

DRAFT - 1/17/2019

FUNDS MANAGEMENT

Program Description & Goals

The Funds Management program enables the bureau to make long-term financial decisions through issuing and repaying debt, as well as retaining cash for future expenditures and unforeseen circumstances.

Expected Performance Measures to be included in Requested Budget:

1. Debt Ratio
2. Net GTR 5-year (forecasted) balance
3. Net GTR 10-year (forecasted) balance
4. State Gas Tax revenue percentage
5. Transportation Reserve Fund Balance

Explanation of Services

The Funds Management program consists of two sub-programs: Debt Activity and Financial Management. Debt Activity services debt for which the bureau, rather than the City as a whole, is responsible. Financial Management is primarily concerned with managing the bureau's cash flow, ensuring funds are set aside for future expenditures.

Equity Impacts

Proper management of bureau funds enables other programs to meet their equity goals.

Changes to Program

No significant changes to debt service are anticipated in the upcoming fiscal year. Changes to the bureau's contingency reflect expected carry-over balances from bureau programs.

Program Budget

Resources: The program manages a variety of bureau funding sources. Funds are separated within contingency according to their source and intended use. Debt Activity is funded through General Transportation Revenue (GTR), which is allocated according to scheduled debt service payments.

Expenses: The majority of the program's funds are placed in contingency and drawn upon to meet expected future expenditures or to address unforeseen circumstances. Funds for Debt Activity are dedicated to debt service payments.

Staffing: Bureau staff are not directly employed by this program.

Assets and Liabilities: This program is not directly responsible for any bureau assets.

Program Information

Bureau: Transportation

Website: <https://www.portlandoregon.gov/transportation/>

Program Contact: Jeramy Patton 503.823.6188

SUPPORT SERVICES

Program Description & Goals

- The Support Services program is primarily supported by the Office of the Director, the Maintenance Admin & Support Group and the Business Services Group. These programs primary purpose is to provide leadership and strategic direction as well as the supporting services for transportation staff.

Expected Performance Measures to be included in Requested Budget:

1. Average span of control - (employee to supervisor ratio)
2. Percentage of contracts awarded to DMWESB firms
3. Number of materials translated or offered via alternative methods
4. Percentage of administrative costs within Portland Bureau of Transportation budget
5. Number of IT requests
6. Vacancy Rate

Explanation of Services

- Activities within this program include Asset Management, Equity Group, Communications, Financial Services, Business Technology Services, Contracts Management, Employee Services, Administrative Services, Strategy, Innovation and Performance (OSIP), Safety & Training and Emergency Preparedness.
- The work of this program ensures that PBOT leverages the full potential of IT services, provides bureau-wide leadership, project coordination and support services for PBOT managers, certifies bills are paid on-time & revenue is collected, establishes strategic priorities for the Bureau, provides communication services and bureau-wide safety and training.
- The Portland Bureau of Transportation (PBOT) has an extensive community engagement and outreach program through which community outreach events, stakeholder meetings, the bureau budget advisory committee, direct mailings, media releases, email and using our website the bureau endeavors to reach all of our customers to help determine the bureaus goals and priorities.

Equity Impacts

The equity goals of this program are to provide equitable city services to all residents. PBOT recognizes racial equity as a strategic guiding value and principle. PBOT uses data-driven and collaborative

approaches, and racial equity tools to plan and evaluate the progress in our policies, programs and projects towards achieving equitable outcomes in communities of color and people with disabilities.

Changes to Program

Changes due to external factors: With the passage of House Bill 2017 by state lawmakers, the voter approved Fixing Our Streets Tax and Heavy Vehicle Use Tax PBOT has seen an influx of new work. To support all the new work the Support Services Group has had to increase its capabilities both by increasing staffing levels and utilizing technological upgrades such as E-Builder software to streamline work processes and data.

Changes to resources: No significant reallocations of bureau resources will be occurring to this program compared to prior years.

Changes to organizational structure: No significant organizational structure changes to this program in the past year.

Program Budget

Resources: The primary resources that support this program budget are GTR/indirect funding. Some minor amounts of interagency revenue funding also settle to this program.

Expenses: The primary expenses of this program are personnel costs and inter-agency materials and services. Staffing levels for this program increase and decrease along with the overall trend of the Bureau and the work requirements. Inter-agency costs make up the majority of the expenses in this program and include the bulk of the bureau's technology, facilities, printing & distribution, risk and insurance costs along with legal services, revenue collection and permit services work to mention a few.

Staffing: To support the workload and requirements of the bureau, staffing levels within this program have increased in the past year. Eleven additional support staff have been added over the past year to support our asset management, IT, OSIP, contracts, HR, communications and Director's group.

Assets and Liabilities: E-builder software is operated by the Asset Management group and is only in its second year of operation at PBOT. The maintenance fee is budgeted annually. Maximo is the Bureau's work order software system which is currently in the process of being upgraded. Funding for this project is in the current budget and project completion is expected by FY 20/21.

Program Information

Bureau: Transportation

Website: <https://www.portlandoregon.gov/transportation/>

Program Contact: Jeremy Patton 503.823.6188

Environmental Systems

Program Description & Goals

The goal of the Environmental System Program is to protect water quality, public health, and the environment by maintaining and repairing the City’s sewer and stormwater collection system in compliance with regulations and guidelines set forth by federal, state and local agencies. A further goal is to conserve, recycle and reuse natural resources through the Sunderland Recycling program.

In FY 17-18, the sewer inspection program inspected 616,000 lineal feet (117 miles) of mainline sewer pipe, which is 7% of the total mainline sewer system. The sewer cleaning program cleaned 1,248,000 feet (236 miles) of sewer pipe or 12% of the total system. The program also repaired about 9,000 lineal feet of mainline and lateral sewer lines.

Performance measures expected to be included in the Requested Budget:

1. Linear feet of sewer/storm line TV’d and inspected
2. Linear feet of sewer/storm line repaired/lined.

MEASURES	2017 Actuals	2018 Actuals	Goal	Target	Total AP

Explanation of Services

The Bureau of Environmental Systems (BES) owns and operates all public sanitary and stormwater collection, conveyance, and treatment systems in the City. Through an agreement with BES, Transportation Maintenance Operations inspects, cleans, repairs and maintains the 3,027 miles of storm and sanitary sewer lines in the City. It also investigates and responds to customer problems and maintains the surface stormwater conveyance system. The goal of those activities is to protect water quality, public health, and the environment by maintaining and repairing the sewer and stormwater collection system. Inspecting is key accurately determining the structural and operational condition of the collect system. Cleaning the system maintains asset condition and capacity, enhances the City’s infrastructure investment, and controls odors. Repairing the system protects the City’s investment, extends the asset’s useful life, and reduces the potential for catastrophic failures.

The program also includes the PBOT Sunderland recycling operation which processes asphalt, old concrete, street debris and leaves to produce usable products, including rock, gravel, compost, blended soil, sand and clean fill dirt. These activities help the City meet sustainability goals, conserve natural resources, lower hauling and disposal costs, and provide materials for use on City projects.

Equity Impacts

The activities and services of this program are provided city-wide and benefit all areas and all communities, including communities of color and persons with disabilities. The program’s maintenance and repair activities are provided based on asset condition, system needs and emergency response requirements citywide and are not restricted to geographic areas or demographic communities.

Changes to Program

There are no changes to the program’s organizational structure, staffing or activities in FY 19-20. In FY 17-18, a sewer swing shift section was created to provide ongoing resources to perform work, to respond to system and customer emergencies at night, to accommodate PBOT's need to maintain sewer and storm conveyance assets on busy arterial streets, and to reduce construction-caused congestion during peak hours. The organizational structure and activities for the Environmental Systems program will remain the same in FY 19-20 as in FY 18-19.

Program Budget

Resources

The majority of the activities in this program involve the cleaning, repair and maintenance of the sewer and stormwater systems owned by the Bureau of Environmental Services (BES). BES pays PBOT for these services through an inter-agency agreement; this revenue funds most of the program. General Transportation Revenues (GTR) fund the cleaning and repair of PBOT-owned street catch basins, as well as the program’s indirect activities. For the past several years, the interagency with BES has been increased by inflation, which has proven to be more than sufficient to cover program costs. Therefore, the FY 19-20 interagency budget will remain the same as in FY 18-19 and will not be increased. The Sunderland recycling operation is funded primarily by GTR, with some revenues coming from fees charged to citizens and companies for the disposal or purchase of materials. The fees are not considered to impact any community’s ability to access recycling services. Both the funding from BES, the GTR support and recycling revenues for this program are expected to remain reliable and sustainable in coming years.

The primary expenses of the program are personnel costs, which are fixed, predictable and essential to delivering program services. Other major expenses are fleet and equipment operating costs and sewer repair/sewer cleaning operating supplies, all of which are critical to providing services and meeting program goals.

The program has a total of 146 staff members, the majority of which work on sewer and storm water activities. Staff include supervisors and field crews that perform sewer and recycling activities. Over the past five years, this program has added six new sewer repair field positions to reduce the backlog of sewer repair work and to increase capacity during the swing shift by creating two more crews to respond to sewer back-ups and spills and to increase the footage of sewer lines inspected.

The vehicles and equipment used by this program for sewer repair and cleaning of BES assets are purchased and owned by the Bureau of Environmental Services. BES reimburses PBOT for the cost of operating those vehicles during the year. Those vehicles and equipment are in good condition due to regular maintenance and timely replacement by BES. Sunderland recycling assets include construction vehicles and special equipment used in processing debris. This equipment is in good condition due to regular preventative maintenance and the practice of contributing to the City Fleet replacement fund which allows PBOT to replace equipment at the end of its useful life.

	2016-17 Actuals	2017-18 Actuals	2018-19 Revised Budget	2019-20 Request V52 - No DP
Bureau Expense				

Program Information

Bureau: Portland Bureau of Transportation (PBOT)

Program Contact: Scott Clement

Website: <https://www.portlandoregon.gov/transportation>

503-823-7052

Streetlights & Signals

Program Description & Goals

Traffic Signals, Street Lighting, Intelligent Transportation Systems (ITS), and Electrical Maintenance is a Division responsible for the planning, design, operations, and maintenance of traffic control and lighting infrastructure. Traffic signals and street lighting (and the maintenance of this infrastructure) are integral to shaping our livable city. Our emphasis is on creating and maintaining streets that keep Portland a walkable, bikeable, and mobile livable city.

Asset management is at the heart of the work that we do to track the program. Declining revenues for the SSL Division has resulted in fewer than 2 traffic signals being rebuilt each year, which would require the traffic signals to last more than 400 years. Previous asset management reports had the lifespan estimated at 30 years. The lack of a full replacement of the existing traffic signals results in higher ongoing maintenance costs, which further reduces the preventive maintenance that can be conducted by City staff.

Explanation of Services

Defining the context. Traffic signals are vital to the mobility of society. They result in the safe crossing of people walking across many of our streets and help people travel distances by bicycle, scooter, and other vehicles. Thousands of people use each traffic signal every day.

Description of activities. SSL staff design, operate, and maintain traffic signals, beacons, and street lighting systems. The implementation of various equipment has included: Smart City sensors, the City’s communications infrastructure, the TriMet traffic signal priority equipment, and traffic signal system monitoring equipment. These systems are integrated in a way that maintains the performance of the transportation system.

Program results. The occurrence of outages in the Portland traffic signal system is alarming. After hours responses are numerous due to the failure of equipment in the field as it lasts long past its useful life. Emergency repairs can result in higher costs and poor coordination between partners. The customers of the system are aware of the challenges with the City being ranked as one of the Top 15 cities for congestion in the U.S.

Community engagement. Our staff are directly responsible for customer engagement, receiving numerous calls to day complaining about the traffic signal operations and street lighting outages that occur throughout Portland. We have a special relationship with the accessibility

community and receive requests directly from members with disabilities and mobility needs. These citizens are engaged directly in the work of the traffic SSL Division. Both citizens that are blind and those that use wheelchairs for mobility need accommodations at signalized intersections.

Equity Impacts

The Signals, Street Lighting, ITS, & Electrical Maintenance Division places a strong emphasis on equity and supports Portland's Citywide Racial Equity Goals. The recent CREEC settlement has raised the awareness of the City of the needs of these communities. The Oregon Blind Commission have helped prioritize the installation of accessible pedestrian signals and other crossing improvements by providing direct input and requests for upgrades to the existing infrastructure. People with mobility devices and people that need additional time at traffic signals also can directly request service and changes to the traffic signal timing that increase the safety of people on the streets. The Bureau does collect information about whether complaints or requests are related to the Americans with Disabilities Act (ADA).

The Signals & Street Lighting Division have conducted some efforts to quantify the efforts of the Electrical Maintenance Section on Communities of Color within the City. Our efforts have focused on the response time related to Electrical Maintenance functions at traffic signals within the various geographic districts of the City and their corresponding score on the Equity Matrix. The hypothesis is that the geographic boundary created many years ago to organize work may not result in response rates that are commensurate with our newer equity goals. This redistribution of geographic boundaries was postponed as staffing for this equity evaluation of the Section was a lower priority than immediate safety response, project support, and other initiatives when engineering staff workload was a concern for the Bureau. The SSL Division has proposed hiring staff that will allow this equity in service levels and outcomes analysis to be completed in 2019-2020 and to be mainstreamed for future operations support.

