Bureau was required to put forward a \$3,321,000 one-time General Fund reduction in the Fall BMP. This was the remainder of the full 5.6% reduction directed by the Mayor as part of the FY 2020-21 Proposed Budget. This reduction is offset primarily by reduced interagency agreements with various internal service providers (CityFleet, Facilities Services, and Technology Services). Approximately \$2 million of the total reduction is supported by evaluation of internal service utilization, and these changes were agreed to by internal service providers. The remaining \$1.3 million represent distinct decision points for Council: these would reduce resources for a planned Records Management System (RMS) replacement project (\$629,005) and reduce the Police Bureau's annual contribution toward major maintenance on Police facilities (\$700,000).

Key Decisions for Council and Summary CBO Recommendations

This section provides high-level summary information; more detailed CBO analysis is provided in the "Additional Analysis" section at the bottom of this document or in links provided in the below.

1. The Police Bureau identified a current year projected budget deficit of \$1.5 million in its Fall BMP cover letter. This deficit was presented as the net impact of \$5.5 million in projected personnel services overspending against \$4.0 million in cost mitigation strategies intended to bring the bureau back within its budget.

Based on more recent payroll data, projections suggest that if the current spend rate continues through June, the bureau is on track to over-expend its personnel services budget by as much as \$7 million, or 4.3%. It is far too soon in the fiscal year to assume any degree of certainty around where the bureau will end the fiscal year – these projections are low confidence – but it is clear that the bureau is on track to over-expend its budget if current trends continue.

- The bureau does not have an explicit request in the Fall BMP related to this issue, and the bureau does have some cost mitigation strategies at its disposal, but this topic and potential solutions warrant discussion by the Mayor and Council. See discussion of current year projections and potential budgetary solutions.
2. As noted above, \$1.3 million of the Police Bureau's required General Fund reduction represent decision points for Council. The first is a request to redirect \$629,005 in General Fund resources from the planned Records Management System (RMS) replacement project in order to offset other technology replacement costs and free up General Fund resources. The second is to reduce the

bureau's annual major maintenance contribution to Facilities Services by \$700,000.

- CBO does recommend the bureau's request to reduce the project budget for RegJIN replacement and to free up General Fund resources to support anticipated shortfalls in FY 2021-22. At this point in time, it appears likely that the bureau would still be able to cover project implementation costs with its other available resources (i.e. Asset Forfeiture reserves in the Police Special Revenue Fund). CBO notes that the bureau is likely to further tap an additional \$1.37 million in RMS project budget to cover operating costs if its year-end projections continue to show a deficit¹.
 - CBO does not recommend the bureau's request to reduce its annual contribution to Facilities Services for major maintenance on police facilities. The City's binding financial policies (see [FIN 2.03](#)) require an approach to capital asset management that 1) minimizes future maintenance and replacement costs and 2) plans for the required level of capital maintenance and replacement reserves. There is in fact a backlog of major maintenance within the police facilities portfolio at this point in time. Absent a plan to actually reduce major maintenance needs in the near-term or a firm strategy in place for repaying those contributions in future years, CBO does not recommend the reduction. The Police Bureau's Fall BMP reduction package totals \$2.6 million excluding this portion of the package.
3. Embedded in the Police Bureau's Fall BMP submission is approximately \$100,000 in increased interagency agreement costs paid to the Office of the Chief Administrative Officer (CAO). This charge would fund one third of the \$300,000 request for new resources to fund a Community Safety Director position in the CAO's office. The new position would be tasked with shepherding system-wide change across the public safety response continuum and the development of a public-safety wide strategic plan.
- CBO recommends this request based on the fact that the Police Bureau matched the interagency agreement with OMF within its existing resources and did not indicate a lack of support for the addition of a Community Safety Director position. CBO notes that progress on sensitive, intractable issues around policing and public safety will likely require sustained community engagement efforts, united political support, and bureau-level support of those efforts; the creation of this position without those required elements is unlikely to advance desired reforms. See Office of Management & Finance review for additional detail on this request.

