FY 2019-20 Requested Budget | March 19, 2019

Adena Long – Director
Claudio Campuzano – Finance, Technology & Property Manager
Part 1 of 3: Strategic Direction and Values

- Parks 2020 Vision
- Three-Year Strategic Plan
- Five-Year Racial Equity Plan
Reflecting the community we serve

Workforce (FTE)
- 29% People of Color
- City of Portland Average: 23%

Culturally-responsive Programming

Equity in Contracting
- 37% of Bond Projects
- 24% of FY18-19 in Professional Services
- Citywide DMWESB goal: 20%
Part 2 of 3: Financial Challenges and Structural Gaps
FY 2019-20 Total Budget: $265 Million

- Service Charges & Fees: $51,039,625
- Intergovernmental: $8,198,159
- General Fund: $68,930,474
- Interagency: $3,274,848
- Bond & Note: $12,369,000
- Fund Transfers: $22,439,262
- Beginning Fund Balance (SDC, Bond Proceeds, Trusts): $95,870,069
- Miscellaneous: $2,043,445

Beginning Fund Balance (SDC, Bond Proceeds, Trusts): $95,870,069
Current Capital Maintenance Funding Shortfall
$25 Million
Every household within ½ mile of a park or natural area.
New Ongoing General Fund for O&M Each Year

FY 2020-21: $819K
FY 2021-22: +$1.2M
FY 2022-23: +$1.4M
FY 2023-24: +$1.3M
FY 2024-25: +$1.5M
Total: $6.2M
For every dollar in cost...

73¢ comes from General Fund

27¢ needs to be earned in program, permits, and other fees

(In Recreation, 50¢ needs to be earned)
Budget Context – FY 19-20 Reductions

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$6.3M
Current Structural Gap

$891,635 | O&M Needed for FY 2019-20

$667,635 | Mayor’s Direction: 1% CAL Reduction

$5,635,243 | FY 2019-20 Operating Gap due to Business Model

$7.2M
New Structural Gap if O&M is Not Funded
Part 3 of 3: FY 2019-20 Budget Request

Budget Advisory Committee Values:
Equity | Safety | Maintenance | Financial Sustainability
Land Stewardship

**FUND**

Maintenance of:
- 148 parks and 3000 acres including playground inspection, maintaining restrooms, athletic courts and fields, irrigation systems, and garbage removal
- 75 natural areas (8000 acres). Includes new interagency partnership with BES for natural area maintenance
- 56 community gardens
- Environmental education programs and volunteerism efforts

**REDUCE**

Would reduce staff and maintenance capacity.

$317K
Assets & Development

Majority of staffing for new park design, engineering, and construction is funded by capital dollars from SDCs, Bond.

General fund dollars support:
- Centralized capital maintenance and repairs for assets totaling $1B in value, including capital repairs
- Oversight of Bureau’s Capital Improvement Plan and 2014 Parks Replacement Bond
- Asset management
- Planning
- Division leadership

Would reduce capacity in engineering and planning.

$183K
The Urban Forestry Division is responsible for the planning and management of the city’s urban forest and tree assets

- Single Point of Contact for all tree information
- Tree maintenance operations and around-the-clock emergency service
- Tree protection, review of applications, and tree permitting
- Education and enforcement of regulation, Title 11 tree code
- Tree planting and creating equity in tree services
- Forest stewardship and volunteerism
- Long-term planning for urban canopy

None at this time.

FUND

REDUCE

~$5.83M → $0

$0

$2M

$4M

$6M

$8M
Administration
Director’s Office | Operations & Strategies
Equity, Inclusion & Community Engagement

Provides the operational infrastructure for a $271 million bureau and supports:
- Manages strategic direction
- Workforce Development
- Finance and Accounting
- Technology
- Performance and Analysis
- Property, Business Development, Acquisition
- Safety, Security, and Emergency Management
- Customer Service
- Equity & Inclusion
- Community Engagement
- Communications, Marketing
- Fundraising, Partnership
- Volunteer Services
- Pass-throughs, Utilities, Facilities, Insurance, etc.

Would reduce overall operations and safety capacity through reductions in staff, materials and services, and pass-throughs to community partners.