The equity analysis completed as a part of the Street Lighting relamping project has served the SSL Division very well. Staff continue to use the City's Equity Matrix to identify priorities for limited funding for improvements to the street lighting system. The impact of the changes includes more rapid response to requests from the community and have resulted in improvements centered around areas where communities of color and people with disabilities regularly use the infrastructure (SE Division Street).

Changes to Program

Our reduced ongoing funding has resulted in a need for additional staff to maintain the existing infrastructure. Our Team has also been impacted by the significant additional infrastructure implemented by the Vision Zero efforts. This initiative has resulted in the addition of nearly 80 Rectangular Rapid Flashing Beacons (RRFB) which will also require maintenance and have increased our installations by nearly 8%.

- The increase in traffic signal equipment and lighting does not appear to be waning. In fact, the Interties for the Division has increased 200% in the past 3 years. This has resulted in the Division maximizing the use of consultants to complete projects both

through flexible services contracts that are in control of the Division and that of others (including Civil Design).

- The City has experienced a number of lawsuits in the past year that has required a considerable amount of time from staff to support the City Attorney's office.
- The other large increase for service that has occurred was the installation of Smart City sensors. The Mayor's Office directed staff to install 200 new facilities with devices to measure volume on the SE Division, SE Hawthorne, and SE 122nd Avenue corridors. This increase in equipment has come with challenges related to the equipment and the impacts to staff time are unknown at this time.
- The organizational structure has changed in the past year to include more robust management of both the Electrical Maintenance Team and the addition of a new section to handle Asset Management, Inspections, and Small Cell sites. This has resulted in significant more collaboration and communication within the Management.

Program Budget

Resources: This program is funded by GTR and by federal and state grants, SDC, FOS, HB2017.

Expenses: The primary expenditures include personnel, consultants, materials, Fleet costs, and equipment for planning, design, and construction projects.

Staffing: The program has added staff over the last year to work on CIP projects.

Assets and Liabilities: Once the projects are constructed, the City mostly own the assets which includes signalized intersections, street name signs, beacons, variable message signs, street lighting, and other infrastructure.

Streets & Signs

Program Description & Goals

PBOT manages a transportation system with a replacement value of \$13 billion. This infrastructure provides the mobility necessary to support Portland's economy and livability. The goal of the Streets and Signs program is to preserve or upgrade the condition of Portland's improved streets through maintenance and cleaning activities, to maintain all traffic signs and markings in good or better condition, and to manage traffic to provide a safe and accessible transportation system for the public.

PBOT's street and sign inventory includes:

4,852 lane miles of pavement

37,911 street name signs

1,189 pass-miles of pavement markings

61,444 parking signs

5,333 crosswalks and,

58,779 traffic controls signs

Managing Portland's streets and signs requires preserving and upgrading pavement through street maintenance and cleaning activities; maintaining and improving pavement markings to support safety, visibility, and efficient movement of vehicles (motorized and non-motorized) on Portland streets across all modes; and maintaining, cleaning, and replacing signs to communicate regulation, information, direction, parking restrictions and guidance

Adequate management of these assets keeps the City in compliance with federal and state requirements pertaining to visibility of regulatory guidance (including markings and signs) and safety infrastructure. Further, cleanliness and visibility of parking signs is required for PBOT to enforce parking restrictions, helping the City to manage the curb zone in parking districts, and to collect revenue that accounts for a portion of PBOT's limited discretionary transportation funding.

Performance measures expected to be included in the Requested Budget:

- * Average network PCI (Pavement Condition Index)
- * Number of potholes reported/identified (annual measure)
- * Number of Maintenance work orders annually
- * Miles of neighborhood greenway maintained
- * Number of base repairs
- * Number of non-emergency utility cuts made during moratorium period
- * Number of regulatory signs maintained
- * Percentage of regulatory signs replaced
- * Number of street signs maintained
- * Percentage of street signs replaced

Explanation of Services

This program inspects, maintains and repairs the 4,852 miles of local and collector/arterial paved roads in the City and annually grades and gravels some of the 50 miles of unpaved roads. It investigates and responds to pavement problems, including potholes, and provides emergency response to street and right-of-way hazards, which is vital to public safety. These activities are critical to providing citizens access to transit, employment, social, health and education services. Pavement preservation is essential to successful asset management, since it much more expensive to repair or reconstruct pavement that is in very bad condition than it is to continue to maintain it in good condition. Pavement management activities in the program evaluate street conditions and assign pavement condition index

numbers that are used to prioritize work and recommend optimal pavement treatment based on existing conditions.

The program also installs, maintains, repairs and tracks approximately 170,000 street-name, regulatory, warning, traffic-control, and parking signs, as well as installs and maintains the vast diversity and quantity of pavement markings, lines and legends, and provides traffic control for emergencies and city events. These assets are critical safety features to direct and regulate vehicles, pedestrians and bicyclists. Failure to maintain appropriate, clear and visible signage and striping can impact the ability of police or parking enforcement to enforce traffic and parking laws and can result in legal liability to the City.

Street cleaning activities provide mechanical cleaning of residential, arterial and Central Business District streets, removal of debris and leaves from streets, cleaning of bike and pedestrian areas, vegetation management and street area landscaping, and de-icing of streets in weather emergencies. Traffic operations provides the public contact point for issues regarding transportation system operations neighborhood livability issues related to transportation and investigates and responds to traffic-related concerns from the public and other agencies. It also coordinates traffic management for special events, including athletic events, parades and the Rose Festival. These are key to ensuring that the transportation system provides for the effective and safe movement of people and vehicles in the City.

Equity Impacts

This program supports PBOT's 5-year Racial Equity Plan through its efforts to address the following goals:

- Provide equitable services to all residents: PBOT's equity matrix is used to evaluate street and sign maintenance priorities, together with other factors including condition. Where possible, street maintenance will be delivered in collaboration with other bureaus or entities (BES, PWB, TriMet, ODOT, or others) to minimize the impact of road work on the traveling public (#1.3, 1.5, 1.6, 1.7)
- Shift the culture of the Bureau; End disparities in city government: Strategic asset management planning, currently in development, intends to inform street and sign maintenance priority according to the Bureau's strategic goal areas; this work relies heavily on the Bureau Equity Committee and bureau-wide understanding of racial equity and inclusion (#2.3)
- Use racial equity best practices to increase access for communities of color and immigrant and refugee communities: Use the Racial Equity Toolkit and improving street and sign maintenance decisions; pursue additional funds for this work through the budget equity tool. Continue to use the racial equity matrix to identify Priority Maintenance Actions (Priority Streets definition is in development) (#4.1, 4.2, 4.3)

Further, this program supports disability equity through its work installing ADA-compliant curb ramps on corners that do not currently meet ADA standards. The traffic operations program works to install highly visible markings and signs that meet guidelines: improving text size and reflectivity of signs and visibility of markings. Finally, increasing the number of marked crossings improve safety for all users, including those with disabilities.

Changes to Program

There are no changes to the program's organizational structure, staffing or activities in FY 19-20. In FY 18-19, the program added staff to create an additional pothole repair crew, to start a program to grade and gravel some of the unpaved roads in the city, and a night crew to increase the amount and frequency of pavement striping, to address sign issues (including knock-downs), and to support the closing and re-opening of roads during emergency and non-emergency situations.

Due to PBOT's efforts to provide a safer transportation system for bicycles and pedestrians through the installation of new bike lanes, new crosswalks and other safety improvements, the inventory of traffic signs and street markings has increased over the past decade.

Program Budget

Resources:

This program is supported primarily by General Transportation Revenue (GTR). It also receives about \$2 million per year for four years from the 2016 voter-approved 10-cent gas tax – the Fixing Our Streets program which funds street base repair projects replaces not just the surface asphalt, but also the rock base of the road, which stops structural failure from spreading and prevents recurring issues. Funding for street preservation continues to fall short of what is needed to improve the average pavement condition of the street network.

In FY 18-19, the City's General Fund reduced its support for Maintenance street cleaning activities by about \$402,000. This reduction was backfilled by increased support from the Bureau of Environmental Services (BES) which has annually provided some support, since street cleaning provides storm water management benefits by keeping debris out of the collection system. PBOT and BES are currently determining the appropriate level of support that BES should provide to PBOT street cleaning activities. Other funding comes from interagency agreements with BES and the Water Bureau for street patching services. These resources have been steady in recent years and are anticipated to remain so in the future.

Expenses:

The primary expenses of the program are personnel costs, which are fixed, predictable and essential to delivering program services. Other major expenses are fleet and equipment operating costs and operating supplies such as asphalt, concrete, signs and paint, all of which are necessary to providing services and meeting program goals.

Staffing:

The Streets and Signs Program includes 176 positions, including 166 program staff (like utility workers, crew leaders, GIS technicians, equipment operators, schedulers) and 8 supervisors, and engineer and a program manager. In FY 18-19, 6 positions were added to the pothole repair program to meet the City's 30-day repair goal; 4 positions were added to start a program to grade and gravel 20 lane miles of unimproved street annually, providing maintenance work on 36% of unimproved streets per year; and 9 positions were added to create a night maintenance crew to increase the volume of pavement striping and marking.

Assets and Liabilities:

The program uses numerous vehicles and equipment to perform its repair and maintenance activities. This equipment is in good condition due to regular preventative maintenance and the practice of contributing to the City Fleet replacement fund which allows PBOT to replace vehicles at the end of their useful life. In addition, PBOT has set aside funding for future capital purchases and replacements.

	2016-17 Actuals	2017-18 Actuals	2018-19 Revised Budget	2019-20 Request V52 - No DP
Bureau Expense				

Program Information

Bureau: Portland Bureau of Transportation (PBOT)

Program Contact: Peter Wojcicki

Website: <https://www.portlandoregon.gov/transportation>

503-823-1751

Sidewalks, Bridges & Structures

Program Description & Goals

The City’s transportation system provides conveyance for people and goods to support the economy and livability. The Sidewalks, Bridges, and Structures program consists of PBOT Maintenance Operations activities that inspect, maintain, and repair the City’s sidewalks, curbs, corners, guardrails, fences, bridges, stairways and retaining walls, work that is essential to providing public safety, mobility and accessibility.

This program is responsible for ensuring the City’s corners and sidewalks adhere to federal Americans with Disability Act (ADA) standards through posting sidewalks that are out of compliance, and by improving or installing ADA-complaint curb ramps. In addition to meeting federal and state requirements around asset condition, this program maximizes the City’s lifetime commitment and investment by preserving existing assets, preventing deterioration, and avoiding costly repairs and loss of asset use.

Key performance measures for this program include:

- * Number of ADA curb ramps constructed. PBOT has been working to increase the number of ADA-compliant curb ramps installed. Performance in this area is trending upwards to meet the CREEC settlement agreement.

- * Percentage of PBOT-owned bridges in non-distressed condition. Success is 80% or more of bridges in non-distressed condition and PBOT has maintained this level over the past several years.

Other performance measures expected to be included in the Requested Budget include:

- * Number of sidewalk inspections & postings
- * Number of damaged guard rails repaired or replaced.

Explanation of Services

Portland’s sidewalk system is made up of sidewalks, corners, and curbs. There are 3,155 miles of sidewalks, 38,231 corners, and 3,150 miles of curbs in the city. The system provides pedestrians with a safe way to access transit, neighborhood businesses, parks, and schools. Curbs not only mark the edge of the pedestrian network, but also channel water to the drainage system, which helps preserve street pavement. Sidewalk activities in this program oversee the maintenance of sidewalks and corners, including installation of ADA-compliant corner ramps. These activities make life easier and safer for people with disabilities and the elderly.

There are 152 bridges, 190 stairways, 23 miles of guardrails, 590 retaining walls and almost a mile of harbor wall in the City. Structural maintenance activities include retaining wall and tunnel repair, bridge and vaulted walk maintenance, installation and repair of roadside barriers (guardrails and attenuators) that are a key component of roadway safety, structural inspections and design, and installation and repair of stairways, fences and bike racks. These activities ensure that these assets are available and functioning properly and remain a safe and viable part of the transportation system for vehicles and pedestrians.

Community members provide input to this program by reporting assets, such as sidewalks, that are hazardous and in need of repair and by requesting the installation of new assets, such as corner curb ramps to improve mobility.

Equity Impacts

This program supports PBOT’s 5-year Racial Equity Plan through its efforts to address the following goals:

- **Provide equitable services to all residents:** PBOT proposes using its equity matrix to prioritize ADA-compliant curb ramp installations, together with other factors including location and number of requests. ADA-compliant corners are also installed as part of pavement improvements and other capital projects led by utilities, TriMet, the County, and the State. Where possible, PBOT MO partners with other agencies to deliver compliant curb ramps as part of other capital projects. (#1.3, 1.5, 1.6, 1.7)
- **Shift the culture of the Bureau; End disparities in city government:** Maintenance of structures, including sidewalk inspections, will be evaluated as part of the Bureau’s Strategic Asset Management Plan, in development. This Plan intends to prioritize racial equity and inclusion in identifying maintenance priorities, and will rely heavily on the Bureau Equity Committee and bureau-wide understanding of racial equity and inclusion (#2.3)
- **Use racial equity best practices to increase access for communities of color and immigrant and refugee communities:** PBOT intends to pursue additional funding for the work of this program

through the budget equity tool. Continue to use the racial equity matrix to identify Priority Maintenance Actions (#4.1, 4.2, 4.3)

Further, this program supports disability equity through its work improving corners to meet federal ADA standards. Sidewalk connectivity is also prioritized as part of new construction, including wider sidewalks which are better able to accommodate persons with mobility disabilities.