Budget & Fiscal Monitoring: Personnel costs exceeded budget in FY 2019-20 and are on track to exceed budget again in FY 2020-21

- The Mayor's Office issued direction to slow all non-essential spending toward the end of FY 2019-20 in order to preserve resources to address projected FY 2020-21 budget shortfalls. The Police Bureau did slow non-essential external materials and services spending, but this budgetary flexibility was overshadowed by dramatically increased spending on the bureau's coverage of the George Floyd/Black Lives Matter protests and demonstrations. Ultimately, the bureau underspent its FY

¹ The original funding source for this portion of the RMS replacement project was a \$2.0 million transfer from the Police Equipment Replacement sub-fund in the General Reserve Fund. Local budget law requires that reallocation reserve funds be for a purpose consistent with the purpose of the reserve fund. In this case the resources are being redirected to other known technology equipment replacement costs charged to the Police Bureau by the Bureau of Technology Services.

2019-20 General Fund allocation by just \$118,000, or 0.06%.

General Fund Budget to Actuals Comparison for FY 2019-20

	FY 2019-20 Revised Budget	FY 2019-20 Actuals
Revenues		
Licenses & Permits	\$1,481,000	\$1,329,909
Service Charges & Fees	\$3,891,680	\$2,781,679
Federal, State, and Local Sources	\$6,892,022	\$6,390,579
Miscellaneous Sources	\$814,150	\$979,306
General Fund Discretionary	\$204,638,322	\$204,520,155
Interagency Revenues	\$13,327,555	\$12,346,550
Interfund Cash Transfer Revenues	\$0	\$0
Total	\$231,044,729	\$228,348,178
Expenses		
Personal Services	\$173,366,537	\$176,655,062
External Materials & Services	\$20,455,998	\$14,839,272
Internal Materials & Services	\$36,600,483	\$36,345,107
Capital Outlay	\$621,711	\$508,738
Total	\$231,044,729	\$228,348,178
	General Fund Underspending	\$118,167

- The Police Bureau is closely monitoring external revenue sources in FY 2020-21. The Police Bureau has \$7.4 million in external revenues budgeted, which include fees from records requests and tow fees, photo radar and red-light cameras, alarms fees and fines, among others. Early indications suggest that budget targets in FY 2020-21 may come in below budget due to the varied impacts of COVID-19 on traffic, general economic activity, and disruptions due to remote work.
- Even assuming that these external revenues rebound and come in at budget, the Police Bureau’s current rate of personnel spending is on a trajectory to cause the bureau to over-expend its General Fund allocation in the current year. These personnel projections are very low confidence given how early it is in the fiscal year, and that they include projected overtime spending on demonstrations and protest that may not continue at the current rate for the remainder of the fiscal year. Should protest and demonstrations cease tomorrow, the projection shows considerably less over-expenditure which would likely be manageable for the bureau to absorb within existing resources. The projections are based on the September payroll data, which excludes the 50 sworn separations that occurred in August 2020.

As noted below, protest and demonstration coverage costs were approximately \$215,000 in the two-week pay period ending September 16, 2020 and \$476,000 in the period ending September 30, 2020. The year-end personnel projection assumes an average of overtime spending from these two pay periods will continue through the end of the fiscal year (across all overtime categories).