$829K
Recreation Services—Balancing Criteria

Prioritize:

• Services to vulnerable and historically underserved populations
• Equitable geographic access
• Reductions which also reduce deferred maintenance needs
• Reductions where there are alternative service providers
• Partnerships that add value
• Use of large community investments, like full-service community centers (higher revenue and lower costs per visit)

Minimize impacts to:

• Revenue loss

Affirm:

• Commitment to arts and culture to offer culturally-relevant programming to strengthen cross cultural connections in our city
Recreation Services
Priority Funding

Programs: (includes + $813K increase/reallocation of GF)
• Inclusion Services
• The Senior Recreation Program
• Programs for people with disabilities
• PP&R-run SUN Schools
• All Outdoor Pools and Aquatics Administration
• Summer Free For All
• Athletic Administration and Fields

Small community centers:
• St. Johns CC
• Woodstock CC
• Peninsula Park CC (minus 1 staff position)
Recreation Services

Large Community Centers: Charles Jordan, East Portland, Matt Dishman, Mt. Scott, Southwest

**FUND**
- Same hours of operation
- Drop-in use of gyms, fitness facilities, pools
- Swimming lessons
- Water fitness
- Group fitness
- Selected arts programs
- Youth sports programs and camps
- Preschool programs
- Rentals

**REDUCE**

$2.2M Proposal changes programming and business model

Reduces staffing

Reduces programming:
- Some activities (e.g. fewer summer camps)
- Special events

Eliminates programming:
- Single day camps
- Morning pre-school swim
- League competitions
- Drop-in childcare at SWCC
Recreation Services
Additional Programming and Administration

**FUND**

**Teen Services and Montavilla CC**
- Teen - After school programming and events, leadership development, partnerships and more
- Montavilla CC - Pre-school and TeenForce focus

**Urban Parks Programming**
- Programming/staffing at Gateway Discovery Park, Holladay Park (with partner support)
- Focus on rentals at Director Park

**Administration**
- Keep, consolidate

**REDUCE**

**Teen Services and Montavilla CC**
- Reduce Teen Program hours and staff, gang outreach and partnerships
- Montavilla staff/program reductions

**Urban Parks Programming**
- Reduce staff coverage, free arts programming at Director Park

**Administration**
- Reduce staff and prioritize operations
- Janitorial contract efficiency
### Recreation Services

**Partnerships, Model Changes, and Closures**

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<thead>
<tr>
<th>Partnerships and Lease Options</th>
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<tbody>
<tr>
<td>• <strong>Fulton</strong> (beginning June 30, 2019)</td>
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<tr>
<td>• <strong>Laurelhurst</strong> (beginning July 2019)</td>
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<tr>
<td>• <strong>Hillside</strong> (beginning September 2019)</td>
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<td>• <strong>Community Music Center</strong> – Update partnership agreement with CMC Inc.</td>
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<tr>
<td>• <strong>Multnomah Arts Center</strong> – New partnerships. Eliminate ongoing GF support.</td>
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<td>• <strong>Sellwood CC</strong> – Close facility September 2019</td>
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<tr>
<td>• <strong>Columbia Pool</strong> – Close facility July 2020. One-time funding to bridge operations for 1 year to find alternatives for high-priority uses.</td>
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Employees affected

70 Full-Time and Part-Time Positions Reduced
- 20 of these are vacant
- 50 full-time and part-time team members are affected

56.06 Full-Time Equivalent (FTE)
- 50.06 Represented FTE
- 6 Non-Represented FTE

PP&R is working closely with the Bureau of Human Resources to transition and re-deploy affected employees across all bureaus.
Transition Plan: $3.2M (One-Time General Fund)

Summer Programming
- Large Community Centers
- Hillside
- Sellwood
- Montavilla

Model Transitions
- Multnomah Arts Center
- Columbia Pool
- Large Community Centers

Project Management
- Multnomah Arts Center
- Community Music Center
- Laurelhurst Dance Studio
- Hillside Community Center
- Columbia Pool
PP&R Five Year Forecast – Operating Budget

Percent Annual Growth: Expense versus Revenue

Expense = 16%
Projected Growth

Program Revenue = 5%
Projected Growth

Structural Gap

FY 2019-20
FY 2020-21
FY 2021-22
FY 2022-23
FY 2023-24
Q & A | DISCUSSION