Changes to Program

There are no changes planned for the program's organizational structure, staffing or activities in FY 19-20. Budgeted program resources and expenditures will be similar to those of FY 18-19.

The 2018 CREEC (Civil Rights Education and Enforcement Center) lawsuit settlement requires the City to make accessibility improvements by installing or fixing an average of 1,500 accessible curb ramps each calendar year for the next 12 years starting in 2018, including curb ramps requested by persons with mobility disabilities. Some of this work will be done through capital improvement and permit projects that are part of other PBOT program offers. However, starting in FY 18-19, 600 ramps per year will be completed by the Maintenance Operations Sidewalks section, an increase in the number of ramps done in prior years.

Program Budget

Resources:

This program is supported primarily by General Transportation Revenue (GTR) which will increase in FY 19-20 to cover inflation. Other funding comes from interagency services provided to other City bureaus, grants from TriMet for the installation of concrete pads in streets at bus stop locations, sidewalk repair/inspection fees paid by citizens and contractors, and reimbursement from property owners for sidewalk repairs done by the City.

These resources have been steady in recent years and are anticipated to remain so in the future. The sidewalk posting fees charged to the public are set to recover program costs and are not deemed to impact the ability of citizens to access services.

Expenses:

The primary expenses of the program are personnel costs, which are fixed, predictable and essential to delivering program services. Other major expenses are fleet and equipment operating costs, and operating materials such as cement and materials to fix guardrail and other structures, all of which are critical to providing services and meeting program goals.

Staffing:

The Sidewalks, Bridges and Structures Program includes 61 positions, including 57 field staff (utility workers, welders, carpenters, painters, concrete finishers, inspectors, technicians and equipment operators) and 4 supervisors. In response to the increased commitment to install ADA corners, in FY 18-19, a Sr. Program Manager was added to the program to plan, organize and manage sidewalk projects and an Engineering Technician was added to design, layout and evaluate new corner ramp projects. In FY 17-18, 7 positions were added to work on new Fixing Our Streets projects.

Assets and Liabilities:

The Sidewalks, Bridges & Structures Program uses numerous vehicles and equipment to perform its repair and maintenance activities. This equipment is in good condition due to regular preventative maintenance and the practice of contributing to the City Fleet replacement fund which allows PBOT to replace vehicles at the end of their useful life. In addition, PBOT has set aside funding for future capital purchases and replacements.

	2016-17 Actuals	2017-18 Actuals	2018-19 Revised Budget	2019-20 Request V52 - No DP
Bureau Expense				

Program Information

Bureau: Portland Bureau of Transportation (PBOT)
 Website: <https://www.portlandoregon.gov/transportation>

Program Contact: Amy Roberts
 503-823-1769

On-Street Parking

Program Description & Goals

The **Parking Operations Program** supports traffic safety, access to goods and services, economic vitality, and neighborhood livability by using data to manage public parking and developing parking programs and regulations in the right-of-way. This program manages on-street parking city-wide, including parking meter districts, parking permit areas, timed parking zones, special parking zones, and other parking controls.

The program works with residents, business owners, City traffic engineers, the Police bureau, the Fire bureau, Portland Streetcar, and Trimet, to design and operate an effective parking system.

The on-street parking system is managed to enhance traffic safety, improve circulation, support the economic vitality of business districts, encourage the use of off-street parking, reduce congestion, maintain air quality, and promote the use of alternative modes by managing the supply and price of on-street parking. Meter districts support economic vitality and access to services by encouraging turnover of parking spaces. Parking permit areas support neighborhood livability and access by discouraging long-term parking by commuters. Special parking zones and timed parking zones in business districts and adjacent to hospitals, schools, and other institutions support access to services.

This program has developed and implemented initiatives to improve equity, access, and customer service, including;

- Reduced permit fees for low-income residents and workers in Central Eastside and Northwest Portland.

- Disabled parking permits and scratch-off tickets to accommodate drivers who may have trouble walking to and from meters.
- Parking Kitty app for mobile payment at parking meters.

Projects lists are developed with input from advisory committees and the 2035 Comprehensive Plan policies relating to equity and community engagement. Projects and programs funded with permit surcharge and net meter revenue will be evaluated using the PBOT equity goals to help address infrastructure deficiencies and alleviate transportation burden on low income, underserved and communities of color. For example, there was outreach in the NW District targeted to low income residential buildings regarding the Transportation Wallet and other transportation projects and programs.

Outreach conducted in existing parking districts, permit areas and during development of pilots and parking management plans will strengthen public engagement for communities of color and immigrant and refugee Communities.

Performance Measures - On-Street Parking

- Number of APP permits issues (annually)
- Number of special permits issued (annually)
- Number APP calls received per month
- Meter service calls as a percentage of total transactions
- Percentage of parking payment transactions captured through Parking Kitty
- Number of parking related traffic control workorders
- Number of parking permit opt outs (annually)
- # of Transportation Wallets sold (annually)
- % change in parking demand in managed parking districts where Transportation Wallet is offered

Explanation of Services

Community Engagement

The Committees in NW and Central Eastside advise PBOT on the implementation of parking management tools to meet their neighborhood needs as well as how funds collected in their districts are spent on transportation programs and projects to improve access to safe transportation facilities and services. An example of this is the Transportation Wallet. The Wallet is a suite of passes and memberships for people to use active transportation and is available to residents and employees free or at a substantially reduces price. Since the wallet was launched in 2016 over 2,000 Wallets purchased or provided for free to in NW and CEID.

Equity Impacts

Equity in service levels and outcomes

Disability space installations are informed by two primary sources: homeowners when spaces are requested in residential areas, and businesses/institutions when requested in metered or

commercial areas. Those requests are for service are received directly from the community to address individual need. Data tracking of those installations/removals is through TrackIt, Maximo, and ArcMap. Parking Operations staff reviews the locations every two years to ensure they are still meeting the needs of the community who reside adjacent to the signed spaces.

Accommodations

Parking Operations actively engages in accommodating disability parking throughout the city in order to better serve the needs of disabled residents and visitors. On-street disability parking signs are installed to designate spaces disabled spaces and wheelchair spaces. There are also a permit programs that serve disabled placard holders, so they may park with reduced cost within metered areas where they live or work and achieve closer proximity to their destination. We also have a scratch-off permit program so that disabled parkers may stay longer in metered spaces than the allotted time (throughout the meter day if need be), and otherwise allow stays up to three hours when paying for a two-hour meter.

The two parking districts that have added surcharge to their base permit fee have a low-income provision. Low-income residents do not pay the added surcharge if they meet the income guidelines outlined in their district.

Impact of Changes

There have been no changes in the city's Parking Control or permit programs over the past year, thus no changes to community impacts.

Changes to Program

Changes due to external factors

There has been increasing demand for parking services over the past years due to increased population, increased business activity, and new construction. The Parking Operations Program works with stakeholders to provide parking services to accommodate increased demands and to further manage on-street parking based parking utilization data. Additional management includes expanding meter areas, implementing new area parking permit areas and expansions of existing permit areas to be consistent with the newly adopted Parking Management Manual, TSP and 2035 Plan

Changes to resources

The program is supported by General Transportation Revenue (GTR). The program's GTR allocation has increased to cover cost of living increases and expanding parking management programs and services.

Changes to organizational structure

Parking Operations continuously works to improve efficiency and effectiveness in providing parking management, maintaining parking meters, and processing parking permits. Parking Operations has updated technology to offer more choices to customers through online payment

(Parking Kitty) and is working to develop and implement online area parking permits to provide better more convenient services to the public and reduce paper use.

Program Budget

Resources:

The program is supported by General Transportation Revenue (GTR). This program generates revenue from parking meter fees and parking permit fees.

The first priority for meter district revenues is to pay the capital and operating costs of the meter system. Revenues remaining after capital and operating costs are covered may be allocated to support transportation services within the meter district and citywide.

Parking Meter Revenue has grown over recent years due to the implementation of new meter districts, the standardization of time limits, and other changes. Parking Permit Revenue has grown due to increased number of permits.

Expenses:

Major expenses include parking meter back-office fees, bankcard processing fees, and consultant fees.

Staffing:

The Parking Operations Program includes 26 positions. In addition, five positions provide internal service work for the Parking Garage program, and one position provides internal service work for the Derelict RV program. This program has added positions in recent years, to provide parking services for new meter districts and new parking permit areas, including Central Eastside and Northwest Portland.

Assets and Liabilities:

The Parking Operations Program owns and operations 1,900 parking meters; 85% are in very good condition, and 15% are in good condition.

Program Information

Bureau: Portland Bureau of Transportation (PBOT)

Website: <https://www.portlandoregon.gov/transportation>

Program Contact: Chris Armes 503-823-7051

Parking Enforcement

Program Description & Goals

The Parking Enforcement Program

Vision: To be nationally recognized as the most innovative and community-focused parking enforcement agency.

Mission: To ensure equitable and convenient access to parking in the public right-of-way.

Guiding Principles:

- Commitment to People – We respectfully and actively collaborate internally, with public and private agencies, and with members of the community.
- Health and Safety – We are committed to ensuring the health and safety of our employees and the community.
- Innovation – We strive to be flexible, adaptable, and embrace new technology. Job Function

This program supports PBOT’s five-year Racial Equity Plan and other bureau equity goals related to racial and disability equity.

- People of color make up 23% of Parking Enforcement staff.
- In 2018 Parking Enforcement made a commitment to enhance our relationship with the community in an attempt increase trust. In August, several members participated in “Shop With A Cop” which connects law enforcement with youth, who are often part of marginalized communities (low socioeconomic status, immigrants, people of color). *Racial data for the involved youth was not tracked.
- In December, four members of Parking Enforcement delivered holiday food baskets to low income households on behalf of the Portland Police Bureau’s Sunshine Division. *Racial data for recipients was not tracked.

Parking Enforcement Performance Measures

- Number of parking citation issued (annual measure)
- Number of derelict RVs reported
- Number of abandoned auto complaints

Explanation of Services

The Parking Enforcement Program supports traffic safety, access to goods and services, economic vitality, and neighborhood livability by educating the community and enforcing parking regulations in the right-of-way. Enforcement includes written warnings, citations, and in some cases towing.

This program patrols by foot, bike, and automobile in the parking meter districts, parking permit areas, timed parking zones, and special parking zones. The program also responds to service requests city-wide including, but not limited to, blocked travel lanes, blocked driveways,

blocked fire hydrants, and abandoned automobiles. The program also installs and removes temporary reserved parking signs, collects money from meters and provides compassionate and flexible enforcement with community members living in automobiles and recreational vehicles on the right-of-way.

Community Engagement

The Parking Enforcement Program is engaging the community to help update the wording on citation envelopes/ enforcement website, and then have it available in the harbor languages. This will take longer, but in the end the message will be better understood which will enhance compliance and build trust between marginalized communities and Parking Enforcement. In the fourth quarter of 2018, we met with the new Portlander Program and “Community Engagement Liaison Services.” To date, preliminary document wording has been reviewed and discussed.

Equity Impacts

Equity in service levels and outcomes

Parking Enforcement tracks the number of citations/warnings issued to vehicles for parking in disabled spots and disabled access ramps. Parking citations/ warnings are issued and tracked by vehicle information; information is not available by race or ethnicity.

Accommodations

Consistent enforcement of ADA ramps and disabled parking spots increases the likelihood that the ramps and parking spots will be available to community members that need them. From 2016 to 2018 Parking Enforcement increased the number of citations written for improperly parking in a disabled spot by more than 40% (1,742 to 2,503). Citations for blocking ADA ramps increased by more than 24% from 2016 to 2018 (1,588 to 1,981).

Impact of Changes

There have been no changes in the city’s Parking Enforcement programs over the past year, thus no changes to community impacts.

Changes to Program

Changes due to external factors

There has been increasing demand for parking services over the past years due to increased population, increased business activity, and new construction. The Parking Enforcement program has increased staff to respond to these changes.

Parking Enforcement continuously works to improve efficiency and effectiveness in enforcing parking regulations. Parking Enforcement has updated technology to better identify and track vehicles and drivers.

Changes to resources

There have not been any significant changes to resources.

Changes to organizational structure

This program doesn't plan to make organizational structures changes at this time.

Program Budget

Resources:

This program generates parking citation revenue. Citations are issued by City staff, but are adjudicated and processed by the Circuit Court. The Court retains slightly more than fifty percent of citation revenue and remits the remainder to the City.

In addition, enforcement indirectly generates parking meter revenue; the presence of officers in the field supports compliance with parking regulations, including payment of meter fees.

Parking citation revenue and parking meter revenue are components of the General Transportation Revenue (GTR), which pays for general transportation services.

Expenses:

The main expenses for this program are staff costs, vehicles costs, handheld citation writing equipment costs, hearings fees, and training and uniform costs.

Staffing:

This program includes sixty-six authorized Parking Code Enforcement Officer positions, one Utility Worker II, three office support and analyst positions, and five manager positions. Six of the officers provide services for the Derelict RV program in Regulatory Operations.

