



6:00 – 9:00 p.m.

Columbia Building

111 SW Columbia St., Suite 800 | Portland, OR

#### **Committee Members Participating**

Jeff Anderson, Judy BlueHorse Skelton, Tonya Booker, Sophorn Cheang, Carol Chesarak, Amourie Downing, Sami Faile, Kolini Fusitua, Jenny Glass, Katy Holland, Ian Jaquiss, Jackie Hunter, Jenny Lee, Joe McFerrin, Angela Moos, Jim Owens, Natalie Rush, Jaclyn Sarna, Yoko Silk, Jorge Villavicenio

#### **Staff, Commissioner's Office, Facilitation**

Mike Abbaté, Amy Archer-Mathews, Eileen Argentina, Ramiro Villalvazo, James Allison, Jenn Cairo, Margaret Evans, Jamal Fox, Art Hendricks, Ryan Kinsella, Sabrina Neal, Elizabeth Kennedy-Wong, Anny Hsiao, Jason Smith, Jennifer Yokom, Anthony LeBron Georgia West; Commissioner Fritz, Pooja Bhatt; Alex Cousins, Aascot Bohlander

#### **Draft Meeting Summary**

##### **Welcome, Introductions & Agenda Review**

Alex welcomed participants, called for introductions and reviewed the agenda.

##### **Values Presentation & Discussion Overview**

Art Hendricks, Equity and Inclusion Manager, presented an overview of the previous meeting's values and equity presentation and discussion. *Questions follow in italics with responses in regular print.*

*Q. Do the fifth equity value and the fifth goal match?*

A. Yes.

*Q. Can the values be revisited at the next meeting?*

A. Yes. The BAC will be given the opportunity to review the revised draft and agree to a final set.

##### **Budget Environment – Parks Budget Overview**

###### **Part I: State of Portland Parks & Recreation**

Amy Archer-Masters, Finance Manager, presented an overview of Portland Parks & Recreation's sources of income and budget reduction history.

*Q. Can you provide an example of how SUN schools fit into the spectrum of programs that are partially funded by the general fund and gave an example of low or no fee evening and summer programs.*



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*Q. Are staff suggesting that the current committee perpetuate the general fund budget distribution proportions of years past?*

A. No. The presentation and proportions therein are simply meant to give the committee an idea of the current state of the budget.

## **Part II: City of Portland Economics**

Ryan Kinsella, Analyst City Budget Office, presented a history and projections for the economic climate of Portland.

*Q. How does the \$5-\$25M deficit compare to the Parks' department's revenue?*

A. New revenues will be better defined at the end of April 2018. The City uses the business license tax as a baseline to project budgets for the department. The City projects \$3-\$5M in revenue for the Parks department but that the amount still wasn't enough. The business license tax is regarded as a volatile revenue source. The City's economists expect a recession every 2 to 5 years. The business license tax has a direct relationship with the economy. If the economy weakens, the business license tax revenue dips. The Parks department has some ongoing revenue sources, but not enough.

Director Abbaté reviewed the Mayor's priorities for the City.

*Q. I hope the group will find an ongoing strategy to fund preschool.*

A. We will get back to you.

*Q. Please confirm the source of 'adds' funding.*

A. An ongoing funding source might be a tax whereas a one-time funding source might be a grant. One-time funding resources might be used for pilot programs, infrastructure upgrades, and maintenance.

## **Part III: Strategic Plan Focus Areas and Service Delivery Areas**

Jason Smith, Management Analyst, presented an overview of the Strategic Plan's four key result areas, priorities, gaps in service, and emergent issues. He spoke to the significant maintenance funding needs annually and cumulatively over the last decade and responded to specific comments regarding the maintenance funding deficit and that the one-time funding in 2016 was result of a one-time event.

Information was presented about the number of households within a half-mile of a park or natural area in Portland. An overview of responses from the Latino Focus group, conducted in 2013, highlighted the differences in how Latino participants responded to questions as compared to Caucasian participants. One point he made was that cost, especially for families with several children, was a particularly difficult barrier to access for recreation programs and that the problem has grown over the last decade.

*Q. Is it an increase in poverty, cost of programs, or both that are contributing to the barriers of access?*

A. Staff can infer that both problems contribute to the issue. Also, the Bureau has been charging more for programs to meet budget targets.



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*Q. Did the survey seek information regarding specific safety issues rather than simply 'personal safety' in general as a barrier to access?*

A. Camping in parks was a significant reoccurring write-in response, as was the presence of syringes to a lesser extent.

*Q. How is the committee supposed to determine cost of recovery and their percentages, staffing supplies, maintenance, and outdoor park needs?*

A. Cost recovery is different from budget when discussing the total cost of running and operating. The staff builds in maintenance costs and indirect costs such as administration and city attorneys. He also pointed out that a better representative of true cost of capital replacement. The chart about cost recovery within the presentation assumed existing policy in its calculation. The City is currently actively researching with a consultant to help identify future policy.

*Q. There was no mention of equity in the presentations (i.e. Mayor's priorities). What is the committee's role in the decision-making process, what priorities is the group supposed to focus on, and is the committee choosing to disregard the Mayor's lack of mentioning equity in his priorities?*

A. This is why we create budget values at the beginning of the process. It is incumbent upon the Director and the Commissioner to fulfill the Mayor's request in that the group still needs to cut 5% from the budget. We cannot achieve that without violating one or more of the values identified by the group or the Mayor.

