

# **The Oregonian**

## **Introducing Portland City Hall's New Leaders**

*By Jessica Floum*

*January 14, 2018*

Portland kicked off the new year with nine new and interim bureau directors after that many city leaders left their jobs last year.

Last year's newbies, Mayor Ted Wheeler and Commissioner Chloe Eudaly, pushed out five of them. Three others left of their own volition.

Portland Bureau of Emergency Management Director Carmen Merlo left her role to serve as Deputy Chief Administrative Officer under Tom Rinehart.

This year's list of new directors includes eight women and one man. Five are people of color. Keep scrolling to see this year's lineup, starting with the most recently hired.

### **Courtney Patterson, interim director, Bureau of Emergency Management**

Start date: Jan. 2, 2018

Years employed by the city: Almost five

Prior job: Emergency operations manager, Portland Bureau of Emergency Management

What's your favorite thing about Portland? Close to amazing natural wonders with all the convenience and activities of a city

What would you like to change about the city? Pave every unpaved street

What's the biggest challenge you expect to face in your new role? Unhoused populations are increasingly moving into Portland's natural areas such as Forest Park and the Springwater Corridor. As we experience natural hazards, especially minor flooding, people camping in these areas are at risk. One of my priorities and greatest challenges is ensuring our emergency plans take into account the safety of people in these areas.

Favorite Portland food spot: Best Baguette on Southeast Powell – cheap, fast, and delicious

Best Portland memory: Watching in person as all 22 players took penalty shots, including the infamous "double post" shot, when the Portland Timbers beat Sporting Kansas City in the first round of the MLS playoffs in October 2015

Favorite hobby: Whitewater kayaking, snowboarding, and reading

### **Jennifer Cooperman, chief financial officer**

Start date: January 1, 2018

Years employed by the city: Since 2010

Prior job: City treasurer, City of Portland

What's your favorite thing about Portland? Hail, rain, sun and double-rainbows all in the same day!

What would you like to change about the city? Too early to say...

What's the biggest challenge you expect to face in your new role? Anything that will impair the city's financial condition.

Best Portland memory: First visit to Powell's and to the Multnomah County Central Library.

**Koffi Dessou, interim director, Office of Equity and Human Rights**

Years employed by the city: Nine

Prior job: Equity and business operations manager

What's your favorite thing about Portland? Opportunities and potentials to build and empower communities

What would you like to change about the city? Help the city increase access and improve the outputs, impacts, and outcomes for everyone, from the resources we administer and the services we deliver.

What's the biggest challenge you expect to face in your new role? Change the perception of equity from politicized views to performance-based and results-based accountability.

Favorite Portland food spot: Mekong Bistro on Northeast 82nd Avnue and Siskiyou Street and Cuisine of Africa on Martin Luther King Jr. Boulevard

Favorite hobby: Formerly playing football (soccer in the U.S.), now playing drums.

Fun fact: I can improvise songs and get people to dance with me

**Shannon Callahan, interim director, Portland Housing Bureau**

Start date: December 2017

Years employed by the city: 12

Prior job: Assistant director for policy and strategy, housing

What's your favorite thing about Portland? The weather

Favorite hobby: Gardening

**Serilda Summers-McGee, director, Bureau of Human Resources**

Start date: December 1, 2017

Years employed by the city: One

Prior job: HR and workforce development director, Portland Development Commission, now called Prosper Portland

What's your favorite thing about Portland? Surprisingly, I love biking! I never imagined myself as a biker, but I have come to appreciate, respect and adore the biking culture of Portland. I get to see the city from a different vantage point. Biking allows me to skip the gym and spend more time with my family, I get to avoid traffic during peak hours. And I get to be reflective and quiet in ways that I don't get to experience while driving. I will add that I am a fair-weather cyclist; my afro doesn't respond well to wind and rain!

What would you like to change about the city? I think we can all agree that Portland is changing in significant ways. As it continues to morph and shift, I'd like for all its people to be a part of its evolution and I'd like to see the city do a better job of bringing a more diverse swath of its community to the table to help shape the changes that are occurring.

What's the biggest challenge you expect to face in your new role? I expect my biggest challenge to be building relationships with the city's workforce. In HR, people have to trust you to accept your counsel, to share their challenges, and to be forthcoming with information; that takes time and requires proactive outreach. I can build those relationship, but it's currently the biggest challenge before me.