This program added positions in recent years to provide parking services for new meter districts and new parking permit areas, including Central Eastside and Northwest Portland.

Assets and Liabilities:

The Parking Enforcement Program doesn't have any assets or liabilities.

Program Information

Bureau: Portland Bureau of Transportation (PBOT)

Website: <https://www.portlandoregon.gov/transportation>

Program Contact: Mike Crebs 503-823-1209

Parking Garages

Program Description & Goals

The Parking Facilities Fund supports the operation and maintenance of six City-owned parking garages in the downtown corridor. The parking garages support economic viability of Central City by providing an affordable system of parking garages which primarily meets the short-term needs of shoppers, visitors,

and business clients. The Parking Facilities Fund also invests in the overall transportation system by funding other transportation needs only when there is a surplus.

Expected Performance Measures to be included in Requested Budget:

1. Number of parking transactions processed.
2. Number of validations redeemed.
3. Transient parking revenue
4. Validation revenue
5. Average short-term duration of stay (<4 hours)
6. Average weekday peak time occupancy
7. Average ticket value

Explanation of Services

The six City-owned parking garages in total house approximately 3,800 parking spaces, 71,800 square feet of commercial space, and the Portland Heliport. The garages are located at SW First and Jefferson, SW Third and Alder, SW Fourth and Yamhill, SW 10th and Yamhill, NW Naito and Davis and O’Bryant Square. Due to structural issues at O’Bryant Square it is no longer open to the public. SW 10th and Yamhill is being upgraded as part of a Capital Improvement Project which has resulted in a temporary closure of some parking spaces along with all the commercial space. The rebuilt garage is expected to be completely opened in September of 2019.

The parking garages offer short-term parking, defined as four hours or less, is priced below market value to promote the need of those looking to conduct business downtown. The price point is designed to entice short-term users to park directly in the garages rather than increasing downtown traffic by circling for vacant on-street spaces. To align with PBOT’s goal of reducing signal occupancy vehicle trips, monthly carpool passes are sold to customers at a reduced rate.

Equity Impacts

SmartPark reduced rate swing shift parking passes offers parking in the garages at a reduced rate (\$35 per month) for employees required to work swing shift (between 3 pm and 7 am) making less than 35,000 per year. The application for these passes are currently available in 4 languages (English, Spanish, Russian, and Vietnamese). The Reduced Rate Swing Shift pass is a direct response to stakeholder concerns about the impact of new downtown on-street parking rates on lower-income workers. On February 1, 2016, the City increased the on-street parking rate in Downtown from \$1.60 to \$2.00 per hour. During the discussion of this increase, stakeholders focused attention on how this increase could negatively affect downtown employees earning low wages, working swing or evening shifts and who are not well served by available transit options. To mitigate this impact, the SmartPark Program developed this monthly parking pass. The program will provide a reasonable, low-cost option to lower income workers while leaving readily accessible on-street parking spaces available for evening customers and visitors.

Changes to Program

Changes due to external factors: The biggest external variable is demand for parking in the garages. While we are not anticipating an economic slowdown next year that would reduce demand, it is possible.

Changes to resources: We anticipate that the 10th and Yamhill garage will be fully open and operational by September of 2019. The completion of construction will bring the availability of spaces in the garage back up to full capacity. Additionally, we expect a bump in usage at the garage due to consumers preference to use a new, modern garage.

Changes to organizational structure: We do not anticipate any significant changes to the organizational structure next year.

Program Budget

Resources: This program is paid by revenue generated from the five parking garages open to the public. The garages are owned by PBOT. Hourly, daily, and monthly parking options are all available in the garages. Ground floor retail space is also rented out. Other city bureaus also rent parking and storage spaces at the 1st and Jefferson Garage at the same rates offered to the public. As the parking garages have their own fund, they also receive interest revenue.

Expense: The main expenses in this program are maintenance expenses, fees for the management of the garages, debt service for purchase of streetcars, capital improvements, and labor costs. The fund is also responsible to transfer funds to the general fund for overhead and expenses in lieu of property taxes. In the past the fund has also transferred funds to the transportation operating fund to help meet other priorities of the transportation system. Due to the current capital improvement and expected major maintenance projects we do not anticipate a transfer in the next five years.

Staffing: We do not anticipate any significant changes to the staffing levels for next year.

Assets and Liabilities: The major assets are the garages themselves (infrastructure) along with the land that they occupy. Other assets include the machines used to collect the fees along with the software used to operate these machines. Due to deferred maintenance by OMF Facilities, the assets need a significant amount of major maintenance over the next five years.

Program Information

Bureau: Transportation

Website: <https://www.portlandoregon.gov/transportation/>

Program Contact:

Engineering

Program Description & Goals

The Engineering Services Group provides technical support for CIP transportation projects that provide safety, enhance neighborhood access and livability, preserve and rehabilitate facilities,

and support land use through improvements to the City's streets, bridges, traffic signals, street lights and many other assets. With the increase in funding over the past few years (Fixing Our Streets, House Bill 2017, and Build Portland) the number of projects has doubled. Our goal is to design, construct, inspect, maintain and operate a safe transportation system for all modes in support of the Bureau's and City's goals.

Expected Performance Measure to be included in Requested Budget

1. Number of capital project phases planned for completion (annual measure)
2. Percentage of project phases completed as planned (annual measure, by amended completion date)
3. Percentage of project design efforts completed as planned
4. Difference between actual value of completed projects and projected project value
5. Percentage of projects substantially complete within 25% budget as planned (annual measure)

Explanation of Services

The Engineering Services Group provides the following services:

- Technical support for capital projects including structural, civil and traffic engineering, and construction inspection and survey services. We also share these resources with others. For example, our Surveying section provides surveying for the Bureau of Environmental Services projects in addition to PBOT's projects.
- Provides operations and maintenance on the City's 950 signals (as well as another 150 signals on ODOT's system in the City) and 56,000 streetlights.
- Provide asset management for the City's signal and street lights, 4800 lane miles of streets, 152 bridges, 590 retaining walls, 190 stairways, 29 miles of guardrail, and many other assets.
- Lead and responsible for meeting the City's settlement with CREEC which requires the construction of 1500 ADA ramps per year for the next 12 years.
- Leads the City's efforts on the City's Standard Specifications and Details which is used on EVERY project in the public right-of-way for BES, Water, Parks, PBOT as well as all permit projects.

Our responsibility is to design, maintain, and operate the transportation for all modes and to deliver projects on time and budget.

Equity Impacts

The ADA Curb Ramp program that is part of the CREEC settlement brings accessibility improvements that span the citizenry and geography of the entire City. Curb ramps are key to providing an accessible transportation system by helping people (especially those with mobility challenges) get out of the street and over the curb and to the sidewalk. ESG provides the program management, engineering design, and construction inspection services to provide the 1500 ADA compliant curb ramps per year for the next twelve years as required by the City's ADA Curb Ramp Settlement (aka CREEC Settlement). Curb ramps are accomplished by capital

improvement projects, permit projects, and the street maintenance paving program along with other ramps built in accordance with the prioritization set by the ADA (e.g. government offices, schools, parks and public services, transportation coordinators, hospitals, and places of public accommodation.)

Changes to Program

The City's ADA Curb Ramp Settlement, which became effective in September 2018, doubled the number of curb ramps to be designed, inspected and constructed by the City annually (from 750 to 1500). In addition, the Settlement Agreement calls for (1) the City's Ramp by Request intake system to meet ADA accessibility standards; (2) additional training of consultants and staff throughout the various City bureaus; (3) development of electronic inspection and verification forms to be used by inspectors in the field; (4) upgrades to the City's GIS system to provide an inventory of surveyed curb ramps throughout the City; and (5) annual reporting to CREEC counsel and the federal district court.

To accomplish these things, the "CREEC Squad" unit was created, containing four technical staff, and two street inspectors, four ADA Technical Advisors, along with additional computer aided drafting personnel to handle the increased drafting workload on capital improvement projects due to increases in ADA related scopes. ESG has also increased engineering and construction capacity through on-call consultant contracts and fixed price agreement contracting.

With the large increase in funding and the number of projects, we have been utilizing flexible services contracts with consultants and also hiring new staff to deliver these projects.

Program Budget

Resources: The vast majority of Engineering Services is funded by CIP projects that utilize both City and outside funding (Federal, ODOT, Port, TriMet, etc). These funds cover the design, inspection and construction of projects. One source of bureau's funds on these projects is Fixing Our Streets which is a 10 cent gas tax that expires in 2020. If it is not renewed, it would decrease the funds for projects by \$16M per year. This would increase the bureau's short and long term maintenance costs. The other primary source of projects is HB 2017 which is the transportation bill passed by the legislature and Build Portland.

The largest amount of GTR funding goes to our Electrical Maintenance section which provides maintenance on the City's 950 signalized intersections and 56,000 street lights. Besides normal deterioration, approximately 250 signals, rapid flash beacons, or street lights are knocked down every year.

The ADA Curb Ramp Program is funded through a combination of PBOT capital improvement program (federal and state grants, system development charges, Fixing Our Street, HB2017, Build Portland, Prosper Portland, and One-Time General funding).

Expenses: Our primary expense are for personnel, equipment and materials to design, build and inspect projects that are part of bureaus' budget and meet the City's and Bureau's goals and objectives.

Staffing: Staff are budgeted in the program. There was increase in engineering staff to manage the CREEC ADA Settlement Agreement

Assets and Liabilities: The CREEC ADA Settlement Agreement provides for significant reduction of culpability provided the terms of the Agreement are met. When compared to other similar jurisdictions, this reduction is estimated to be in the range of \$200M - \$800M.

Planning

Program Description & Goals

- Transportation Planning synthesizes community values into an overall policy direction to guide the development of Portland's transportation system. The Planning Division engages Portlanders to develop a sustainable vision, long-range plans, and investment strategies to meet our future transportation needs. Planning integrates the needs of all modes of transportation, along with other functions of our streets, into the planning and project development process. Planning works to prioritize transportation investments and resolve policy tradeoffs associated with different uses of our right-of-way.

Expected Performance Measures to be included in Requested Budget:

1. Number of project design efforts planned (annual measure)
2. Percentage of projects in project development that are completed as planned
3. Percentage of projects re-baselined

Explanation of Services

- The Planning Program primarily consists of three working sections: Policy Innovation and Regional Coordination, Area and Project Planning and Complete Streets Planning sections.
- The Policy Innovation and Regional Collaboration section develops City transportation policy and coordinates with other related bureaus and policies to guide the planning, investment, and priorities of the transportation system. This includes: establishing and maintaining compliance with state and regional policies and plans through the Transportation System Plan; integrating transportation and land use planning through coordination with the Comprehensive Plan; representing Portland at regional and state transportation policy and planning bodies; developing long range plans and performance-based planning and programming practices that advance achievement of city planning goals.
- The Area and Project Planning section develops multimodal area and corridor transportation plans for Comprehensive Plan Designated Centers, Corridors, and Employment Districts, including adjacent areas. This section translates and applies citywide policies to specific areas of the city and it leads in the development of new and innovative planning and capital project initiatives.
- The Complete Streets Section leads the preparation of modal plans and integration of these plans into multi-modal policies, investment strategies and the process for street design and improvement. The modal plans serve as a blueprint for completing the networks for

pedestrians, bicycle, transit, Freight and supporting adherence to ADA policy. Other activities include staffing modal advisory committees and advancing complete streets initiatives and specific modal coordination efforts.

- The Planning group is in constant communication and engagement with the public on project planning and modal coordination. Through the use of community outreach events, neighborhood meetings, stakeholder meetings, direct mailings, media releases, email and using our website the planning group works to reach and hear from all of our customers to help determine the bureau's project goals and priorities.

Equity Impacts

The equity goals of this program include standardizing an equity matrix for PBOT to address transportation infrastructure deficiencies in communities of color. Prioritization of projects using a standard template which includes a racial equity evaluation metric, to help address infrastructure deficiencies in communities of color. Shape and advance standard practices to increase outreach and engagement with Limited English Proficient (LEP) communities.

Changes to Program

Changes due to external factors: Increased project development work continues due to Fixing Our Streets and HB2017 capital funding and increased requests from the capital program to prepare project concept plans. A funding grant from Metro (FTA Grant) for Streetcar for \$375,000 will require additional project planning team activities in fy19/20 and 20/21.

Changes to resources: No significant reallocations of bureau resources will be occurring to this program compared to prior years.

Changes to organizational structure: No significant organizational structure changes to this program in the past year.

Program Budget

Resources: The primary resource that supports this program budget is GTR funding. The other major funding streams include capital project funding, Inter-Agency revenue from Planning Bureau and a small amount from the General Fund focused on Sustainability.

Expenses: The primary expenses of this program are personnel costs. Other than staffing costs professional/consulting services makes up the bulk of the other expenses. The professional/consulting services allow for some budget flexibility and provide expertise needed on certain projects.

Staffing: To support the increased project workload (Fixing Our Street & Heavy Vehicle Use Tax), staffing levels within this program have increased by 2.5 FTE in the past year. These new positions included adding a Transportation Planning Manager, Senior Management Analyst (split 50/50 with BES) and making the ADA Transportation Planning Coordinator full time. The proposed fy19/20 program offer includes the addition of a Senior Planner and Planner 1 to support the increased requests for project concept plans and area plans and the delivery of the FTA grant..