General Fund Budget Projections for the Police Bureau (net of Fall BMP actions)

	FY 2020-21 Current Budget	Year End Projection (Low Confidence)
Revenues		
Licenses & Permits	\$1,400,000	\$1,400,000
Service Charges & Fees	\$2,873,532	\$2,873,532
Federal, State, and Local Sources	\$2,577,235	\$2,577,235
Miscellaneous Sources	\$572,090	\$572,090
General Fund Discretionary	\$196,310,363	\$193,807,529
Interagency Revenues	\$14,724,075	\$13,324,075
Interfund Cash Transfer	\$3,035,000	\$3,035,000
Total	\$221,492,295	\$217,589,461
Expenses		
Personal Services	\$167,237,574	\$174,429,252
External Materials & Services	\$12,766,205	\$12,766,205
Internal Materials & Services	\$38,453,516	\$36,349,783
Capital Outlay	\$3,035,000	\$1,000,000
Total	\$221,492,295	\$224,545,240

Potential General Fund Overspending
assuming current spending rates
continue through the FY: \$7 million

ADDITIONAL ANALYSIS

Background on Police Bureau Budget and Recent Changes

In the City Budget Office’s FY 2020-21 budget review of Portland Police Bureau’s budget, CBO identified that the Police Bureau’s historical vacancy savings were masking serious underlying budgetary problems. The CBO review from March 2020 can be found [here](#)² (see pages 5 – 11). CBO cited concerns that bureau’s annual expenditures would be \$5 million to \$7 million higher than the bureau’s revenues if the bureau was unable to rely on its vacancy savings as a budgetary cushion, and that the bureau would run into budgetary constraints well before filling the vacancies it was then carrying. Specifically, the bureau reallocated about \$7 million in then-projected sworn vacancy savings in order to cover other known personnel costs (premium pay, payouts, and overtime costs) and other materials and services expenses.

In March 2020, this was a budgetary issue that was anticipated to not be fully realized for a few years under existing staffing rates and plans. With the upswell of community interest defunding the Police Bureau and the subsequent Adopted Budget actions that eliminated positions and associated revenue in the Police Bureau, however, this longer-term budgetary issue has become an immediate budgetary issue for PPB.

In May 2020, CBO projected that the Police Bureau could potentially absorb \$5 million - \$6 million in Adopted Budget reductions – in addition to the \$11.8 million in reductions included in the Mayor’s Proposed budget – and still be able to avoid laying off staff. This estimate was predicated on the assumption that the bureau would have approximately 60 sworn vacancies at the start of FY 2020-21 and that the bureau would be directed to substantially limit its application of overtime over the course of FY 2020-21. Additionally, a number of sworn retirements were anticipated to occur in August 2020 around the 27-pay period lookback, though concrete cost-savings estimates could not be developed at the time given uncertainty around the

² <https://www.portlandoregon.gov/cbo/article/754859>, CBO review of Police Bureau FY 2020-21 Requested Budget

total number of actual retirements and the offsetting impact of retirement payouts.

Ultimately, as part of the final Adopted Budget, City Council voted to further reduce the Police Bureau’s budget by \$15 million and eliminate 84.0 sworn positions. These amendments reduced the Police Bureau budget by \$8.4 million in General Fund discretionary resources and \$6.6 million in non-discretionary resources.

- Gun Violence Reduction Team; \$5.4 million General Fund discretionary reduction and elimination of 38.0 sworn positions
- School Resource Officer Program; \$1.9 million General Fund discretionary reduction and elimination of 14.0 sworn positions
- Special Emergency Reaction Team (SERT); \$1.1 million General Fund discretionary reduction and elimination of 8.0 sworn positions
- Transit Division; \$4.3 million reduction in non-discretionary intergovernmental resources from TriMet and elimination of 24.0 sworn positions
- Recreational Cannabis Tax Allocation; \$2.3 million reduction in non-discretionary Recreational Cannabis Tax allocation supporting the Traffic Division

Please refer to [this document](#)³ for a complete break-down of all the Police-related changes that occurred FY 2020-21 budget, including Council-authorized reallocations to other services and projects.