*Q. Why wasn't the bureau's racial equity plan mentioned in the budget values?*

A. The bureau just drafted the equity plan and is using items from the racial equity plan. The document is meant to set the tone for the next 3 years.

*Q. Could staff segment the survey data by neighborhood and analyze the data to see how concerns compare across neighborhoods?*

A. The survey offers 3 views: general population, neighborhood coalition district, and people of color as compared to Caucasians.

*Q. Can we have access to that data?*

A. Yes. Jason and his team are currently finalizing a 100-page report with all the information and analysis. This will be made available to the committee.

*Q. I wonder what percentage of the sensitive communities (low income, children, and people of color) live outside of a community center service area? This should be factored into the analysis of who is being served and where the gaps are.*

A. The next vision plan is determining a better and more accurate level of service for community centers. The hope is to identify big holes in coverage, particularly on the East side of the city.

*Q. By my understanding, looking at the reductions over the years and the values outlined by the group and the Mayor, I do not believe that the priorities are mutually exclusive. It is incumbent on the committee to keep everything at the forefront of our minds when making decisions.*



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*Q. As a representative of East Portland, there is a significant concern for safety. The biggest issues are camping, needles, and undeveloped roads. Will the committee have any influence to make these things better?*

A. Asking what the committee can affect is a valid question. There is potential to impact camping, the impact of criminals' behavior, and safety in parks. Most of the time the group will spend will be on where to cut the budget. The committee budget process is not a place that we could affect the paving of roads, unless that's the only way to access a park.

*Q. Could lighting be included in our safety recommendations?*

A. Park lighting could, but not street lighting. We can connect you to the appropriate points of contact to raise street lighting and road paving concerns.

*Q. Many external forces affect the Bureau's budget. Is the recreation program growing, static, or declining? Urban forestry? Other areas?*

A. Maintenance can be parsed out as well. Tradespeople such as electricians, plumbers, arborists, and more are included. Operational maintenance is different, though. Years of cuts resulted in a decline in funding for day to day maintenance such as cleaning. 'Adds' include teen programs and permanent positions. Impacts to urban forestry were particularly apparent during the snow storm last winter. Teen programs were a way to provide growth in service delivery. Staffing decisions fixed a longstanding dispute between temporary and permanent staff. It was a major shock to the system and they are struggling to maintain revenue and manage expenses. Administrative and operations strategies have been affected as well. The department employs 50% more permanent employees than it did 5 years ago, from 400 to 626. However, administration has not scaled alongside the department. Portland is now serving a more multi-lingual and more diverse community as well, which affects the costs of service delivery.

*Q. Is there a way to communicate the long-term struggles of the department to the council and mayor?*

A. The BAC can do that in their letter along with their recommendation and is welcome to participate in the public hearings. The City's budget website also accepts public comments and that the comments are shared with the city council throughout the budgeting process.

*Q. The Mayor's priorities did not include equity and diversity. Is there a narrative similar to the letter Commissioner Fritz just sent to the Mayor that includes what parks is doing to meet the community's needs, identify concerns, and seek solutions? I want to inform Commissioner Fritz of this.*

A. The letter you mention has sparked conversations. The Commissioner is the committee's advocate and that she is very knowledgeable.

*Q. How is preschool going to be funded in 2018?*

A. We promise that the conversation will not happen 'offline', or outside of a meeting. Preschool has been taken and accepted as a cut already. When the council accepted the budget last year, preschool was left unfunded. Staff is happy to share information and that options are being generated right now. The city is looking into how to fund preschool.



## Group Activity

Staff distributed handouts of the equity tool, draft budget values and descriptions of the service areas. After a short break, BAC members assembled into three small groups to discuss potential “themes” for budget cutting by service area for the remainder of the meeting time. Parks staff facilitated the 20-minute small group conversations and recorded flip chart notes. Each group rotated to all three stations including:

- A. Asset Management, Director’s Office, Operations & Strategies
- B. Land Stewardship/Urban Forestry
- C. Recreation, Equity & Inclusion

Feedback from the small group discussion will be typed up by staff and shared with committee members via email and presented at the following meeting. The draft packages to be put together will be informed by BAC guidance shared tonight. See appendix for summary of flipcharts from the three small group discussions.

Mike thanked BAC members for coming and acknowledged that it can be a difficult learning curve for new members. Staff will be taking the group’s guidance for draft packages. The draft packages will be the main subject of the next meeting on December 21<sup>st</sup>.

He adjourned the meeting.



**Small Group Session Meeting Notes**

**Budget Advisory Committee Members:**

Below is a summary of the feedback you provided during the small group sessions. If there was an idea that you shared that is missing, let us know. If you come up with new ideas, let us know. Questions? Let us know.

Thank you for your time.



**General Feedback from BAC (not program specific)**

**FY 18-19 Direction**

- Historically have gone after administrative costs - but the philosophy is very short sighted - It handicaps your ability to provide other services
- BAC members expressed they want more detail about programs in order to make recommendations. It is a lot of information to look at. Also, it will be helpful if they can see examples of cut packages done in the past.
- Access for cost is a concern
- Staff will give us information. If cost is a barrier, then we should incorporate input from the community partners.
- It would be helpful for me to understand how you handled these things in the past.
- I would like to know what your recommendations are as staff – I would get a better understanding – and I would be able to provide better input.
- Make cuts across the board with equity lens.