Assets and Liabilities: This program doesn't own any assets or liabilities.

Program Information

Bureau: Transportation

Website: <https://www.portlandoregon.gov/transportation/>

Program Contact: Art Pearce 503.823.7791

Project Management

Program Description & Goals

A capital project is a long-term, capital-intensive investment project with a purpose to build upon, add to, or improve a capital asset. Capital projects are defined by their large scale and large cost relative to other investments that involve less planning and resources. The Portland Bureau of Transportation has a Capital Improvement Program investment portfolio of over \$533M in 133 projects over a 5-year period. The Bureau depends largely upon the Capital Project Managers within the Project Management Division to oversee project delivery outcomes and to deliver on the promises that the Bureau has made to public.

The PBOT CIP is organized and guided by the following five goals:

- Goal 1:** Improve Transportation Safety
- Goal 2:** Maintain Transportation Assets
- Goal 3:** Enhance Public Health and Community Livability
- Goal 4:** Support Economic Vitality
- Goal 5:** Operate efficiently and effectively

Examples of projects representing the goals are as follows:

Goal 1: Improve Transportation Safety

Capitol Highway: Multnomah Village – West Portland, SW (\$10,060.087)

The project is located on SW Capitol Hwy between Garden Home Rd and Taylors Ferry Rd. The project will construct a sidewalk and protected bike lane on the east side of the roadway, a multi-use path on the west side of the roadway, pedestrian crossings, stormwater improvements, water main improvements, and several minor side street improvements. The project is funded by Fixing Our Streets, TSDCs, Bureau of Environmental Services, Portland Water Bureau, and Oregon Lottery funds authorized by House Bill 5006.

Goal 2: Maintain Transportation Assets

Naito Parkway: Harrison – Jefferson, SW (\$7,745,444)

This project is roadway surfacing rehabilitation work funded through the Fixing Our Streets Program. Projects in this program are selected for rehabilitation through the City's Pavement Management System (PMS). Work typically includes grinding, paving,

and corner sidewalk ramp construction to meet ADA standards. Naito Parkway will be combined with SW 1st/Main and requires roadway reconstruction due to the poor quality of roadway. This project will also install a pedestrian signal midblock between Market and Clay. Funded through the Fixing Our Streets Program, GTR, SDC, ODOT, and General Fund.

Goal 3: Enhance Public Health and Community Livability

Red Electric Trail, SW (\$3,830,066)

This project is the result of the 2007 Red Electric Trail Planning Study. The purpose of this phase of the project is to design and construct an off-street trail connection for pedestrians and cyclists between SW Bertha Court and SW Capitol Highway. Funding is primarily from a federal grant, SDCs, and with local match from Portland Parks and Recreation.

Goal 4: Support Economic Vitality

South Rivergate Freight Project, N (\$25,723,093)

This project will improve the intersection on N Lombard and N Rivergate Blvd to facilitate freight movement to the Rivergate Industrial District and grade separate N. Rivergate Blvd from the Union Pacific Rail line. Design began in 2017, with construction scheduled for 2019. The project is funded through Regional Flexible Funds, SDCs, and a Federal TIGER Grant.

The fifth goal, **Operate Efficiently and Effectively**, speaks to the way in which the Division has and will continue to do business. It is our responsibility to be good stewards over the public dollars dedicated to the capital projects and to maintain public trust. We will work in partnership with other Bureau Divisions, partner agencies and organizations, and community stakeholders to deliver projects that align with the Bureau's strategic planning objectives, and implement the city's long-term infrastructure needs and community desires related to safety and livability, capacity and efficiency.

Expected Performance Measure to be included in Requested Budget

1. # of capital project phases planned for completion (annual measure)
 2. Percentage of project phases completed as planned (annual measures)
 3. Percentage projects substantially complete within 25% budget (annual measure)
 4. Average schedule adjustment as a result of External Review
 5. Percentage of projects re-baselined
 6. Percentage of original budgeted Capital Improvement Plan Expended (annual measure)
 7. Percentage of project budgets expended as planned (based on amended dates not original dates)

Explanation of Services

8. *“Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements and is accomplished through the application of project management processes of initiating, planning, executing and monitoring” (PMI, 2 - 4, p.8).*

Project Managers are responsible for ensuring that project execution aligns with the CIP implementation plan.

The Project Management Division is responsible for “cradle to grave” management of capital projects and assures that the four phases of project delivery - project development/planning, engineering and design, construction and closeout - come together to ensure that projects are delivered within scope, on schedule and within budget. Project managers on complex capital projects work to optimize the available resources (budget and schedule) in consideration of the scope of the project while operating under both known and unknown constraints all while accommodating the requirements of funding partners and other stakeholders.

Project managers also work with neighborhood partners, businesses, affinity groups, schools and other jurisdiction to build consensus in planning, scoping, designing and constructing capital projects that meet project requirements and community needs. The goal is to build projects that meets Portland policy and goals, increase economic prosperity, neighborhood livability and increase safety.

Equity Impacts

Each project that is managed by the Project Management Division is reviewed and evaluated to determine the equity score received when the project was in the planning and project development phases. On a micro/individual level, the project managers use this information to help inform conversations with the community as they perform project-related Public Involvement tasks. As we take a systems-wide/macro approach, we use the equity matrix to help inform where projects will be implemented and when those projects will be installed.

Aside from being able to measure our effectiveness from a pure project delivery standpoint related to scope, schedule and budget, we hope to be able to provide metrics which speak to our effectiveness in addressing infrastructure disparity and inequity through the strategic delivery of capital projects in communities that have historically been underserved using contractors that have historically been underutilized. Given the amount of investment that will be made over the next five years, the Bureau through the Project Management Division, has the opportunity to demonstrate an innovative approach to engaging and partnering with community to demonstrate our commitment to community.

The Division will be working internally with our Contracting officers as well as with the City’s Office of Procurement to develop strategies and a toolkit which will include standards, guidance, training protocols and reporting procedures for goals and utilization. This effort is one of the goals outlined in PBOT’s Five Year Racial Equity Plan and one that directly affects the project managers and project outcomes.

Changes to Program

In the past two years the work of the Project Management Division has doubled. This is due, in no small part to the additional funding that has come into the agency from multiple sources to include: Fixing Our Streets, House Bill 2017, Build Portland, the Marijuana Tax and the formation of a record number of Local Improvement Districts. Additionally, our work with

partner agencies such as the Oregon Department of Transportation and TriMet have introduced opportunities for us to be involved in strategic ‘mega-project’ relationships such as I-5 Rose Quarter, SW Corridor, and Division Transit.

As such, we have had to make two critical moves to ensure that we were prepared to assume the additional work. The first major move was to increase staff. As we evaluated the project manager’s individual workloads, we were made keenly aware that we would need to hire additional staff if we were to meet the needs of our strategic goals and the stakeholder’s expectations. Since June 2017 we increase project management capacity by 148%.

A second major shift was to reevaluate the existing project delivery model. Given that the Bureau was going to be asked to do more than it had even been asked to do within a similar time period, we recognized that we needed to ensure that our systems and processes were in alignment and could handle the additional throughput. Intentional efforts were started, and are still underway, to ensure that all relevant parties in project delivery are a part of the realignment process.

Program Budget

Resources: Primary resource for Project Management is GTR

Expenses: Primary expenditures for project management is personnel.

Staffing: Staff are budget in the program. No major changes in the staffing.

Assets and Liabilities:

Right of Way Use

Program Description & Goals

The RWPP Division contains several right-of-way management and coordination programs. Right-of-Way Acquisitions (RWA) works with property owners to obtain property rights for public use. Portland in the Streets works with citizens to allow a variety of local uses in the public right-of-way. Enforcement serves Development Permitting and Transit by providing centralized coordination and by helping to standardize the various enforcement programs within the group. System Development Charge Management (SDC), Tram Management, Moving Events and Get Portland Moving are also within this Division.

Explanation of Services

Defining the Context: As properties within the City develop, right-of-way for public use may be needed for public uses such as roadways and sidewalks; additionally, entities may have a desire for private use of existing public right-of-way, either for more permanent usage through lease (parking and utility vaults) or temporary usage through permits (café seating, block parties, and smaller encroachments). These uses require legal documentation, either permanent recording

against properties or temporary granting of permits, and they may also require enforcement actions to be taken. This division is responsible for coordinating those efforts.

Description of Activities: RWA works with property owners to obtain property rights for public use through street vacations, easements, dedications and leases; additionally, they process all required right-of-way actions for both PBOT and BES capital improvement projects. PITS works with businesses, neighborhoods, and small community groups to allow local uses and livable programs within the public right-of-way through a variety of permits and functions. Enforcement serves Development Permitting and Transit by providing centralized coordination and by helping to standardize the various enforcement programs within the group. SDC provides an assessment of private development for enhancing the existing transportation system through additional capacity; SDC also manages the PBOT SDC allocation process for funding of projects.

Program Results: RWA processes over 180 dedications, 100 leases, and 5 street vacations annually (FY 17-18) as well as 135 acquisitions in support of capital improvement projects. PITS has issued 860 sidewalk café permits, 580 block party permits, and 20 encroachment permits (FY 17-18). These actions are critical to organized operations and safe usage of the public right-of-way. Additionally, SDC manages over \$150 million in a ten-year program for transportation system enhancement through capital improvement project funding for increased system capacity for road, bike and pedestrian facilities. The tram currently serves over two million riders per year and will pass the twenty million overall mark in January 2019.

Community Engagement: High. RWA and SDC respond to applicants for projects, which can range from large developers familiar with the system to single-use customers that may need additional assistance beyond the norm. PITS is engaged regularly with varied community members and organizations, including communities of color and people with disabilities. PITS has a position that works on outreach to ensure that all communities are adequately served by the program.

Equity Impacts

All programs within the division have developed forms and documents in compliance with ADA Title II and Civil Rights Title VI. PITS has a position that works on outreach to ensure that all communities are adequately served by the program, with specific emphasis on working with underdeveloped communities.

Changes to Program

Enforcement, Moving Events, and Get Portland Moving have been added to the division for this year. Enforcement is a newly created program and will be developed with program/staff as needed over the next fiscal year; Moving Events and Get Portland Moving are being relocated in existing form to this division with no proposed staffing changes.

Program Budget

Resources: The division is funded by street lease fees, street vacation requests, and community use permit fees. It is also subsidized by General Transportation Revenues (GTR).

Expenses: The primary expenditures for this program are staffing costs to manage the street leases, acquire rights-of-way, and review and approve street use permits.

Staffing: Staff are budgeted in various program within the division. No major changes in the program.

Assets and Liabilities: The division is responsible for the ownership and maintenance of the Portland Aerial Tram in partnership with OHSU. Under the current funding agreement with OHSU, the City of Portland is obligated to cover 16.8% of annual Tram operating costs (estimated at \$2.8 million). Current annual revenue is anticipated to cover the City's operating cost contribution making it the only

Towing & PFHT

Program Description & Goals

The **Regulatory Operations Program** supports public safety, access, economic vitality, and neighborhood livability by regulating the private-for-hire transportation towing industries in the City of Portland.

- **The Private for-Hire Transportation Program (PFHT)** enforces regulations to ensure public safety, vehicle safety, customer service, and equitable access. Program staff inspect taxis, transportation network companies (TNCs), town cars, limousines, shuttles, non-emergency medical vehicles, pedicabs, and other for-hire vehicles. This program is developing initiatives to improve access, safety, and customer service, including; Safe Ride Home, Wheelchair Accessible Vehicle program (PDX WAV), discounted rides for low-income families, and business support for local minority-owned on-demand providers.
- **The Towing Program** regulates vehicle tows from Private Property city-wide. In addition, it administers the towing service contracts utilized by various city agencies, ODOT, Port of Portland, and Multnomah County Sheriff's Office. This program's work promotes the safe and efficient performance of towing services as well as provides consumer protections such as setting maximum towing rates and investigation of consumer towing complaints.
- **The Derelict RV Program** addresses the issue of broken-down recreational vehicles used by people experiencing homelessness on City streets. The Derelict RV program works to identify, remove, and dismantle these vehicles to support neighborhood livability and promote public safety. Derelict RVs are vehicles that have non-functioning systems and may not be drivable. Derelict RVs have little or no salvage value, and it is cost prohibitive for owners to recycle them. PBOT works with people experiencing homelessness, local neighbors, the Portland Police Bureau, vehicle owners, and tow companies to remove these vehicles from City right-of-way, and either dismantle them or repair them to functional use.

The Private for-Hire Transportation Program (PFHT) - PDX WAV is a new program that aims to enhance citywide access of on-demand vehicles to the public with wheelchairs and other mobility devices. By offering a subsidy to the taxi and TNC companies and requiring on-demand vehicles to arrive within 30 minutes anywhere in the City, we believe access to critical transportation services will improve for

people with disabilities. Additionally, forms and marketing collateral are being translated into the 10 Safe Harbor Languages.

We are currently contracting with a company to provide free services to Portland taxi companies to help them achieve MWESB certification. These free business services will help them when applying for assistance and grants.

In addition, we are working to translate key documents in the 10 Safe Harbor languages and develop and update an Frequently Asked Questions which has been translated.

With regards to staffing, we believe it is important that our program staff and regulatory specialists reflect the diverse community and industry we serve. Our group employs 22 people, including 12 people of color and 11 women, with varying language proficiencies.