Fun fact: I love comedy and most people close to me know me to be a funny person with quick comebacks. I'm direct when it comes to business, but once that's out of the way I'm pretty laid back, which is an inside joke for those who know me!

### **Rebecca Esau, director, Bureau of Development Services**

Start date: Oct. 25, 2017

Years employed by the city: 21

Prior job: Land use services division manager at the Bureau of Development Services

What's your favorite thing about Portland? The unique neighborhoods

What would you like to change about the city? I wish our community could collectively provide more comprehensive services to people who are houseless. It's heartbreaking to see people suffering.

What's the biggest challenge you expect to face in your new role? Multiple bureaus have staff who are part of the building permit process, and each bureau is under its own commissioner. My challenge is to create greater integration between all of these participants, so that the customer experience and service delivery are improved. This is in the broader context of fluctuating construction activity and funding and ever-increasing/changing regulations we are responsible to administer, while trying to keep costs down.

Favorite Portland food spot: Stammtisch

Best Portland memory: Watching a tall bike rodeo on a little dead-end street by the Brooklyn rail yard

Favorite hobby: Gardening

Fun fact: I sometimes speak a blend of English & Nepali at home, including profanity (I learned Nepali while in the Peace Corps)

### **Danielle Outlaw, Portland Police Chief**

Start date: Oct. 2, 2017

Years employed by the city: Three months

Prior job: Deputy chief of police, Oakland Police Department

What's your favorite thing about Portland? The amazing and diverse food scene

What would you like to change about the city? Contrary to what I've been told, sometimes it takes more than just 20 minutes to get to most places in Portland.

What's the biggest challenge you expect to face in your new role? Since I am not from Portland, I will need to earn the trust of the community.

Favorite Portland food spot: Miss Delta

Best Portland memory: The warm welcome I received at the Center for Women's Leadership 11th Annual Power Luncheon. I am looking forward to making many more memories.

Favorite hobby: Cooking

Fun fact: I used to play the clarinet

### **Suk Rhee, director, Office of Neighborhood Involvement**

Start date: Aug. 21, 2017 (total solar eclipse day!)

Years employed by the city: 4 months

Prior job: Vice president, strategy & community partnership at Northwest Health Foundation

What's your favorite thing about Portland? The confluence of many rivers

What would you like to change about the city? More sunny days

What's the biggest challenge you expect to face in your new role? Balancing immediate and longer-term needs

Surprising fact: People often mistake me for 5 feet 3 inches, but I'm actually 5 feet and half-an-inch tall.

### **Lisa St. Helen, interim director, Bureau of Emergency Communications**

Start date: April 1, 2018

Years employed by the city: 22

Prior job: Operations manager, Bureau of Emergency Communications.

What's your favorite thing about Portland? I was born and raised here; this is home. I love the culture, the people and the quirkiness.

What would you like to change about the city? I'd like to see everyone have a safe place to call home.

What's the biggest challenge you expect to face in your new role? Finding innovative, creative and meaningful ways to provide an all-around healthy workplace for our 911 employees.

Best Portland memory: Going to the Rose Festival Parade every year with my sisters, brother and father.

Fun fact: I'm kind of a puzzle nerd – I love them.

# Portland Commissioner Dan Saltzman Calls Long-Term Water Shut-Offs 'Child Abuse;' Nick Fish Responds

*By Jessica Floum  
January 13, 2018*

Portland Commissioner Dan Saltzman called month-long water shut-offs "child abuse" when they occur within homes with children, sparking a recent back and forth with Water Commissioner Nick Fish.

Saltzman, a former water commissioner, made the comments in a Jan. 3 city council meeting at which officials from the city auditor's office presented a report that the Portland Water Bureau's financial assistance program for water bills failed to serve the renters who need it most.

Despite multiple task forces and committees, commissioners' promises and media attention, the city's Water Bureau has yet to figure out how to provide financial assistance to renters who struggle to pay their utility bills, a city audit released Wednesday shows.

The bureau shuts off the water to those who fail to pay their bills until they make delinquent payments. The audit revealed that 8 percent of water shut-offs in 2015 remained in place for more than one month.

"Having no water is a form of child abuse and neglect," Saltzman said at the meeting.

He recalled a time when he was water bureau commissioner that his office called Oregon's Department of Human Services child abuse hotline to report the parents in a home where the water had been shut off for an extended period.