**Questions**

Questions/Comments	Response
<ul style="list-style-type: none"> <li>• Should we be looking at across the board cuts?</li> </ul>	<p>The Director has asked all Divisions to propose 7% in reductions. It is generally recognized, however, that after multiple years of cuts, across the board reductions “thinning the soup” is no longer feasible or strategic</p>
<ul style="list-style-type: none"> <li>• Can we increase funding in places where we don't have fees - Willamette Park Boat Ramp - Kelly Point Park - where are other sources of revenue?</li> </ul>	<p>Land Stewardship is exploring packages that would propose increasing funding in certain parks</p>
<ul style="list-style-type: none"> <li>• Can you propose an add-on to supplement any cuts? Bridge</li> </ul>	<p>The budget guidance provided by the Mayor and City Budget Office allows for packages that request one-time funds to bridge to an ongoing cut understanding</p>



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Questions/Comments	Response
<p>funding until a program can be restored?</p>	<p>that it may take time to scale down for the full cut. Bridging would not be an accepted approach with a plan for restoration.</p>
<ul style="list-style-type: none"> <li>Systemically, are there places that are easier to cut? How deeply do we go to making recommendations?</li> </ul>	<p>After years of reductions, there are no easy cuts. SMT will provide a list of cuts that are greater than 5% in order to provide options for consideration by the BAC. We will go as deep as needed to provide information needed for the decisions.</p>
<ul style="list-style-type: none"> <li>How many new positions have been created in the past two years? Where?</li> </ul>	<ul style="list-style-type: none"> <li>138 positions in Recreation Services primarily as a result of the arbitration</li> <li>7 in Assets &amp; Development (2 in Assets, 3 in Development/Capital, 1 in Central Services, 1 in Planning)</li> <li>2 in Equity and Inclusion</li> <li>6 in Land Stewardship</li> <li>16 in Operations and Strategies (9 in Ranger program, 1 in Community Relations, 1 in Customer Service Center, 1 in Finance, 1 in Property and Business Development, 1 in Technology, 1 in Performance Management supporting Recreation, and 2 in Workforce Development)</li> <li>4 in Urban Forestry (2 in Tree Inspections, 2 in Science and Outreach)</li> </ul>
<ul style="list-style-type: none"> <li>Where are there duplicate efforts? Redundancies?</li> </ul>	<p>Division managers are discussing where there may be duplication as well as any opportunities for synergy that could result in efficiencies.</p>
<ul style="list-style-type: none"> <li>Can some places make larger cuts and some make smaller?</li> </ul>	<p>Yes, especially if it is decided to stop providing a specific service or program.</p>
<ul style="list-style-type: none"> <li>Is there a way to give them a bit more to chew on before the meeting?</li> </ul>	<p>Yes</p>
<ul style="list-style-type: none"> <li>Are there costs that we could share with BES or other city partners?</li> </ul>	<p>Yes, we currently have partnerships with BES and continue to explore how we work together.</p> <p>There are costs with having other Bureaus do our work (they would charge for this work and need to hire new staff with Parks expertise), as well as other risks - not advocating for PP&amp;R interests, competing interests etc. PP&amp;R goals would lose stature amongst the many other city goals (housing, transportation, employment zoning, etc.). BES does not have a very strong interest in developed parks and recreation, and tends to favor</p>



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Questions/Comments	Response
	limiting public access to natural areas, so this would not be a good fit.
<ul style="list-style-type: none"> <li>Are city-wide costs being distributed evenly?</li> </ul>	We would need more specific information to address this question.
<ul style="list-style-type: none"> <li>Are we getting the best deal from our contracts? Construction and land management</li> </ul>	The City of Portland has a low bid contracting procedure – this means that the contractor with the lowest bid, who can demonstrate the ability to do the work get the contract.

## Planning and Asset Management – Ramiro Villalvazo

### Questions

Questions/Comments	Response
<ul style="list-style-type: none"> <li>Can you summarize your program this year as compared to 10 years ago?</li> </ul>	<p>PP&amp;R has added Parks Bond Program, City Council investments in major maintenance funding, significantly increase in SDC funded projects has required an increase in FTE in the past 10 years. None of these resources can be used to address the General Fund Reduction.</p> <p>In the past two years this team has added 7 new positions in Assets &amp; Development (2 in Assets, 3 in Development/Capital, 1 in Central Services, 1 in Planning) and transferred 1 from Finance to Central Services.</p> <p>Capital projects are typically funded from a source other than General Fund.</p>
<ul style="list-style-type: none"> <li>Are there assets we should be looking at disposing (Frank L. Knight)?</li> <li>Major maintenance - should we be taking park assets out of commission?</li> </ul>	<p>The Assets and Property Management teams are reviewing existing assets to identify those that may warrant consideration for disposition. We anticipate bringing some forward in a proposal, though the process of disposition can be lengthy. Any revenue that is generated from disposition of assets is only one-time revenue, so does not help our on-going cut needs.</p> <p>Also, PP&amp;R has an “Assets at Risk” process whereby assets which have degraded to the point of becoming safety hazards are evaluated for disposition. This</p>