Demonstration Coverage and Personnel Cost Projections in FY 2020-21

The Adopted Budget position eliminations occurred across various dedicated resource units (Gun Violence Reduction Team, School Resource Officers, Transit Police, Special Emergency Reaction Team), but the actual employees associated with these units were more seasoned officers and union rules require a “last in, first out” approach to position eliminations. In practice, the bureau eliminated all of its existing vacant positions (67 vacant positions on July 1st, 2020) and carried an excess load of approximately 17 sworn positions for two months until the anticipated sworn retirements in August 2020 created open positions for the excess sworn officers to occupy. This practice is called double-filling, and is an allowable Human Resources action, but created increased personnel costs for the double-filled employees for those two months. With the net impact of those carried double-fills, 48 August retirements, and other year-to-date attrition, the bureau had 41 sworn vacancies as of September 21, 2020.

Job Classification	FY19-20 Authorized Sworn Staffing Levels			FY20-21 Authorized Sworn Staffing Levels		
	Total	Vacant on 6/30/2020	Filled on 6/30/2020	Total	Vacant on 9/21/2020	Filled on 9/21/2020
Deputy Chief of Police	1		1	1		1
Police Captain	11	3	8	11	4	7
Police Chief	1		1	1		1
Police Chief, Assistant	3		3	3		3
Police Commander	7		7	6		6
Police Criminalist	15		15	15	1	14
Police Detective	90	3	87	90	12	78
Police Lieutenant	31	1	30	30	4	26

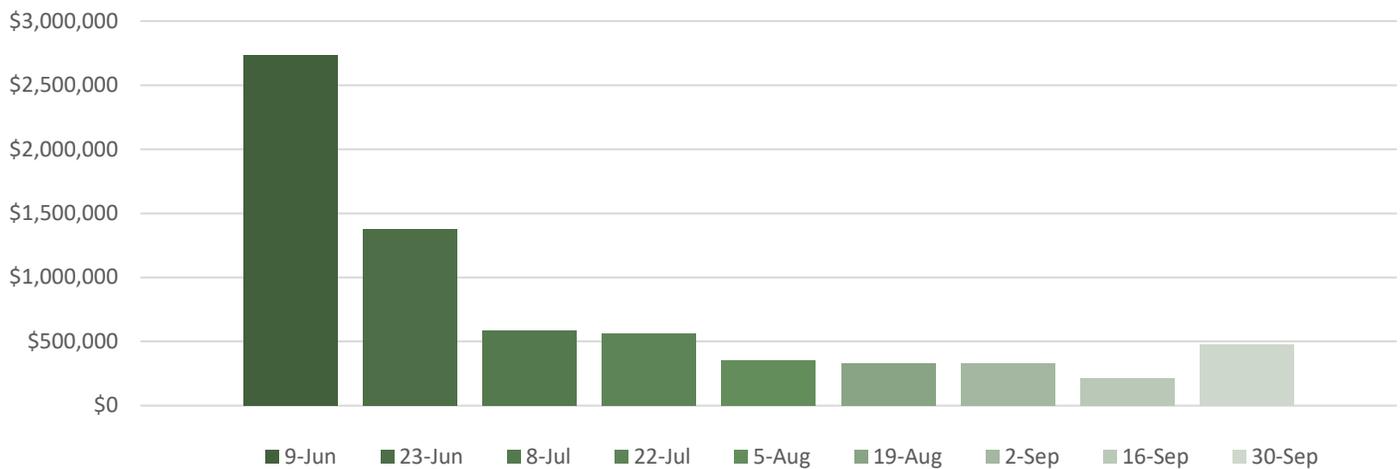
³ <https://www.portlandoregon.gov/cbo/article/763271>, “Portland Police Bureau Budget Details and Changes FY 2019-20 and FY 2020-21”

Police Officer	707	57	650	630	16	614
Police Sergeant	135	3	132	130	4	126
Total	1,001	67	934	917	41	876

In addition to two months of increased personnel costs for carrying double-fills, the bureau’s vacancy savings cushion (based on funding for 1,001 sworn positions) had been eliminated. As noted above, CBO had concerns about the use of vacancy savings to cover run-rate personnel costs – in effect “re-programming” these vacancy savings – back in March 2020, but at that point in time it was anticipated it would be a few years before the issue came to a head. This issue was realized immediately upon the elimination of the vacant sworn positions.