This year, we plan on launching an online periodic training program for PFHT drivers. Trainings could include customer service, cultural competency, vision zero, sexual harassment, human trafficking, working with people with disabilities, and what to expect during an in-field compliance check.

The PFHT Program is currently hiring a contractor and developing a program to support local, minority-owned, on-demand transportation service companies. The PFHT industry has evolved quickly since the introduction of Transportation Network Companies, like Uber and Lyft, and our regulations have changed in response. Through our daily interactions, we've found that many of the smaller, local, minority-owned companies have difficulty consistently complying with the City's regulations. This program aims to help companies be more successful by offering consulting and education services relevant to business finance, business management and business operations.

The Towing Program - Towing service has offices located throughout the City for even access to efficient and safe towing services throughout the City.

Towing Board of Review recruitment of representatives to the public was wide reaching and resulted in well qualified and diverse members.

We are working to translate key documents and develop a Frequently Asked Questions document which will be translated into the 10 Safe Harbor languages.

The Derelict RV Program – This program addresses the issue of broken-down recreational vehicles used by people experiencing homelessness on City streets. The Derelict RV program works to identify, remove, and dismantle these vehicles to support neighborhood livability and promote public safety. Derelict RVs are vehicles that have non-functioning systems and may not be drivable. Derelict RVs have little or no salvage value, and it is cost prohibitive for owners to recycle them. PBOT works with people experiencing homelessness, local neighbors, the Portland Police Bureau, vehicle owners, and tow companies to remove these vehicles from City right-of-way, and either dismantle them or repair them to functional use.

Regulatory Operations Performance Measures

- # of car share vehicles operating in Portland city limits
- Number of Private for Hire field audits (annual measure)

- Number of tows (more detail needed)
- Number of vehicle tow requests
- Number of RVs recycled
- Number of RV Tows (to RV impound lot)
- RV gallons of waste
- RV pounds of garbage
- RV sharps/needles disposed of
- Number of derelict RVs reported
- Number of Derelict RVs removed from public property
- Number of abandoned auto complaints

Explanation of Services

The Private for-Hire Transportation Program (PFHT) – Processes applications and issue permits for drivers, companies and vehicles; educates drivers; performs field audits including inspections and enforcement; issues penalty letters; attends hearings for appealed penalties and permit revocations; conducts and reviews driver background checks including criminal and driving records; investigates and responds to complaints, and; analyze ride data.

PDX WAV Program – Provides a central number for the public to call and request on-demand wheelchair accessible vehicles (WAV); facilitates Passenger Assistance, Sensitivity and Safety training for WAV drivers; pay subsidies to companies that fulfill on-demand WAV rides; collects and responds to complaints about WAV drivers and vehicles, and; analyzes data related to WAV rides.

Safe Ride Home Program – In collaboration with the Bureau’s Vision Zero Team, on targeted holidays or events, the program partner with the Portland Police Bureau, participating businesses and transportation companies to offer discounted transportation options to community members with the goal of preventing people from driving under the influence.

Towing Program – Sets Maximum Towing and Storage rates; investigates consumer towing complaints; manages the Derelict RV Program; responds to calls about towed or abandoned vehicles; performs field inspections; coordinates with agencies working with the homeless; manage RVs that have been towed to holding areas; manages the refurbishment or demolition of RVs, and; ensure hazardous waste disposal meets requirements.

The Derelict RV Program - This program addresses the issue of broken-down recreational vehicles used by people experiencing homelessness on City streets. The Derelict RV program works to identify, remove, and dismantle these vehicles to support neighborhood livability and promote public safety. Derelict RVs are vehicles that have non-functioning systems and may not be drivable. Derelict RVs have little or no salvage value, and it is cost prohibitive for owners to recycle them. PBOT works with people experiencing homelessness, local neighbors, the Portland Police Bureau, vehicle owners, and tow

companies to remove these vehicles from City right-of-way, and either dismantle them or repair them to functional use.

Community Engagement

The Regulatory Operations Program is launching a project to assist small minority owned on-demand transportation providers. The goal is to help companies be more successful by offering consulting and education services relevant to business finance, business management and business operations.

PDX WAV is a new program that is a direct result of years of community feedback and compliance data about wheelchair accessible service. Currently, every company offering on-demand private for-hire transportation is required to offer wheelchair accessible transportation within 30 minutes from the time of the request. However, community feedback and compliance checks reveal that companies do not consistently comply with this critical requirement. In response, this program incentivizes fulfillment of wheelchair accessible rides and provides a central dispatch that customers can call to request a ride with one or any of the participating companies.

The PFHT Advisory Committee consists of members of most sectors of the PFHT industry, the riding public, the tourism industry, the Port of Portland, TriMet, and a person with disabilities. This committee makes recommendations to the Bureau and discusses the industry or public impacts of proposed policies and programs.

Equity Impacts

People with disabilities have long voiced concerns about the level of on-demand service for people in their community. This qualitative feedback was the impetus for developing PDX WAV, which will be launched soon. We also collect quantitative data on how many accessible rides were requested and how long a customer waits for wheelchair accessible rides from the time they request the ride. Through PDX WAV, we will be able to establish a better baseline, offer more reliable service which may increase the number of accessible rides requested, and survey customers about their experience to improve the program.

While we have yet to do a quantitative analysis of the companies disproportionately impacted by penalties issued for non-compliance with our industry regulations, we know that smaller minority-owned or majority minority-independent contractor companies are disproportionately affected. Our developing MWESB support program aims to reduce the disproportionate impact. In the future, we may be able to track this information quantitatively through this new program and we will explore how we can do that.

Testimonials from the public also revealed that customer service was inconsistent. Through our new learning management system, we will require new driver trainings which we will be able to quantitatively track and report how many drivers participated in which trainings. Collecting customer experiences after trainings to see if it is making a difference may be difficult but we will explore if that is something we can collect.

We are exploring a partnership with the Bureau's Equity and Inclusion Program and the Vision Zero Program on a new set of Safe Ride Home events that are focused on supporting community-based organizations. This is a developing program and we will have more information about what kind of qualitative and quantitative data we can collect as the program becomes more defined.

As we translate key documents into the 10 Safe Harbor languages, we post them on our program websites. We are able to collect quantitative data on how many community members visit each of those translated pages.

Accommodations

The Regulatory Operations Program is developing the Wheelchair Accessible Vehicle Program, called PDX WAV, to improve access to on-demand transportation for people with wheelchairs and mobility devices. The program ensures that Private for-Hire Transportation services are available throughout all communities in the City of Portland. The program has, and will continue to, translate material into the 10 Safe Harbor Languages.

Impact of Changes

The goal of the PDX WAV Program is to provide accessible on-demand transportation service to all persons that require it, in a manner equal to the service provided to those without special transportation needs.

The MWESB assistance program positively impacts the community by helping local, minority-owned, on-demand transportation companies become more successful by offering consulting and education services relevant to business finance, business management and business operations.

The online training program will positively impact the industry and the community-at-large by making sure drivers have the training necessary to, for example, properly assist people with disabilities, be more culturally competent, be good ambassadors for our city, and be aware of the signs of trafficking and sexual assault.

Changes to Program

Changes due to external factors

The Regulatory Operations Program has been rapidly evolving. In the past four years, we have seen a dramatic increase in the number of on-demand rides provided by taxicabs and Transportation Network Companies (TNC) such as Lyft and Uber. In addition, we are seeing many changes in the Non-Emergency Medical Transportation (NEMT) services throughout the City. Today, many NEMT trips are provided in a more efficient manner, utilizing shared rides and contracted providers.

Changes to resources

PFHT fee revenues continue to grow due to increased number of rides provided.

The Derelict RV Program doesn't generate revenue. PBOT is requesting General Fund support for this program.

Changes to organizational structure

The Regulatory Operations Program continuously works to improve efficiency and effectiveness of Private for-Hire services and towing regulations. The program has recently implemented two new programs; PDX WAV and Safe Ride Home. These two programs in particular provide valuable services to our communities while supporting our drivers and companies as well. Regulatory Operations is in the process of updating technology to better track drivers, vehicles, and overall compliance.

The Derelict RV Program has grown dramatically over the past two years; there are now six positions in Parking Enforcement and one position in Parking Operations assigned to work on this program.

Program Budget

Resources:

The PFHT Program generates revenue from service charges and fees. Revenues have increased over the past four years due to the increased number of taxi and TNC rides.

The Towing Program generates revenue from towing fees. This includes an estimated \$190,000 generated from a \$9 tow fee implemented in 2017 to help cover the cost of derelict RVs.

The Derelict RV Program does not generate revenue. PBOT is requesting General Fund support for this program.

Expenses:

The main expenses for the Regulatory Operational Program are staffing, enforcement/inspection costs including taxi and TNC fares, attorney fees, PDX WAV subsidy reimbursements, and Safe Ride Home vouchers. Derelict RV costs include staff costs, towing costs, cleanouts, hazardous waste testing, and waste disposal.

Staffing:

The Regulatory Operations Program funds sixteen regulatory program specialist positions, nine analysts, program coordinators and support staff positions, and one manager position. Regulatory Operations has increased the number of positions in recent years, in response to increased PFHT activity. In addition, seven positions have been reassigned from other PBOT divisions to work on the Derelict RV Program.

Assets and Liabilities:

This program doesn't have any assets or liabilities.

Program Information

Bureau: Portland Bureau of Transportation (PBOT)

Website: <https://www.portlandoregon.gov/transportation>

Program Contact: Mark Williams 503-825-2486

Utility Permitting

Program Description & Goals

The Utility Permitting program oversees the intake, monitoring and review of all street opening requests (i.e. utility trenching and repair permits) for all public and private utility applications. In addition, this workgroup reviews and issues environmental assessment permits (monitoring wells and underground tanks) in the right of way. As a related task, this program also verifies and tracks insurance & bond coordination for work performed in the right of way and conducts plan distribution for franchised and public utility reviews on both capital and developer driven right of way projects in the City.

Explanation of Services

Defining the Context: Utility providers are required per City Charter and Code to obtain approval prior to placing their assets in the public right of way. As the public rights of way are a finite resource, the locations where infrastructure is to be placed, both vertical and horizontally, under and above ground need to be coordinated and reviewed to ensure the maximum use of the public right of way can be utilized. This workgroup is responsible for these efforts.

Description of Activities: This workgroup provides the oversight of Public and Private Utility Applications for City, coordinates construction of development initiated engineered projects for compliance with approved engineered plans and provides oversight of development initiated engineered plans for compliance with City of Portland construction Standards. In addition, this group coordinates the approval and review of insurance documents for those desiring to work within the public right of way.

Program Results: This workgroup reviews and issues over 2500 permits a year for utilities alone. These permits account for over 67,000 linear feet of pavement street cuts. These permits range from infrastructure replacements (replacing a utility pole) to major telecommunication conduit duct bank installations. The scope of review considers both the impact to our City assets (pavement and ADA corners) and to the management of placement of facilities to provide for wider access in the future. The restoration of the right of way is determined by City of Portland Standard Specifications, but also detailed by this workgroup when required.

Community Engagement: Low. However, a related workgroup within the same Division as Utility Permitting requires permits for Temporary Traffic Control. The Temporary Traffic Control permits require notification to affected properties or businesses when utility infrastructure is installed.

Equity Impacts

As a Utility permitting workgroup, the workload generated through this section are industry and service driven. Applications are reviewed and permitted based on the individual utility needs to provide service throughout the City.

Changes to Program

Vertical Infrastructure is a new program with dedicated staff which will be responsible for permit review and issuance related to small cell infrastructure in the Right of Way (5G). While this is a new program, it is set up in a structure similar to the existing street opening program.

Program Budget

Resources – the primary resources for this program are utility permits, environmental assessment permits and insurance/bond coordination fees.

Expenses – The primary expense for this program is personnel staff, assisting permittee with the permitting process and reviewing documents/permits.

Staffing – Staff are budgeted in the various program within the division. The program is looking to add new staff for a new program, vertical infrastructure.

Assets and Liability – Vehicles for inspectors tied to the Utility program.

Building Plan & Development Review

Program Description & Goals

The program provides development assistance and regulates development through setting right of way improvement and dedication requirements associated with private development's impact on the transportation system. The goal is to ensure that development meets City transportation goals, polices and city, state and federal laws. The Development Review Division provides early assistance to developers through pre-application conferences and land use review. Information provided during the land use review process is then implemented at time of residential & commercial building plan review or through the land division platting process. The Public Works Permitting processes is located within this division and provides concierge service to private consulting engineers and applicants as they develop public infrastructure plans to be built through development. Finally the Permit Engineering section within the division provides the engineering review needed to ensure compliance of City Code and local, state and national design standards in the final permitting of a public works permit.

Within each of the four sections in this division there are individual goals related to customer service and project delivery.