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Questions/Comments	Response
	<p>process resulted in a picnic shelter at Woodstock Park being demolished.</p>
<ul style="list-style-type: none"> <li>• Are there any known efficiencies? New technology? Energy savings?</li> </ul>	<p>Yes, we are in the process of awarding the first phase of a comprehensive Energy Savings Performance Contract (ESPC) which will re-purpose inefficient energy and water use costs to instead upgrade and replace equipment. We also recently upgraded some of our digital controls. In addition to more efficient equipment, additional maintenance staff training and resources will help leverage these investments for optimal performance. Where feasible, renewable energy technology is also evaluated when it is not detrimental to other program needs such as asset maintenance.</p>
<ul style="list-style-type: none"> <li>• Are there redundancies in maintenance?</li> </ul>	<p>No. Maintenance at all levels are understaffed/under-resourced for the size, dispersion, diversity, and age of our asset portfolio.</p>
<ul style="list-style-type: none"> <li>• Is there funding that goes in to long-term maintenance when we take on a new asset?</li> </ul>	<p>City Council allocated Operations and Maintenance dollars to PP&amp;R when we take on a new asset ie. Luuwit View and Gateway Discovery Parks.</p> <p>However, projected future major maintenance (capital replacement), has not been included in these new ongoing resources. The Long Term Financial Plan project is investigating this issue.</p>
<ul style="list-style-type: none"> <li>• How can we work together between different units to:               <ul style="list-style-type: none"> <li>○ Coordinated planning</li> <li>○ Plan review</li> </ul> </li> <li>• Synergies in Planning, BPS and BES – duplication of services?</li> </ul>	<p>PP&amp;R maintenance staff fully participate in the design review of parks projects to bring-up maintainability concerns. While this is an excellent practice, we have limited staff capacity dedicated to many new projects. PP&amp;R has considered technology and standards investments to improve efficiency of these reviews. Also, by standardizing internal processes, realized efficiencies have helped the Assets and Development Team keep pace.</p> <p>There are costs with having other Bureaus do our planning (they would charge for this work and need to hire new staff with Parks expertise), as well as other risks - not advocating for PP&amp;R interests, competing interests etc. PP&amp;R goals would lose stature amongst the many other city planning goals (housing, transportation, employment zoning, etc.). We contacted BPS' Chief Planner, they did not support this approach. We also contacted BES, and the planners they do have are rate payer funded. BES does not have</p>



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Questions/Comments	Response
	a very strong interest in developed parks and recreation, and tends to favor limiting public access to natural areas, so this would not be a good fit.

## FY 18-19 Direction

- Recognize that there is a proportion between funding for recreation programs and community centers - if we don't have and maintain assets, we won't have community centers = no recreation programs
- biggest opportunity to make some serious recommendations, connected to stewardship as you think about assets - maintenance backlog - it is pretty significant, can't see a way out - dump some property - also will reduce the burden of stewardship - big bandaid syndrome

## Operations and Support - Jennifer Yocom, Margaret Evans

Questions	
Questions/Comments	Response
<ul style="list-style-type: none"> <li>• Do volunteer hours include stewardship hours?</li> </ul>	PP&R is beginning to collect staff hours dedicated to supporting volunteer programs.
<ul style="list-style-type: none"> <li>• Where are new positions in operations and strategies?</li> </ul>	9 in Ranger program, 1 in Community Relations, 1 in Customer Service Center, 1 in Finance, 1 in Property and Business Development, 1 in Technology, 1 in Performance Management supporting Recreation, and 2 in Workforce Development
<ul style="list-style-type: none"> <li>• Are there things that this section of the organization that can look to other parts of the organization for support?</li> </ul>	This assumes some capacity for other parts of the organization to take on additional work. We will look for these savings.
<ul style="list-style-type: none"> <li>• Can we increase marketing support on this team to support work in recreation?</li> </ul>	There are some marketing resources in Recreation, we can explore whether there is an efficiency there.
<ul style="list-style-type: none"> <li>• How are catalogues paid for? are they all distributed?</li> </ul>	Catalogues are paid for by revenue from programs and general fund – there could be some cost savings.
<ul style="list-style-type: none"> <li>• Recreating the web page to lessen reliance on paper production? What are best practices in marketing?</li> </ul>	In general, Best Practices suggest that paper marketing tools combined with thoughtful and sustained use of social media and website updates are most effective. There are not ongoing cost savings to be had here.