At the same time, the bureau’s expenditures have increased dramatically, driven largely by overtime costs it has incurred for protest and demonstration coverage. Total bureau spending attributed to coverage of the George Floyd/Black Lives Matter protests and demonstrations over the last five months has exceeded \$8.7 million⁴. Within that total, overtime costs for protest/demonstration coverage have exceeded \$6 million since May 29th, 2020. This figure is over 300% higher than demonstration and protest coverage in any year over the last 10 years. The majority of these overtime costs – over \$4 million – were incurred in June of FY 2019-20. While daily fluctuations in overtime costs vary, demonstration and protest coverage overtime costs have, in general, been trending downward over more recent pay periods. Year-to-date overtime costs for demonstration coverage are \$1.86 million in FY 2020-21.

2020 Demonstration/Protest Overtime by 2 Week Pay Periods



Part of the reason that protest overtime costs have declined in more recent months is that the bureau shifted staffing resources in order to cover demonstrations using officer straight-time. For the first two weeks of the George Floyd/Black Lives Matters protests, the bureau cancelled days off and had nearly all sworn members working every day, which generated substantial overtime expenses. The bureau then moved into a model by which most sworn members were working six days per week (shifts up to 12 hours or longer). This lowered total overtime costs relative to the first two weeks of

⁴ Approximately \$1.3 million of this total is driven by straight-time. These are costs that would have been incurred by the bureau otherwise, under regular staffing, but staff time was spent on demonstration/protest coverage instead of on other activities.

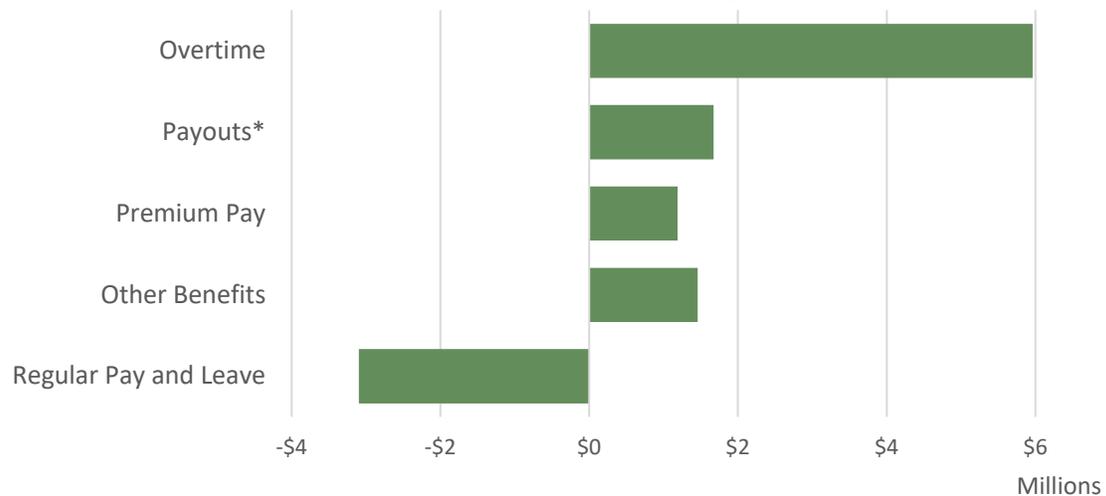
demonstration/protest coverage. By the beginning of July 2020, the Police Bureau moved to a model in which the approximately 50 officers on the Rapid Response Team (RRT) detail were assigned to RRT to cover demonstrations and protests full-time for their normal weekly shifts. This approach substantially reduced the weekly overtime costs for protest/demonstration coverage because the majority of the bureau's response to protests and demonstrations was being covered using officer straight-time. For the two-week pay periods that ended September 16th, 2020 and September 30th the bureau's overtime costs were about \$214,000 and \$476,000, respectively, compared to over \$2.5 million for the pay period ending June 9th, 2020.