Expected Performance Measure to be included in Requested Budget

1. Number of Public Works Permit applications received
2. Percentage of Public Works Permit application reviews completed on-time

3. Total value of the public works infrastructure improvements permitted

Explanation of Services

Land Use Review

- Provides advanced information to applicants regarding required public improvements associated with development via attending Early Assistance Meetings and Pre-application Conferences and generating detailed written responses.
- Reviews complex land use requests for compliance with approval criteria and generates recommendations which typically include detailed conditions to mitigate impacts upon the transportation system. (ie, Land Divisions, Adjustments, Conditional Uses, and Comprehensive Plan/Zone Amendments).
- Attend and testify at public hearings including City Council, Design Commission, Hearings Officer

Building Plan Review

- Review and checksheet Residential, Commercial, Major Projects Building Permits
- Coordinate encroachment permits for private elements in the public ROW
- Staff and provide customer service in the Development Services Center
- Primary Reviewer for Land Division Final Plats for PBOT, BES, PWB and BDS
- Issue Voluntary and Mandatory Minor Improvement Permits for frontage improvements located within pedestrian corridors - sidewalk, driveways, tree wells, etc

Public Works Permitting

- Provides centralized plan process and engineering coordination between 3 infrastructure bureaus (PBOT, BES, and PWB) for Public Works Permitting projects
- Coordinate intake and processing of plans, fees, performance guarantees, insurance, and other required permit documents
- Facilitate initial 30% concept meetings, and coordinate multiple bureau reviews over 4-phase review process
- Permit issuance
- Intake and facilitate public works appeals
- Provides detailed engineering review of Public Works Permits through the 30%, 60% & 90% process in coordination with review groups from BES, Water, Urban Forestry and Fire Bureau.
- Ensures compliance with ADA standards including grades and dimensional requirements.
- Coordinates with PBOT's signals and street lighting incorporating requirements for street lighting and signal improvements.

Defining the Context: As properties within the City develop transportation infrastructure is needed to accommodate the additional demands placed on the transportation system. Additional sidewalk, bike lanes, travel lanes, pedestrian cross walks, signals and street lighting are all needed throughout the city. Additionally, right of way width is needed to provide for the needed infrastructure including storm water facilities for the Bureau of Environmental Services to manage stormwater. This division is responsible for placing requirements on development and reviewing design plans for permitting of the infrastructure.

Description of Activities: The land use and building plan review sections within the division are responsible for setting development requirements for all aspects of development occurring throughout the city. These two sections require additional right of way dedications, sidewalk and bike lane improvements, signal and street lights and coordinate with urban forestry on the preservation or planting of new street trees. These sections also provide direction on location of driveways and other access requirements to allow of a safe transportation system operation. The public works permitting section and permit engineering teams intake and process the privately designed public works permit plans and provide the City's engineering review and oversight of the infrastructure that is built by private development applicants and given to the city to operate and maintain.

Program Results: In 2017 the City reviewed and permitted nearly 26 miles of new or rebuilt sidewalk. This division also assessed and collected nearly \$1,000,000 in Local Transportation Infrastructure Charges. The land use review team reviewed and provided findings early assistance responses on approximately 335 cases. The permit engineering team reviewed and issued approximately 155 public works permits in 2018. Public Works permitting issued 210 public works permits, and processed 14 public works appeals hearings.

Community Engagement: The development services division has a high degree of community engagement with the design and development community. Staff from each section meet multiple times during the week for early assistance meetings, pre-application conference meetings, land use hearings, permit engineering concept intake meetings, permit engineering review meetings and often regular problem solving meetings with design engineers, planners and architects. Staff also participate in public works appeals hearings.

Equity Impacts

Development activity occurs in every neighborhood impacting all Portlanders. The work performed by these four sections ensures consistent application of city code and rules throughout the City attempting to require infrastructure to offset the transportation impacts that result from new development.

Changes to Program

Currently no changes are proposed to the current program. The Permit Engineering section manager is temporarily serving as an interim division manager for another division within PBOT. This position will be filled in Q1 of 2019. There have been a couple recent positions vacated due to staffing changes. Given the recent economic forecast for development activity expected for the next 12-18 months these two vacancies along with two other current vacancies are anticipated to be left vacant until workload projections increase that would provide permit revenue to support the positions.

Program Budget

Resources: The program is funded by development permit fees.

Expenses: The primary expenditures in this program is staffing costs to assist developers and review development plans.

Staffing: Staff are budgeted in the program. No major changes in staffing.

Assets and Liabilities: N/A

Streetcar Operations

Program Description & Goals

Streetcar connects neighborhoods, employment centers and cultural destinations around the central city with 7-day-a-week service, from northwest Portland to the Pearl, PSU, South Waterfront, OMSI, Central Eastside and Lloyd, crossing the Broadway Bridge and the Tillikum Crossing. The program provides both transportation mobility and an incentive for denser, urban development. As the streetcar has expanded, the collaboration between public and private partners has resulted in affordable housing, public open spaces, and brownfield redevelopment. The Portland Streetcar is owned by the City of Portland and operated by the Bureau of Transportation (PBOT) in partnership with TriMet (the regional transit agency) and Portland Streetcar, Inc. (PSI), a non-profit that provides management support and private sector advocacy.

With its 5-Year Strategic Plan, Portland Streetcar tracks a number of performance measures and provides an annual report to Council on the program. Key performance measures have been annual Streetcar ridership, Percent of Operating budget provided by fare revenue, and Percent of on-time performance. In April 2018, Streetcar had its highest average weekday ridership of 16,650, and a FY 17/18 total of 4.87 million. On-time performance for FY 17/18? was 84.8, 84.5, and 79% respectively for the NS Line, A Loop and B Loop.

Expected Performance Measure to be included in Requested Budget

6. % of streetcar riders earning less than 30k per year
7. % of streetcar riders from households without a car
8. Annual streetcar ridership
9. Average monthly streetcar ridership
10. Average weekday ridership for the year
11. Percentage of Streetcar on-time performance
12. Streetcar fatalities per total vehicle revenue miles.

Explanation of Services

Defining the context - Portland Streetcar began service July 20, 2001 with a 2.4-mile alignment (4.8-miles round trip) from Portland State University to NW 23rd Avenue. Now, after 17 years, 5 extensions, and more than 50 million riders, Portland Streetcar operates three lines around 16-miles of track in Portland's Central City.

Description of activities - The North | South (NS) Line operates on 8-miles of track from SW Lowell & Bond in the South Waterfront to NW 23rd & Marshall in the Alphabet District

connecting PSU, the Central Business District, and the Pearl District. The A and B Loops operate two circular routes connecting the Pearl District, Lloyd District, Central Eastside Industrial District, Central Business District and PSU in clockwise (A Loop) and counter-clockwise (B Loop) loops around the Central City.

All three lines operate at 15-20 minute frequencies with 7-10 minute frequency through the Central Business District, PSU and the northern South Waterfront District where two lines overlap.

Hours of Operation are Monday – Friday, 5:30 am to 11:30 pm, Saturday, 7:30 am to 11:30 pm, and Sunday, 7:30 pm to 10:30 pm.

Program results – As the nation’s oldest modern streetcar line, Portland is an example of how streetcars beneficially shape growth to create more sustainable and equitable cities. Since Streetcar began operation in 2001, the city has added over 17,000 new residential units along the transit corridor, including one-third of all affordable units. In 2017, more than half of the housing units built in Portland were built along the Streetcar corridor. Portland Streetcar has also proven to be a strong signal to property owners and employers, who have increased private investment and grown job opportunities. Across the country, major employers cite streetcar systems as one of the reason they are investing and growing within cities.

Community engagement – Our contractor, PSI, engages the private sector through a volunteer Board and also staffs the City’s Streetcar Advisory Committee. PSI’s leadership on the HB 2017 Transit Advisory Committee for Portland Streetcar included working with community advocates, OPAL, other municipalities and counties to identify shared values and recommendations for apportionment of future resources to improve service frequency and reliability.

Equity Impacts

- **Our Customers** - The Streetcar service area includes a diversity of customers by age and income. Thirty-two percent earn an annual income of less than \$30,000. Streetcar operators deploy the mobility ramp more than 30 times an hour to assist passengers, many of whom may have disabilities. Forty-nine percent of all housing units built in Portland in the last 20 years are within ¼ mile of Streetcar tracks, including 6,659 regulated affordable housing units.
- **Fares** - With the introduction of the HOP Fastpass customers can pay as they go for transit, without the upfront cost of a monthly or annual pass, and still obtain the daily and monthly cap. Additionally, Streetcar provides a ½ fare of \$1 as well as the TriMet \$1.25 fare for Honored Citizens. In FY 19/20, Streetcar will participate in the Low-Income Fare Program managed by TriMet and made possible by the HB 2017 investment.
- **Title II and Title VI** - As a transit provider, we strive to meet the need needs of our customers and work collaboratively with TriMet on Title II reasonable accommodation requests and Title VI Civil Rights compliance.

Changes to Program

Proposed changes to the division include the addition of an Assistant Operations Manager (swing-shift) and the replacement of a contract position with a City Senior Administrative Specialist.

Program Budget

- **Resources** – The Operating budget is funded by General Transportation Revenue (GTR), TriMet, fare revenue and sponsorships obtained by Portland Streetcar, Inc. (PSI). Capital expenditures are covered by System Development Charge fees, energy tax credits, and programmed parking facility funds as well as designated parking revenue, and GTR.
- **Expenses** – The primary expenditures for this division are staffing costs and on-going asset maintenance. Additional capital expenditures include payments to TriMet for development of the HOP Fastpass system, purchase of 3 additional Streetcar vehicles from Brookville Equipment Corp, and retrofitting the existing fleet with CCTV/Security cameras.
- **Staffing** – The program has city staff as well as contracted staff. The program is looking to add additional staff in the Request Budget.
- **Assets and Liabilities** – The division is responsible for the ownership and maintenance of the Portland Streetcar system, including track, OCS, facilities, and vehicles. The goal is to have 100% of the Streetcar system, including vehicles in Fair or better condition. The bureau currently meets that target, and we are looking ahead to developing a mid-life refurbishment plan for 7 of the oldest vehicles with the assistance of a vehicle engineer. Portland Streetcar has a Transit Asset Management (TAM) plan and is committed to maintaining our assets in a State of Good Repair (SGR).

Tram Operations

Program Description & Goals

The Portland Aerial Tram is a 3,300 linear foot bi-cable aerial tram rising 500 feet over Interstate 5, the South Portland Neighborhood, and Terwilliger Parkway. It connects the Oregon Health & Science University (OHSU) campus on Marquam Hill to the South Waterfront District. Designed by AGPS Architecture and Garaventa AG, the tram has been integral to the expansion of OHSU and the development of the South Waterfront District.

The tram is located entirely within the public right-of-way (SW Gibbs Street) and is owned by the City of Portland. OHSU oversees operations and has contracted with Doppelmayr USA to operate and maintain the tram on a daily basis.

The goal for managing the tram components is that 95% of the tram system will be in fair or better condition. Currently, PBOT is exceeding that goal, as 100% of the tramway and related structures are in good condition.

Another goal is to minimize the time during which the tram is not operable. There are instances when the tram must be shut down to maintain the safety of the passengers, generally due to weather or other unforeseen events. Maintenance to the tram is usually conducted during the

hours it is closed for business. PBOT exceeded its service target in the past year; the tram was inoperable less than 1% of the time during operating hours.

Expected Performance Measure to be included in Requested Budget

13. Number of passengers (annual measure)

Explanation of Services

Defining the context. The Portland Aerial Tram is Portland’s public transportation link connecting the South Waterfront with Marquam Hill and OHSU’s campus. It opened to the public in January 2007, it’s owned by the City of Portland and operated by OHSU. The tram plays a vital role in the development and growth of the South Waterfront and provides a reliable and predictable transportation option.

Description of activities. The Portland Aerial Tram efficiently moves riders between Marquam Hill and South Waterfront, allowing OHSU to meet increased patient, education, and research needs. It also is a popular tourist attraction, offering visitors spectacular views of the city and, on clear days, the snow-capped mountains of the Cascades.

Program results. The Portland Aerial Tram provides reliable and predictable transportation option by providing safe and consistent operating services for commuters. The tram efficiently removes traffic from city streets, avoiding an estimated two million vehicle miles annually. The tram saves an estimated 93,000 gallons of gas annually and reduces greenhouse emissions by more than 1,000 tons.

Community engagement. The Portland Aerial Tram is part of the Cities public transportation system which is overseen by the Tram Executive Management Committee comprising of City and OHSU staff in addition to a member from the public. The tram is managed seamlessly with Tri-Met and Portland StreetCar. The tram communicates with the public via website and social media outlets.

In addition, the Portland Aerial Tram host about 10 family friendly events per year to invite the community to experience the tram and welcome them to the OHSU campus.

Equity Impacts

Equity in service levels and outcomes. Does the bureau track disaggregated quantitative data or collect qualitative information about how communities of color and people with disabilities access and experience services? Not at this time, but have developed survey questions and will be collecting this information in the future.

- Accommodations. As applicable, please note how this program will meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI? As a transit provider, we strive to meet the need needs of our customers and work collaboratively with Portland StreetCar and TriMet on Title II reasonable accommodation requests and Title VI Civil Rights compliance.
- Impact of changes. If there are changes noted in the section below, how/do these changes (positively or negatively) impact the community? Increase needs for resources

could increase cost of a fare the public pays to ride the tram. Is this impact different (positively or negatively) for communities of color or people with disabilities? No.

Changes to Program

Bureaus should use this section to describe how a program is being impacted due to changes in external factors, the environment, and increases or decreases in resources/staffing.