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Questions/Comments	Response
	<p>Additionally, in order to meet cost recovery goals, we are considering one-time investments needed for marketing.</p>
<ul style="list-style-type: none"> <li>Are there duplications between Community Relations and Equity and Outreach?</li> </ul>	<p>The work of Equity and Outreach and Community Relations is complimentary. Community Engagement staff are increasingly engaging diverse communities for projects and programs. The engagement for the E/I team is organization wide and serves workforce, policy, and a wider range of issues.</p>
<ul style="list-style-type: none"> <li>Revenue from customer service center? Debt collection?</li> </ul>	<p>For FY 2017-18, the Customer Service Center is budgeted to collect \$2.4 Million in service charges and fees as well as approximately \$480,000 in interagency revenues. This results in a contribution to other general fund programs of over \$930,000.</p>
<ul style="list-style-type: none"> <li>Where are the places where we cannot tolerate cuts?</li> </ul>	<p>PP&amp;R did not receive any indirect Operations &amp; Maintenance (O&amp;M) this fiscal year for additional parks capacity that was added to the system. The indirect O&amp;M would have been the funding that would have been allocated to this team for staff to manage increased work. Because we did not receive funding last year to address increased work load, any cuts would further diminish our ability to respond to work generated from other teams.</p> <p>Because the Operations &amp; Strategies Division provides support to other areas of the bureau, it is important to balance cuts to this program area with expectations of service in other areas -reductions in staff must equal reduction in work load from other divisions</p>
<ul style="list-style-type: none"> <li>Is there an opportunity to look at the ranger program? Can we do this in a different way?</li> </ul>	<p>Operations &amp; Strategies Division (O&amp;S) received several add packages last year for Ranger program and Health, Safety and Environmental. By providing PP&amp;R these add packages, Council has shown their value and dedication to safety and will be looking towards PP&amp;R to report back on the progress of these additions.</p> <p>We continue to work on improving our Ranger program to provide a level of service that best meets PP&amp;R's needs. Ranger level of service and what they focus their time on evolves each year to react to the changing environmental and social climate (for example the increase in homelessness).</p>
<ul style="list-style-type: none"> <li>Is there a fleet review?</li> </ul>	<p>There is a fleet coordinator in Central Services that monitors fleet and determines needs. Operations and Strategies also evaluated the vehicles used by downtown staff to determine whether it could be</p>



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Questions/Comments	Response
	reduced but determined that the frequency of use would be costlier to manage in alternative ways.
<ul style="list-style-type: none"> <li>Contract out services? park rangers?</li> </ul>	Consideration for contracting out work needs to be well coordinated with our labor contracts. For instance, we are able to work collaborative with OMF to use their contract services for large camp clean-ups; and have coordinated this scope of work to not impact our labor agreements for PP&R maintenance staff and rangers.

## FY 18-19 Direction

- Across the board cuts don't make sense for programs that receive smaller portions of general fund (i.e. Community Relations)
- Reductions need to reflect impacts throughout the bureau.
- Enhance communications and streamlining processes - can we share outreach goals - efficiencies between outreach, engagement and customer service? Streamline public communication points
- Don't want to see the ranger program cut, but would like to look at more innovative ways to deliver safety - friends groups, etc.
- Friends Groups is a very decentralized process – liaisons with friends’ groups – perhaps install a more robust volunteer coordinator program to increase efficiency
- Children’s Museum – they are tenants of one of our buildings, have them pay for rent. As well as the school that is in the building. Please look into that is not fair if we are advocating for equity.

## Land Stewardship - James Allison

### Questions

Questions/Comments	Response
<ul style="list-style-type: none"> <li>Is there a different model of parks ownership and maintenance and programming?</li> </ul>	<p>We can think of two other models -</p> <ol style="list-style-type: none"> <li>1) A parks and recreation <b>Special District</b>, like Tualatin Hills Parks &amp; Recreation.</li> <li>2) <b>Conservancy models</b> like Central Park require private individuals to lead organizations and raise private funding to maintain parks.</li> </ol>
<ul style="list-style-type: none"> <li>What is a 5% cut</li> </ul>	\$1,087,245
<ul style="list-style-type: none"> <li>Are there investments that would help you be more efficient future savings               <ul style="list-style-type: none"> <li>○ Investments in tech? Services?</li> </ul> </li> </ul>	Continuing to invest in our fulltime employees that steward living assets and clean and safe parks is the best way to protect this large and complicated system. Another way is to continue to provide FTE for water management. Water rates will continue to increase and climate change creates uncertainty.



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Questions/Comments	Response
<ul style="list-style-type: none"> <li>Can we increase costs for Environmental Education and Community Gardens?</li> </ul>	<p>We have proposed to increase the costs of Community Gardens.</p> <p>We have proposed to cut Environmental Education in this budget cycle. We spend about \$230,000 on Environmental Education for more than 5,000 education experiences. Approximately \$105,000 is General Fund Revenue for staff that raise the remaining \$125,000 to cover the costs of educational programing.</p>
<ul style="list-style-type: none"> <li>Have you all explored reducing the area that you have to irrigate?</li> </ul>	<p>Last year, we cut our water budget by \$100,000 and we eliminated a mowing position. This FY we are proposing to reduce water use by \$200,000.</p>
<ul style="list-style-type: none"> <li>Where are the fountains? Operating and maintenance cost?</li> </ul>	<p>Decorative and interactive fountains (other than splash pads) are budgeted under Recreation Services - Aquatics. The cost is approximately \$620,000, which includes approximately \$120,000 for a supervisor position which was added for this work but also oversees other Recreation programs. One of the proposed reductions is the elimination of the fountains, which is proposed to cut \$500,000 but retain the supervisor position for other workload needs.</p>
<ul style="list-style-type: none"> <li>Would it help to cut back on community gardens?</li> </ul>	<p>We are increasing rates instead. In future year's we will need to look at the sustainability of this program.</p>
<p>Are there opportunities or structured ways for orgs or individuals to sponsor community garden plots?</p> <p>NOTES:</p> <ul style="list-style-type: none"> <li>Charity type of model for people to provide scholarships to support others' participation – like and educational scholarship</li> <li>Understand the demographics of community garden users– are there a lot of people with high income levels? Can create opportunities for high income earners to provide private sponsorship</li> <li>E.g. "Purchase a plot and sponsor another plot"             <ul style="list-style-type: none"> <li>Apply to both community garden or environmental education programs</li> </ul> </li> </ul>	<p>We cannot just cut this program because we own the land and need to take care of it. We could investigate, outside of the budget process, the feasibility of transferring the management (and even the land) to a non-profit to run this program. This idea is highly speculative since some non-profit community gardens are struggling.</p> <p>We should look at recommendations for changes to the Community Garden program for FY 2019-20. It is important to remember that City Council has shown great support for this program in prior years and the program now specializes on building gardens in low-income neighborhoods.</p>