Fish pledged to bring more information about the Water Bureau's financial assistance program to a February work session and explained how hard it is to provide a water bill discount program for low-income families in apartment complexes, where there is typically only one water meter for the entire building.

He said water bureau officials will explain in February how they plan to use an existing program to provide financial help to renters and to get more people enrolled in their program for low-earners.

Fish also made several subtle jabs about how "prior commissioners-in-charge" failed to find a solution and noted that many of the homes where water remained shut-off for a month or more were "zombie homes" with no occupants.

When Saltzman pressed Fish on whether that was merely anecdotal and asked water officials to provide data on the homes with long-term shut-offs, Fish told him to make those requests in an email.

Saltzman obliged. In a Jan. 5 email to Fish obtained by The Oregonian/OregonLive, Saltzman asked that Water Bureau officials coordinate with the Oregon Department of Human Services' child services division to create a process whereby case managers visit homes where water has been shut off for 30 days or more to determine whether a child is living there. He requested that the city's Water Bureau and Revenue Bureau develop an agreement where data about the age and economic capacity of residents is shared and considered in cases when a shut off is imminent.

"We must work to make sure the most vulnerable in our community are not being placed in dangerous situations, and I know you'd agree that a child living in a home without water for over a month is a dangerous situation," Saltzman wrote.

Fish on Thursday responded to Saltzman's email, saying he is "happy to discuss these ideas in the work session next month." He said his staff would follow up with Saltzman's to learn what they did when they had the bureau.

"We appreciate Commissioner Saltzman's questions and look forward to discussing them further in the council work session next month," Fish's chief-of-staff, Sonia Schmanski told The Oregonian/OregonLive in a statement Thursday. "We're very excited to continue the conversation about bringing better help to more people."

## **Names, Addresses of People Who Complain about Homelessness are Public, DA Says**

*By Molly Harbarger  
January 12, 2018*

City officials must release the names and some contact information of people who logged a report with Portland's clearinghouse for homeless complaints.

The Multnomah County District Attorney ruled Monday that the city must release the information to Jeff Merrick, an attorney who requested the information in early 2017. Merrick, who lives in the Pearl District and practices law in Lake Oswego, indicated he hopes to contact people who reported a homeless person, camp or RV and organize them into a political advocacy group.

"We need fresh ideas, we're not getting fresh ideas," Merrick said Friday. "And the people who are concerned enough to report to one point of contact might have some fresh ideas to bring to the table."

Mayor Ted Wheeler initially resisted Merrick's public records request, and city attorneys argued that people who call or file online reports expect a measure of privacy.

But the district attorney's office disagreed, given laws requiring government openness and the ways judges have applied them in other cases.

People logging complaints about homeless camps or homeless people's behavior with the city's "One Point of Contact" system did not have to provide their name, phone number or address but, until recently, were offered that option. The system assured those making reports that the city does not share personally identifiable information "other than as necessary," such as when "compelled by law." The law does require disclosure in this instance, Deputy District Attorney Adam Gibbs wrote in an order signed by District Attorney Rod Underhill.

"We are extremely disappointed in this decision," said Wheeler spokesman Michael Cox. "We've fought for six months to protect the confidentiality of community members who reported campsites."

The city's position said it would be an invasion of privacy to have a political organizer contact them based on their complaints.

"While it might be an annoyance to some for a political organizer to have access ... we cannot say that it would be an unreasonable invasion of privacy," said the district attorney's order.

The city also claimed that people want to remain anonymous because they fear repercussion, presumably from homeless people they complain about.

Underhill's order to the city found that point unpersuasive. Underhill cited an instance when substitute teachers during a union strike were harassed with phone calls, vandalism to their vehicles and threats, but a judge ruled they still were not guaranteed anonymity.

"If those factual circumstances do not constitute a basis to withhold personal contact information of substitute teachers hired during a strike, whom a public body had promised confidentiality, and who had expressly stated they did not want their information released, then the generalized fear of retaliation expressed by some of the voluntary reporters to the One Point of Contact surely cannot either."

Merrick always assumed the information was public, he said, and expected follow-up when he used the system.

Former Mayor Charlie Hales started the single point of contact system in 2016 as an easy way for residents to log complaints about homeless people or camps throughout the city. The city already makes public the location and type of situation that people complain about, but not who made the complaint.