Having over 50 officers assigned to the Rapid Response Team for protest and demonstration coverage has the effect of limiting the number of officers that could be redeployed to patrol or other assignments. Five to six months ago, absent the increased protest coverage, the decision to eliminate the permanent officer staffing assignments associated with several specialty units (GVRT, SROs, SERT, Transit) would otherwise have diverted available officers to take calls for service. With about 50 officers' regular assignment being protest and demonstration coverage, the anticipated decline in "personnel shortage," or shift backfill, overtime has not actually come to fruition. The bureau might otherwise have realized a reduction in overall overtime spending within precinct patrol to meet minimum staffing levels. However, year-to-date spending in the Police Bureau's "personnel shortage" activity category is \$1.4 million. Absent any changes, this type of overtime spending is on track to reach over \$5 million by fiscal year end, compared to an average over the last three fiscal years of \$3.9 million.

There are multiple complex dynamics affecting current year-end projections for the Police Bureau's personal service expenditures, and it is too early in the fiscal year to assume a high degree of accuracy for year-end spending projections. That said, CBO is currently projecting that the Police Bureau's personal services expenditures could exceed budget by about \$7 million, or 4.3%, if current spending patterns continue. This is concerning given the fact that the projections are based on *payroll after the 50 sworn separations* that occurred in August. This means that even though the bureau currently has 41 sworn vacancies, generating lower overall payroll costs, it is still on a trajectory to overspend in the current year:

- Overtime spending is on track to exceed budget by \$6 million, or 44%
- Payouts for retirements and compensation payout for overtime are on track to exceed budget by \$1.7 million
- Premium pay is on track to exceed budget by \$1.2 million

FY 2020-21 Projection Under/Over Budget
Assumes current rate of spending through June



*Payouts are for both leave payouts for retirees and for overtime bank payouts periodically required by labor contracts

These projections are based on an average of the two most recent payrolls (September 16th, 2020 and September 30th, 2020) and assume that bi-weekly overtime costs will remain fairly static for “personnel shortage” overtime and for demonstration and protest coverage over the remaining pay periods.

Changes in overtime application related to additional retirements at the next 27 pay-period look-back are not estimated here. The total number of retirements is unknown. All else equal, additional retirements would increase the bureau’s reliance on personnel shortage overtime, but it is not clear how much this would be offset by probationary officers completing training and becoming available to cover patrol over the course of the year. Retirement payouts for sworn members retiring at the next 27 pay-period look-back are expected to offset any salary savings achieved over the remainder of the fiscal year.

Options to Address Projected Budget Deficit

The City of Portland – and the nation as a whole – is in the midst of reckoning on racial justice and police accountability. The public and members of Council are clearly interested in a rigorous and robust examination of Police Bureau spending and in weighing in on the services ‘purchased’ with taxpayer dollars. This is not a new question, but the depth of public demand for comprehensible decision points around policing services will take time to provide and willing partnership from subject matter experts within the police bureau and across the public safety system to make desired changes. The near-term issues around the Police Bureau’s year-end projection complicate these longer-term goals.

From a strict budget monitoring lens, the current major outstanding question in analyzing the Police Bureau’s current year projections is whether or not there will be changes in the current pattern of nightly demonstrations and response by the Police Bureau. The current trajectory of spending and resource allocation on demonstration coverage is not sustainable from a budgetary lens, especially if expenses increase around the November election, given the net impact of other adjustments to the Police Bureau’s budget over the course of FY 2020-21 budget development. Please see [this](#)

document for a breakdown of FY 2020-21 Police Bureau budget changes.

The Police Bureau identified a current year projected budget deficit of \$1.5 million in its Fall BMP cover letter. This deficit was presented as the net impact of \$5.5 million in projected personnel services overspending against \$4.0 million in cost mitigation strategies intended to bring the bureau back within its budget. Based on more recent payroll data, CBO projections suggest the bureau is currently on track to over-expend its personnel services budget by as much as \$7 million. It is far too soon in the fiscal year to assume any degree of certainty around where the bureau will end the fiscal year – these projections are low confidence – but it is clear that the bureau is on track to over-expend its budget if current trends continue.