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Questions/Comments	Response
<ul style="list-style-type: none"> <li>• Is there any way to get overlay of community gardens services– who is responsible for the community gardens?               <ul style="list-style-type: none"> <li>○ Identify other jurisdictions or entities that provides the same services?</li> <li>○ Purpose is to understand where are the overlaps?</li> <li>○ What other resources exist other than Parks Bureau</li> </ul> </li> </ul>	<p>There are other garden providers, services, and resources. We will compile a list of known resources.</p> <p>Cutting the Community Garden program would save \$300,000 in General Fund. We would lose an additional \$100,000 in Revenue generated by the program. We would likely need to spend about \$100,000 per year—1 FTE— to take care of ongoing nuisance issues due to property ownership, or transition to a nonprofit to run this program or sell the properties.</p>
<ul style="list-style-type: none"> <li>• All the watering – does the water bureau help subsidized? Can we reduce our water rates?</li> </ul>	<p>PP&amp;R Pays approximately \$2.5M for water. This request would require a change in city policy.</p>
<ul style="list-style-type: none"> <li>• Is there any way to utilize more of the volunteer group for trails team?</li> </ul>	<p>Land Stewardship has 3.0 dedicated staff to maintain more than 120 miles of trails and more than 100 bridges and boardwalks. Volunteer work depends on staff support for its success. Volunteers cannot replace staff work (this is also a legal concern because trails, if not built and maintained correctly, become highly eroded and are safety hazards).</p>
<ul style="list-style-type: none"> <li>• We changed the SDC two years ago – allow that money to be allocated for improvements to parks versus just the acquisition for new facilities? How does that affect programs that you manage?</li> <li>• Can you fund some of the basic parks property maintenance by SDC resulting from expanded use instead of general fund?</li> </ul>	<p>Oregon State statute <a href="#">223.307</a> prohibits the use of SDCs for maintenance, for all jurisdictions within Oregon. The statute states that SDCs can only be used for capacity-increasing capital improvements.</p>

## FY 18-19 Direction

- Park Maintenance Operations:



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- Some of the parks have a friends group that helps with land stewardship- I don't know what kind of land stewardship they do – I assume it is cheaper to take care of a park if it is groups of volunteers taking care of it.
- Maybe you can do something like the “adopt-a-highway” program and initiate “adopt-a-park” – develop a program like that and work with community groups like POIC – focusing on partnering with organizations.
- Partnering with organizations might help with increasing of volunteers – increase efficiency
- Ideas to increase revenue
  - Charge users a minimum fee to use parks
    - E.g. Charge 50 cents for people going into that Mount Tabor park area per use. Many dog owners would pay
    - Somebody has to come and empty those big bins I feel so privileges to be able to come
    - User fees? License fee?
  - Interagency Collaboration
    - E.g. NOPO Greenway – Metro and Parks partnership to receive grant funding
    - Grant coordination with assets team
  - Someone could respond with matching grants – 500k that could have gone to trail maintenance

## Urban Forestry - Jenn Cairo

### Questions

Questions/Comments	Response
<ul style="list-style-type: none"> <li>● What is the impact of the 5% cut?</li> </ul>	\$176,958
<ul style="list-style-type: none"> <li>● Are they increasing the tree permit fees or have you already done it? Is there an ideal level of cost recovery you are trying to achieve? Does funds go to Parks or BDS?</li> </ul>	Fees have been increased gradually over time. Most are not at full cost recovery. For some non-development permit types, full cost recovery is not feasible due to the disincentive that would be created for code compliance. This disincentive does not pertain to development tree permit types. Tree permit fees go to Parks UF and are counted as projected revenue in the annual UF budget
<ul style="list-style-type: none"> <li>● What is the cost of tree permit? For residential person they will be charged about 35 dollars? What about a developer? Can you increase cost for developer permits?</li> </ul>	Cost varies by permit type. Permits for tree removal and replacement not associated with property development cost \$35. Fees charged for tree permits in development situations in most cases are below the cost of implementing those permits.