The Oregonian/OregonLive compiled the complaint data into an interactive map that has been updated several times, showing a rough shape of where the most homeless camps are -- or where people are most unhappy with their unhoused neighbors.

Although the city and Multnomah County are devoting unprecedented levels of money and staffing to lessening the effects on homeless and housed people alike, the two groups' coexistence remains uneasy in most neighborhoods where it occurs. Currently, it ranges from a reluctant truce in North Portland's Overlook to a crackdown-induced retreat of homeless from Laurelhurst to a caldron of complaints and mistrust in Lents.

The city never promised anonymity to people who complain. It used to collect names and contact information voluntarily. Now, there is not a place to submit one's name or contact information except for email addresses.

The website now says: "It is bureau policy to keep information confidential. Your information will be kept confidential unless you check the box certifying that you do NOT want confidentiality."

The merit of that language was not in the appeal, so Gibbs did not rule on it. However, in an interview Friday, he said that state laws only provide privacy protection for email addresses.

"A government body can't guarantee anyone confidentiality," Gibbs said.

Merrick said he complained a few years ago about issues near his Pearl District home, near the Fremont Bridge. While he doesn't think his neighborhood is hard hit right now, Merrick doesn't think the city's approach to helping homeless people get off the street is effective.

"I believe that it is not compassionate to let people wallow in the squalor of rainy tents," Merrick said. "I don't think it's compassionate to let boys and girls turn tricks under their tents for drug money."

Merrick is frustrated that neighbors who complain about homeless people are labeled "NIMBYs," which stands for "not in my backyard." He works as a lawyer and mediator in Lake Oswego, and said he wants to use his negotiation skills to give homeowners a bigger voice in discussions about city policy.

Merrick said he thinks people who use One Point of Contact would be motivated enough to form a powerful political voice in city politics, similar to Portland Tenants United, which helped install Chloe Eudaly on City Council and advocates for city and state laws that protect renters.

"I feel like the people who have reported to One Point of Contact have a deeper view of it," Merrick said. "It's not NIMBY."

Over the summer, the city received at least 2,200 reports a month related to homelessness. Wheeler has increased the number of police and park workers who patrol areas with large amounts of complaints as well as increased the number of decrepit vehicles towed from neighborhood streets.

He has said repeatedly that he wants to appease residents so that they will support bigger policies or funding mechanisms to tackle the city's growing homeless crisis.

Multnomah County has more than 4,000 people without permanent homes on any given night, both in shelters and sleeping outside.

## **Portland Poised to Drop Speed Limit to 20 mph on Residential Streets**

*By Elliot Njus  
January 15, 2018*

Portland, following the example of Seattle and other cities, is poised to lower speed limits to 20 mph on residential streets throughout the city.

The City Council will weigh the change Wednesday morning. But the city, under the direction of the council, had already lobbied to amend state law allowing the city to set lower speed limits. The state Legislature approved that authority last year.

The change would affect side streets in primarily residential areas, most of which currently have speed limits of 25 mph. Speed limits on busier collector and arterial streets wouldn't change.

Such streets add up to thousands of miles of roadway, and about 70 percent of the city's transportation network, the city's Transportation Bureau said.

The push is part of the city's Vision Zero campaign, an effort adopted in 2015 to eliminate traffic-related deaths. Fatalities have instead climbed -- from 37 in 2015 to 45 in 2017 -- as Portlanders drove more frequently.

Much of the effort to date has focused on routes identified as "high-crash corridors," typically busy through streets with few accommodations for pedestrians and cyclists. Those streets accounted for about 70 percent of last year's traffic deaths.

But city officials said they believe lower speed limits on residential streets could also help push the city closer to its zero-fatality goal.

"Even that 5 mph difference can make a big difference whether somebody survives a crash or not," said Dana Dickman, who manages the Transportation Bureau's traffic safety section. "A pedestrian (hit) at 25 mph is twice as likely to die compared with somebody at 20 mph."

That statistic comes from a 2011 AAA Foundation for Traffic Safety study that found the average person hit by a car traveling 25 mph has a 12 percent chance of death. That drops to a 7 percent risk at 20 mph.

Lower speeds also reduce crash rates, so the city could expect fewer people to be hit by cars in the first place.

But all of that assumes drivers observe the reduced speed limit.

"Broadly, the research would suggest that just changing out a sign isn't going to result in much change," said Chris Monsere, a Portland State University transportation researcher. "If it's combined with some restrictions in width or other traffic-calming devices, perhaps with some advertising and enforcement, it could have an effect."