The bureau does not have an explicit request in the Fall BMP related to this issue, but this topic and potential solutions warrant discussion by the Mayor and Council. From a budgetary lens, there are several options, or a combination of options, for the Mayor and Council to consider:

- **Council could take a wait-and-see approach toward protest and demonstration trends and associated costs, and the Police Bureau could be directed to absorb the costs using strategies at its discretion.** In the event that the bureau’s demonstration coverage costs continue apace or increase, this would likely result in a combination of the following:
 - Structured staff layoffs across both the sworn and professional staff groups
 - Shifting additional sworn personnel to cover patrol and demonstration coverage on straight-time, away from other units.
 - A freeze or reduction to materials and services spending for operations and training,
 - Potentially ending contracts with external service providers.

The potential for staff layoffs, absent additional resources or expense reductions, is apparent if current protest and demonstration coverage costs continue apace or increase in the coming months. Because of the “last in, first out” approach to union layoffs, laying off sworn staff members in the Police Bureau means laying off the more diverse cohorts of recent hires. Non-represented positions are subject to separate criteria under current HR administrative rules, where additional factors such as performance and needs of the bureau are allowable considerations in addition to a seniority basis.

- **The Police Bureau could be directed to drastically reduce spending on overtime across all categories and reduce the number of on-call positions.**
 - The Commissioner-in-Charge would likely have to direct operational changes that would change the bureau’s response to protest and demonstration coverage entirely. There may be restrictions or considerations that CBO is not aware of that limit the options and flexibility with this approach.
 - The bureau would need to make major changes in its application of other types of overtime (e.g. investigations, shifting more staff to patrol to reduce backfill overtime) and quickly reduce the number of positions receiving on-call premium pay.

Drastically reducing overtime across all categories would require that the bureau change its operational response to protest and demonstration coverage, and may mean that minimum staffing levels will not be met on all patrol shifts. There are sworn members who could be reassigned from existing units to cover patrol, but that would necessitate lower staffing levels in other units (e.g. Traffic, Training, Community Engagement, Narcotics & Organized Crime, etc.). This would have clear impacts on service level provision, and in the case of Training, further jeopardize compliance and required training already affected by COVID-19.

- **The Police Bureau could be directed to request additional one-time resources – or Council could vote to provide additional one-time resources – to offset the temporary and atypical increase in overtime spending and retirement payouts.** This could occur either in the Fall or Spring BMP.
 - From a budgetary perspective, this would be a typical approach to address unanticipated expense spikes in General Fund bureaus in order to avoid overspending by fiscal year-end.
 - If this approach is taken, additional resources could be allocated directly to the Police Bureau in the Fall BMP or resources could be ‘set aside’ in contingency for this purpose and Council would vote on whether to allocate resources as part of the Spring BMP.

Setting aside General Fund resources for personnel cost overruns in the Spring BMP would be a typical budgetary approach to this issue, but there currently exist limited resources for many competing priorities in the General Fund. Allocating resources for potential personnel cost overruns will limit the amount of resources that can also be set aside to address anticipated FY 2021-22 budget shortfalls.

The Police Bureau is aware of the need to course-correct in the near term. In addition to the above mitigation strategies, the Police Bureau has broached concept of reducing its annual payments to internal service providers for lifecycle replacement costs of technology equipment and vehicles in an amount totaling \$2.0 million as part of its strategy to avoid layoffs. Conceptually, this would function like a loan against future General Fund revenues; instead of paying into life-cycle replacement on a set schedule, the bureau would defer payments until future years.