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Questions/Comments	Response
<ul style="list-style-type: none"> <li>• Are the fines adequate for people who cut down trees without a permit?</li> </ul>	<p>In general, fines levied do not always reflect the value of the tree or the administration involved in the City pursuing the violation. Each violation is reviewed on a case by case basis.</p>
<ul style="list-style-type: none"> <li>• Can you increase monitoring of compliance? Would that generate revenue?</li> </ul>	<p>Staffing levels do not allow for tree permit compliance monitoring. More compliance checks could result in more revenue (in the form of fines) to the Title 11 trust funds which can be used for tree planting and outreach/ education.</p>
<ul style="list-style-type: none"> <li>• Why don't we ask for PBOT for cost recovery when trees fall?</li> </ul>	<p>This idea has been raised for tree emergencies in public roadways.</p>
<ul style="list-style-type: none"> <li>• Could you outsource the tree removal services or maintenance so that it is less expensive?</li> </ul>	<p>The cost of this kind of work is unlikely to change much if performed by different providers due to equipment and mobilization needs as well as labor agreements. Outsourcing certain types of tree work (e.g., emergencies) creates tree management and permitting challenges.</p>
<ul style="list-style-type: none"> <li>• Is there any way to partner with other organizations like planting trees with PPS or community colleges or PSU to help to lessen the cost of some of these programs that you do and with metro?</li> </ul>	<p>Partnerships in tree planting and other forest management activities are core to UF and are hoped to continue. Note that developing and maintaining partnerships entails resources.</p>
<ul style="list-style-type: none"> <li>• Cathedral park – put more canopy in – is that coordinating with equity and urban resources?</li> </ul>	<p>Tree planting in specific parks can be proposed through the Parks Proposal Process</p>
<ul style="list-style-type: none"> <li>• Trees that are in our natural areas that provide many services to the city – is there any way to charge back BES or the Water bureau that are providing services for their bureau?             <ul style="list-style-type: none"> <li>○ They have a service fee structure that we don't have</li> <li>○ If we are providing services for their benefits – can they pay for it?</li> </ul> </li> </ul>	<p>Other City Bureaus pay for discrete Urban Forestry services on the properties those bureaus manage. For example, Portland Fire pays Urban Forestry to prune trees on Fire properties. In Portland, natural resources are not currently treated as capitalizable assets and no bureaus are billed for those services.</p>
<ul style="list-style-type: none"> <li>• Could be an SDC funded infrastructure?</li> </ul>	<p>SDC are used for new facility development including any trees involved in such projects.</p>



## FY 18-19 Direction

- Increase Efficiencies
  - Streamlining point of contact with the other services – like other services that Portland already offers
  - Looking at efficiencies – does that help the city – how to reduce duplication of services across the city?
  - There is a youth mentoring group – they meet bi monthly – lots of organizations that do some of these same things during the summer.
    - Keep looking for more partners
- Using the equity lens to look at environmental education – I would like to put my two cents that it should stay where it is. It is important.
- Looking at the community garden – I’m not sure what is the dues for that – it might be low maintenance money wise – it is a program that parks should keep. It is reaching out to communities who may not be able to purchase food and produce p and these communities plant. Some of these gardeners are not homeowners and live in apartment complexes. It is a good setting to bring the family together and work with other community members. It is a good program.
- Support all the things from the earlier groups
  - Consider long term irrigation and costs
  - Keep community gardens
  - Consider ecologically land sustainable land maintenance
  - Equity focus around youth work force development
- Increase the volunteer support – we can leverage more partnership
  - Not just with the youth programs
  - There are a lot of opportunities to work with other partners
- Raise fees for developers for cutting down trees
- Fee increases for individuals and households – is not something that I support for a variety of reasons – increasing barriers for people to access services
- Increase tree services in Underserved communities – climate resiliency tree canopy
- Oppose User Fee increase – fee is one of the barriers for communities of color
  - Community garden fee increase would be adding barriers to communities of color

## Long-Term Direction

- Looking at other benefits – increasing habitat – pollinator – when we talk about expanding infrastructure to apply to nature as an infrastructure
- Environmental Education programs:
  - How can we expand that program model to include a “train the trainer” program– to train community leaders to take on some of these tasks



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- Building leadership capacity different communities
- Creating opportunities for all communities
- Highlight marginalized communities – immigrant and refugee communities -- who do not have access for this type of educational programming
- Immigrant and refugee communities tend to go back to their community leaders rather than participating in mainstream agency programming
- Youth conservation program develops leaders
- Ecosystems service delivery
  - Find out the value in dollars what these services save the bureau and city.
  - Helpful for the city to understand the cost savings – we can use Katrina as an example
  - Providing services and providing climate resiliency
- To reduce maintenance cost: Sustainable landscape
  - E.g. Can UF work with other divisions to help minimize the cost of landscaping