Dickman said the city likely won't shift police deployment from busier areas, including the high-crash corridors, to routinely monitor speeds on quieter residential streets.

But police likely will conduct extra patrols on streets where residents frequently complain of speeders, and the Transportation Bureau plans a major marketing push once the new speed limits take effect.

That won't happen overnight. If the council approves the ordinance, the speed limit will drop immediately on residential streets that lack speed limit signs.

But where 25 mph signs are currently posted, that speed limit will remain in effect until the signs are replaced.

Crews are expected to start replacing signs in East Portland, which sees a relatively high number of crashes, and complete the transition citywide by April.

Seattle in 2016 lowered speeds on many of its roads, including bringing residential speed limits down to 20 mph. In New York City, 20 mph "slow zones" introduced in 2011 were credited with a 14 percent reduction in crashes resulting in injuries.

### **AFFECTED STREETS**

The change is expected to affect most residential, non-arterial streets. This map from the Portland Bureau of Transportation shows all non-arterial streets.

## **The Portland Tribune**

### **City Hall Update: Council Criticizes Sessions on Pot**

*By Jim Redden*

*January 16, 2018*

**Plus, Mayor Ted Wheeler hails Ellington purchase and PBOT says Safe Ride program a success.**

The City Council last Monday asked Oregon U.S. Attorney Billy Williams not to crack down on the marijuana trade legalized by state voters.

The Jan. 8 letter was in response to U.S. Attorney General Jeff Sessions's decision to repeal the co-called Cole Memo approved under President Barack Obama that directed federal law enforcement agencies to respect state decisions to legalize marijuana, even though possession and sale is still against U.S. law.

"Oregon is among 29 states and the District of Columbia that have legalized and regulated recreational or medical cannabis. Here in Portland, there are hundreds of cannabis retailers, producers, processors and wholesalers woven into the fabric of our business community,

contributing thousands of well-paying jobs and millions of dollars of economic activity," the letter says.

### **Wheeler hails Ellington purchase**

Mayor Ted Wheeler last Wednesday praised the previous City Council's decision to buy the Ellington Apartments in Northeast Portland for \$47 million when it went up for sale last year. All but \$10 million came from the voter-approved affordable housing bond.

In an email from the Portland Housing Bureau, Wheeler said the purchase made more than 200 apartments permanently affordable, prevented the displacement of more than 100 households, and created housing for 28 formerly homeless families. The council is expected to begin approving an additional affordable housing bond project in May.

The week before, Wheeler defended his decision to invest \$6 million in housing funds in affordable units in the \$29 million Framework building currently under construction in the Pearl District. In a Jan. 3 statement, he also said the housing bureau has projects underway to preserve or create 2,200 affordable units.

### **Safe Ride program a success**

The Portland Bureau of Transportation declared its first Safe Ride Home on New Year's Eve program a success last Tuesday.

In news release, PBOT said that more than 2,500 people took advantage of discounted taxi and transportation network company rides over the holiday. Thousands more chose to ride TriMet, while 75 intrepid revelers used Biketown bicycle share to get to and from their parties.

Program partners included the Portland Police Bureau, TriMet, Old Town Hospitality Group, Radio Cab, Broadway Cab, New Rose City Cab and United Independent Cab, Lyft and Uber.

## **Willamette Week**

### **Portland Architect Stuart Emmons Will Join Race for Dan Saltzman's City Council Seat**

*By Rachel Monahan  
January 13, 2018*

#### **Emmons is a white man entering a political contest featuring three woman of color.**

Stuart Emmons, an architect who ran for City Council in 2016, plans to enter the race to replace City Commissioner Dan Saltzman later this month.

Emmons announced his plans via a Facebook messenger to a private group.

The message was obtained by WW.

"I wanted to let you know that I will be filing for City Council Position 3 later this month," he writes.

Emmons has raised more money than any of the candidates who have already filed in the race. Much of his \$80,000 in donations has come from the Portland business establishment, including real-estate developers and construction companies.

Yet he has been coy about whether he would enter the contest for Saltzman's seat, or seek the seat held by Commissioner Nick Fish.

This week, he indicated his intentions to seek Saltzman's to the group Bernie PDX, a group that backed U.S. Sen. Bernie Sanders (I-Vt.) in the 2016 Democratic presidential primary.