This is not a strategy that CBO or the internal service providers would recommend, absent a plan to actually reduce utilization or repay the funds, as it is likely to generate large General Fund requests in future years when availability of resources is unknown. There is significant pressure within the Police Bureau right now to maintain staffing levels. From a longer-term financial perspective, both staff and infrastructure are critical to providing sustainable levels of service. Regular investment in life-cycle replacement should generally not be deferred or disrupted to support near-term staffing needs. To the degree that the Mayor and Council wish to avoid layoffs in the current year, reducing real expenses in the current year or the allocation of additional resources would be better long-term strategies.

Each of the options outlined above has implications for overall service provision across the City, though they are difficult to identify prospectively. Realistically, a combination of the approaches may be the least disruptive path forward and allow for additional time to evaluate and develop any additional structural changes to the Police Bureau’s service provision.

SUPPLEMENTAL BUDGET CHANGES TO GENERAL FUND

	Current Revised Budget	Bureau Requested Changes	CBO Recommended Changes	Total Recommended Revised Budget
Resources				
Licenses & Permits	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000
Charges for Services	\$ 2,873,532	\$ (383,923)	\$ -	\$ 2,489,609
Intergovernmental	\$ 2,577,235	\$ (91,622)	\$ -	\$ 2,485,613
Interagency Revenue	\$ 14,724,075	\$ -	\$ -	\$ 14,724,075
Fund Transfers - Revenue	\$ 3,035,000	\$ 629,005	\$ 507,116	\$ 4,171,121
Miscellaneous	\$ 572,090	\$ -	\$ -	\$ 572,090
General Fund Discretionary	\$ 196,310,363	\$ (3,202,834)	\$ 700,000	\$ 193,807,529
Total Resources	\$ 221,492,295	\$ (3,049,374)	\$ 1,207,116	\$ 219,650,037
Requirements				
Personnel	\$ 167,237,574	\$ (245,641)	\$ -	\$ 166,991,933
External Materials and Services	\$ 12,766,205	\$ 1,136,121	\$ -	\$ 13,902,326
Internal Materials and Services	\$ 38,453,516	\$ (3,939,854)	\$ 1,836,121	\$ 36,349,783
Capital Outlay	\$ 3,035,000	\$ -	\$ (629,005)	\$ 2,405,995
Total Requirements	\$221,492,295	(\$3,049,374)	\$1,207,116	\$219,650,037

SUPPLEMENTAL BUDGET CHANGES TO ALL FUNDS

	Current Revised Budget	Bureau Requested Changes	CBO Recommended Changes	Total Recommended Revised Budget
Resources				
Beginning Fund Balance	\$ 5,008,339	\$ 838,386	\$ -	\$ 5,846,725
Licenses & Permits	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000
Charges for Services	\$ 2,873,532	\$ (383,923)	\$ -	\$ 2,489,609
Intergovernmental	\$ 5,560,586	\$ 1,663,713	\$ -	\$ 7,224,299
Interagency Revenue	\$ 14,724,075	\$ -	\$ -	\$ 14,724,075
Fund Transfers - Revenue	\$ 3,035,000	\$ 629,005	\$ 507,116	\$ 4,171,121
Miscellaneous	\$ 614,847	\$ -	\$ -	\$ 614,847
General Fund Discretionary	\$ 196,310,363	\$ (3,202,834)	\$ 700,000	\$ 193,807,529
Total Resources	\$229,526,742	(\$455,653)	\$1,207,116	\$230,278,205
Requirements				
Personnel	\$ 169,073,507	\$ (62,456)	\$ -	\$ 169,011,051
External Materials and Services	\$ 17,964,719	\$ 3,181,657	\$ -	\$ 21,146,376
Internal Materials and Services	\$ 38,453,516	\$ (3,674,854)	\$ 1,836,121	\$ 36,614,783
Capital Outlay	\$ 3,035,000	\$ 100,000	\$ (629,005)	\$ 2,505,995
Fund Transfers - Expense	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
Total Requirements	\$229,526,742	(\$455,653)	\$1,207,116	\$230,278,205