## Recreation - Eileen Argentina

### Questions

Questions/Comments	Response
<ul style="list-style-type: none"> <li>● What is the subsidy for Senior Recreation? Who is served? Can fees be increased?</li> </ul>	<p>The Senior Recreation Out &amp; About Trips currently receives a \$68K GF subsidy, and generates \$162K in revenue to cover \$230K in expenses. This program had its GF subsidy eliminated in a prior budget cut and raised prices to maintain services. However, new recreation staffing costs required GF subsidy to maintain service levels.</p> <p>This program makes extensive use of volunteers and provides excursions for a range of ability and mobility. Prices range from \$25-\$50. Participants range from highly active folks to those with significant impairment.</p>
<ul style="list-style-type: none"> <li>● I want to know more about SUNS Schools. There is potential for cuts.</li> </ul>	<p>PP&amp;R operates 11 SUN Community Schools, their budgets each average \$100K in GF. This pays for one full time staff person, instructors, part time staff, and supplies. Some sites also generate revenue through community programming. PP&amp;R has one supervisor overseeing the 11 sites and staff. PP&amp;R also passes \$650K to Multnomah County which then redistributes it to the other SUN schools in Portland, operated by non-profit contractors.</p>
<ul style="list-style-type: none"> <li>● Can someone else take care of the fountains?</li> </ul>	<p>We have proposed returning the fountains to the Water Bureau previously. We will consider doing so again.</p>



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Questions/Comments	Response
<ul style="list-style-type: none"> <li>For those programs that generate revenues, if they have excess revenues could that been used to fund other programs?</li> </ul>	<p>Recreation’s operating budget is \$33M, of which over \$15M is fee revenue. This does not include the enterprise funds (Golf and PIR) which are totally fee-supported for an additional \$10M operating budget.</p> <p>Maintaining this revenue stream requires that our customers choose to spend their discretionary income on our services, requiring ongoing investment in marketing, customer service, staff skills, and program design. We have experienced a decline and flattening of our revenue stream, which staff are currently analyzing.</p> <p>Center and program directors are able to subsidize some programs and activities with excess revenues that they are able to realize as long as they meet their annual revenue targets.</p>
<ul style="list-style-type: none"> <li>Golf should pay back GF and step up and subsidize GF programs.</li> </ul>	<p>The Golf Program is currently working to regain a stable financial footing In past years, Golf did provide significant support to GF programs, supporting at risk youth, the Portland Opera, and Portland Public Schools. At this time, there is no excess revenue</p>

### FY 18-19 Direction

- Overall increase of program fees with consideration of equity. Referring to the graph (identifying poverty, people of color, children) don’t touch revenue increases in
- locations where all those 3 factors are above average.
- Look out to maximize sponsorships for ballfields from Nike or other companies. Not only ballfields but other areas like recreation programs (athletics), tournaments and other events.
- No reductions to SUN Schools. There is so much valuable engagements, academic acumen, and partnerships around the city. BAC members are willing to “help put the word out there” tell Council about all the success stories.
- Cut Willamette fund studies
- We subsidize 11 out of 85 SUNS Schools, maybe consider reducing the number of schools. Including the pass-through amount \$650,000 we give Multnomah County. That money goes to the County and then to a nonprofit that runs the program. Too much bureaucracy and less direct money goes to the community. Either we use the money to do the work or give it directly to nonprofit. Look for serious efficiency in the SUNS program



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- No cuts in recreation because of direct services to “humans”. We want to see you protect services that will have a negative impact on community’s livability. Other departments should take bigger cuts.
- Recreation programs are the most innovating but the less core program. You should take cuts. We should hold harmless assets and spaces which are the places that need to be in shape for recreation programs to happen anyway.
- Cut some Art programs and increase SFFA
- We take care of 18 fountains around the city. Give the fountains to another bureau or organization to take care of them. Define what type of fountain we are talking about potential cut on big fountains but keep “splash parks”
- Streamline our scholarship program. Perhaps using less GF and more donations and grants to fund the program.

## Equity & Inclusion - Art Hendricks

### Questions

Questions/Comments	Response
<ul style="list-style-type: none"> <li>• Are there duplications between community relations and equity and outreach?</li> </ul>	<p>The work of Equity and Outreach and Community Relations is complimentary. Community Engagement staff are increasingly engaging diverse communities for projects and programs. The engagement for the E/I team is organization wide and serves workforce, policy, and a wider range of issues.</p>
<ul style="list-style-type: none"> <li>• We are funding E&amp;I but things are not equitable, what are we doing with the funds?</li> </ul>	<p>The E/I team is organization wide and serves the entire bureau in workforce, policy, and a wider range of issues to help achieve equitable delivery of programs, projects and initiatives.</p>
<ul style="list-style-type: none"> <li>• Identify areas we can increase our cost recovery while keeping our equity lens.</li> </ul>	<p>Last year, the bureau used fee increases to offset nearly \$800K in General Fund reductions (arts centers, rentals, drop in fees, educational preschool programs). We have begun a cost recovery policy update to support a more holistic and intentional approach to determining cost recovery requirements and priorities for General Fund subsidy.</p>

### FY 18-19 Direction

- Equity and Inclusion could take a cut- We would like to see the connection of the funding put in with the outcomes and strategies for Equity & Inclusion.
- If we make cuts what other resources and are available for those communities. For example, if we close a community center or end one of their programs, would the still



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have access to nearby one? Analyze the all demographics affected by the cut and the impact.

- Use Staff to respond to cut packages since they know more about the work
- Parks for New Portlanders should be saved from cuts. Is important to keep the outreach and bring new participants into our programs.
- Potential cuts in Equity & Inclusion but first, but first what are we doing to involve new customers (that attend our one-time programs) in our existing programs and even BAC processes.
- Let's defer some diverse community to be managed by other local organizations
- Partner up with some private sport groups to have cost effective programs if we can't compete.