"My background as an activist included leading a protest at Occupy against B of A [Bank of America] auctioning people's homes on the courthouse steps," he Facebook-messaged the group. "I have marched w Don't Shoot Portland and for Dreamers/DACA."

(Bank of America filed two foreclosure notices against Emmons, who declared bankruptcy in 2012. Emmons ultimately sold his condo.)

His pitch to the activist community is likely to run up against one key obstacle.

Emmons is a white man entering a political contest featuring three woman of color: County Commissioner Loretta Smith, NAACP of Portland president Jo Ann Hardesty and Mayor Wheeler staffer Andrea Valderrama. Felicia Williams, a neighborhood association president, is also running.

Last month, former Oregon Public Broadcasting newscaster Spencer Raymond was drummed out of the race, in part because he was pitting his slim resume against three women of color.

Emmons did respond immediately to a voicemail seeking comment.

Emmons ran against then City Commissioner Steve Novick in 2016, ultimately placing third behind now-City Commissioner Chloe Eudaly.

Emmons told WW as recently as Jan. 2 that he had not decided what seat to take.

But a potential political donor told WW on Jan. 12 that Emmons has been telling donors he plans to seek Saltzman's seat and would announce as late as the end of February.

Emmons has not registered his campaign finance committee for the new election despite raising more than \$80,000 last year. That may be a violation of state election law; Smith faces a \$250 fine for the same violation.

## **The Daily Journal of Commerce**

### **Wheeler Defends Strategy for Developing Affordable Housing**

*By Chuck Slothower  
January 12, 2018*

Portland Mayor Ted Wheeler told members of the Housing Advisory Commission on Tuesday that affordable housing would be his top priority in 2018.

Wheeler spoke Tuesday at the commission's first meeting since ousting Housing Bureau Director Kurt Creager in December. He offered a broad defense of his administration's approach to affordable housing.

"I am unequivocally highly supportive of the work being done by you and being done by the Housing Bureau," Wheeler told commissioners. "Housing affordability continues to be the top priority of this administration."

Wheeler has been beset by criticism in the media that the Housing Bureau has been slow to spend the \$258.4 million of affordable housing bond money that voters approved in November 2016.

“Personally, I respectfully disagree with that perspective,” he said. “There was some groundwork that was very important to lay down. There was some community work and outreach that I thought was critically important.”

The City Council in October 2017 endorsed a framework plan to guide spending the bond proceeds. The plan calls for generating 1,300 affordable housing units.

“I’m very optimistic on what we’re going to be able to do on the housing bond side in the year ahead,” Wheeler said.

The Housing Bureau in September purchased the site of the Safari Showclub, at 3000 S.E. Powell Blvd., for \$3.72 million. The city plans to demolish the former strip club, and officials have said 100 to 300 affordable housing units could be built in its place. The design process is under way, with construction expected to begin in 2019.

Shannon Callahan, a former policy adviser to Commissioner Dan Saltzman, is serving as interim director of the Housing Bureau. Wheeler has assigned housing adviser Cupid Alexander to represent his administration on the commission.

Wheeler said he’ll be judged by how many affordable housing units are produced under his watch.

“The public is really clear about their priorities, more than I’ve ever seen it,” he said. “Housing is really important to people right now.”

The city’s approach must be data driven, with unit production at the forefront, Wheeler said.

The City Council has endorsed “very aggressive” goals for supportive housing, Wheeler said. The council in October set a goal to create 2,000 additional supportive housing units by 2028. The program seeks to pair housing with intensive services to keep residents at risk of homelessness off the streets.

“Permanent supportive housing is the best way that we can actually address a number of the chronically homeless populations that are on our streets,” Wheeler said Tuesday.

The effort comes at a time of declining federal support for social services. Wheeler said Portland has a looming discussion about “how we can best provide services in an environment – let’s all be honest – where the federal government is slowly abandoning us.”

Wheeler has asked all city bureaus to produce budgets with a 5 percent cut. He emphasized that that doesn’t mean the bureaus will have their budgets reduced.

The city has a long-term budget imbalance despite record revenues, Wheeler said. Portland needs to get ahead of the problem before the next economic downturn, he added.

“Here’s the challenge: We have record revenues, but no one expects the record revenues to continue,” he said. “We have a problem in our cost structure. The reality of the economy is ... recessions always follow boom economies. We are not yet positioned to be able to deliver our services sustainably.”