- Changes due to external factors. How have the external factors or environment in which the program operates changed since the prior year? How has the demand for program services changed? Ridership continues to increase that creates capacity issues during peak times that could create the need for longer operating hours. The tram has an extensive maintenance and inspection schedule. This work can have large budget impacts and an inconsistent demand for recourses.
- Changes to resources. How has the reallocation of bureau resources to the program changed as compared to prior years? If this program has been impacted by the 1% constraint requirement or as a result of other significant internal reallocations, this section should describe the change in resources, the reasoning for this change, and the expected impact. All resources needed for the City come from fare revenue. City staff continually analyze maintenance schedules and adjust annual operation budgets and reserve account contributions to verify the City has the resources to meet the needs of operating the tram at a high level condition.
- Changes to organizational structure. In what ways has organizational structure or activities of the program changed over the past year? What are staff doing differently to achieve their goals? No changes over the past year.

Program Budget

Resources: The Portland Aerial Tram is a partnership between City of Portland and OHSU. Revenues to operate the tram come from fare revenues and OHSU.

Expenses: The Portland Aerial Tram is a partnership between City of Portland and OHSU. Per contract, the operating expenses are split between the two entities based on public ridership vs. ridership related to OHSU.

Staffing: OHSU contracts out the day to day operations to Doppelmayr USA. City staff manage the contractual obligations with OHSU and Doppelmayr.

Assets and Liabilities: Lower and Upper tram stations, intermediate tower, and all tramway equipment.

Bike Share Operations

Program Description & Goals

The **Bike Share Program** provides convenient and inexpensive bike rentals for single-ride trips. With more than 1,000 publicly available bicycles for rent in the Central City and Portland neighborhoods, *BIKETOWN* helps Portland meet many of our livability, transportation, and climate change goals. It provides a low-cost transportation option to reduce congestion and carbon emissions; it complements the MAX light rail, Portland Streetcar and bus systems.

Adaptive *BIKETOWN* makes adaptive bicycles available to people with disabilities, offering handcycles, trikes, and tandems. This program continues to develop initiatives to improve access, and customer service. The *BIKETOWN for All* project offers discounted memberships for Portland-area residents living on low incomes; as part of the program, PBOT offers workshops on bike safety education, and free bike helmets. The *Adaptive BIKETOWN* project is a partnership with local businesses to offer adaptive bicycles – handcycles, trikes, and tandems – for rent in locations near multi-use trails. *BIKETOWN* system costs were funded by federal and state grants, and ongoing operating costs are funded by a Nike sponsorship, other sponsorships, and service charges and fee.

This program supports PBOT’s five-year Racial Equity Plan and other bureau equity goals related to racial and disability equity;

- Racial Equity Plan Theme 4: *BIKETOWN for All* partners with social service organizations that serve a higher proportion of people of color. *BIKETOWN for all* created Pay it Forward to make the first month free and removed the requirement to have a credit or debit card.
- Racial Equity Plan Objective 5.7: *BIKETOWN*’s expansion outreach will be focused on engaging communities of color and the immigrant and refugee communities. Our first focus group will be hosted by Africa House in East Portland.
- Racial Equity Plan Objective 5.9: *BIKETOWN*’s contract with Lyft includes the High Road Standards, which requires all hiring to occur through a workforce training provider until 30% of employment hours are held by people of color and immigrants and refugees. Lyft’s *BIKETOWN* office has always surpassed this goal.

Adaptive *BIKETOWN* was expressly designed to provide bicycle access to people with disabilities. It will begin its third season in 2019.

Bikeshare Performance Measures

- Total BikeTown rentals
- Percentage change in Bike Town rentals (per year)

Explanation of Services

BIKETOWN provides low-cost public bike rental in a 20 miles service area in Portland. It includes 1,000 and over 140 stations. Users may rent a bike for eight cents per minute. *BIKETOWN* users have ridden over 700,000 trips since 2016. Local users report that 26% of *BiKETOWN* trips replace personal car or ride-hailing trips. *BIKETOWN for All* is a highly discounted program for people living on low incomes;

users average 100 trips per member. Adaptive BIKETOWN is public adaptive bike rental program focused on increasing bicycle access to people with disabilities.

Equity Impacts

Equity in service levels and outcomes

BIKETOWN conducts annual member surveys that includes racial and ethnicity identification questions. The percentage of members who identify as a person of color is equal to the composition of the city.

Accommodations

Adaptive BIKETOWN provides highly discounted adaptive bicycle rental and is aimed specifically at serving people with disabilities. The majority of its customers identify as a person with a disability.

Impact of Changes

BIKETOWN expanded the service area in 2018 to extend to approximately to the east 50's. Our expansion in 2019 will bring the service to East Portland and St. Johns.

Changes to Program

Changes due to external factors

BIKETOWN added Adaptive BIKETOWN in July 2017, one year after launching BIKETOWN. This addition was in direct response to concerns raised by people with disabilities in spring 2016 about BIKETOWN not having a rental service for people with disabilities.

Changes to resources

There have not been any changes to resources.

Changes to organizational structure

N/A.

Program Budget

Resources:

The program is funded by sponsorships and service charges & fees. Revenue from user memberships and rental fees compose approximately one-third of the total system, with sponsorships providing the remainder. At launch in 2016, BIKETOWN had one of the nation's lowest ride rental costs for a single trip at \$2.50 for up to 30 minutes of ride time. To increase access and to lower barriers, PBOT changes that rate to eight cents per minute. In 2018, PBOT also waived the first month rental cost for our BIKETOWN for All equity membership (Pay It Forward). BIKETOWN for All has always had a cash only option for unbanked users.

Expenses:

This program pays a contractor to operating and maintain BIKETOWN bike and bike stations.

Staffing:

The program doesn't fund any positions. Services are provided by a contractor.

Assets and Liabilities:

This program is responsible for the bikeshare system, including 1,000 bikes and 143 bike stations. The bikeshare system is in fair condition

Program Information

Bureau: Portland Bureau of Transportation (PBOT)

Website: <https://www.portlandoregon.gov/transportation-and-biketownpdx.com>

Program Contact: Steve Hoyt-McBeth 503-823-7191

Active Transportation & Safety

Program Description & Goals

The **Active Transportation & Safety (ATS) Program** works to improve safety, reduce traffic congestion, and make Portland's transportation network more efficient by increasing walking, transit, car-sharing, bicycling, and other active means of travel. ATS strategies increase access and improve public health and neighborhood livability for all Portlanders. Individual programs encourage and support active transportation (walking, transit and bicycling), help manage demand on the transportation system (Smart Trips and Transportation Wallet), and work to eliminate traffic fatalities and make streets safer (Vision Zero).

This program supports PBOT's five-year Racial Equity Plan and other bureau equity goals related to racial and disability equity;

- Racial Equity Plan Objective 1.1: Active Transportation and Safety has an equity committee that meets monthly with a defined workplan.
- Racial Equity Plan Objective 1.4: Community engagement is a part of all ATS programs, with racial equity as a defining element and objective of that engagement.
- Racial Equity Plan Objective 1.5: Safe Routes to School capital program uses race, income and limited English proficiency to prioritize investments.
- Racial Equity Plan Objective 1.7: ATS funds community partners to build capacity and participate in programs. 2017-18 funding included APANO, OPAL, Rosewood Initiative and Andando en Bicicletas en Cully. 2019-20 ATS programming will include funding for several additional CBOs working on racial equity.
- Racial Equity Plan Objective 2.1: ATS staff participated in a division-wide Confronting Microaggression training. A number of staff have attended other racial equity trainings and

conferences. In 2019-20 the entire Active Transportation and Safety Division will participate in a division-wide training on interrupting racial aggression in the public right of way.

- Racial Equity Plan Objective 3.3: Over the past year, three out of the five ATS staff hires are women of color. The two new CSA hires are men of color. Two women of color were promoted from entry-level to more senior positions.
- Racial Equity Plan Objective 4.3: ATS uses PBOT's racial equity matrix for capital investments in general and Safe Routes/Vision Zero capital projects in particular.
- Racial Equity Plan Objective 5.7: ATS has worked closely with PBOT's Racial Equity and Inclusion Manager on program design and delivery for bike share, Safe Routes to School, Regional Travel Options, and the 2018 e-scooter pilot project.

Explanation of Services

This program includes Vision Zero, Safe Routes to Schools, Transportation Wallet, Neighborhood Greenways, Smart Trips, and Sunday Parkways.

- *Vision Zero* is Portland's initiative to eliminate traffic deaths and serious injuries on Portland streets through safe systems engineering, enforcement, and education. Program elements include lowering speed limits in strategic locations, building safety projects on High Crash Corridor roadways, and engaging community members to support behavior change and equitable street safety improvements.
- *Safe Routes to School* is a partnership between the City of Portland, schools, neighborhoods, community organizations and agencies to build street safety improvements and offer programs that make walking and biking accessible and safe for students and families, while easing traffic congestion around schools. The program focuses investment in and around schools with a high percentage of low-income students, students of color, and those with limited English proficiency.
- *The Transportation Wallet* is a strategy to reduce parking demand and traffic congestion by increasing the number of trips taken by transit, by biking and walking. Parking permit surcharge fees in [Area Parking Permit Districts](#) fund passes and vouchers for use on TriMet, Portland Streetcar, BIKETOWN, and Car2Go. The Transportation Wallet is available to people who live or work in the parking districts, and to Portlanders participating in an Affordable Housing pilot.
- *Neighborhood Greenways* applies traffic calming mechanisms to residential streets throughout the city, with the goal of reducing traffic speed and volumes to create a safe shared roadway environment for people walking and riding bicycles.
- *SmartTrips* uses individualized marketing and outreach to encourage a shift from drive-alone trips to active trips by transit, walking, or bicycling. Portlanders who move into a new home or apartment order customized packets of maps, information, and incentives that are delivered to their door.

- Five *Sunday Parkways* events each year close low-traffic streets to vehicle traffic for a day and invite Portlanders to walk, bike, and roll on safe, family-friendly streets between parks and neighborhoods.

Equity Impacts

The Active Transportation and Safety Division has deeply ingrained equity into program delivery service levels, and is working to improve understanding and measurement of equitable outcomes. Several ATS programs track the participation and experience of people of color and disabilities.

Safe Routes to Schools sought and documented extensive school-based input that included families of color to inform program development and project prioritization. On an ongoing basis, *Safe Routes to School* prioritizes Title 1 schools for services and capital investments. As part of this work, the ATS team gathers qualitative information through student surveys and community conversations – and due to the Title 1 prioritization, these conversations include many families of color.

The *Vision Zero Action Plan* used equity as a primary lens for program development and capital project selection. Racial equity remains one of the guiding principles of the initiative. The Vision Zero Task Force sets direction for the work and includes a number of representatives from communities of color. Task Force members, community partners, and program participants of color have given direct input to help shape programs, messaging, and priorities.

Sunday Parkways in 2018 held an immigrant and refugee walk with over 2,000 participants. In 2019, PBOT plans to add an additional event focused on engaging immigrants and refugees.

The *TDM in Affordable Housing* pilot project will provide 500 affordable housing residents with a package of free transit, Streetcar, bike share, e-scooter and car sharing services.

The 2018 *E-scooter Pilot* program required scooter companies to deploy 300 e-scooters in the East Portland pattern area. PBOT conducted several focus groups with Black Portlanders, East Portlanders, and people with disabilities. PBOT collected racial and income data in its e-scooter user survey.

Accommodations

In addition to the work mentioned above, ATS is putting extra emphasis on walking and wheelchair rolling for the 2019-20 season, to ensure events are inviting and accessible to all – including those who are not able to ride a bicycle.

Impact of Changes

The *Sunday Parkways* program has engaged hundreds of immigrants and refugees in planning, outreach, and event participation. *Safe Routes to School's* prioritization of Title 1 schools for programming and capital improvements has resulted in safer conditions for low income and communities of color. The *E-scooter Pilot* resulted in over 40,000 scooter trips in East Portland. The *TDM in Affordable Housing* pilot will provide 500 residents with a suite of free transit, bike share, and car sharing service that will provide greater access to employment, grocery stores, and services.

Changes to Program

Changes due to external factors

Changes to resources

Changes to organizational structure

Program Budget

Resources:

The program is funded by external grants, sponsorships, traffic fines, recreational marijuana tax, general transportation revenues, general fund revenue, and service charges & fees.

Expenses:

Staffing:

The program includes 28 full-time positions and 1 part-time position for a total of 28.60 full-time-equivalents (FTE); this includes about 6.30 FTE providing services for other PBOT programs.

Assets and Liabilities:

None.

Program Information

Bureau: Portland Bureau of Transportation (PBOT)

Website: <https://www.portlandoregon.gov/transportation>

Program Contact: Catherine Ciarlo 503-823-5667

Asset Management

Program Description & Goals

The Asset Management Group oversees asset management and capital project investment decisions. It is responsible for monitoring and modeling asset use and degradation to advance data-driven decision-making around asset reinvestments. It is also responsible for reviewing, prioritizing, evaluating, and auditing projects: their implementation and outputs. The work of this group will result in transparent, service- and risk-oriented projects informed by City and Bureau goals. Outcomes from the Asset Management Group will be project identification and advancement to maximize benefits while minimizing total lifecycle costs. Managing the true value of PBOT's assets and investments will allow the Bureau to deliver on its commitments to asset preservation, safety, equity, and mobility.

The Bureau's overarching Asset Management goals are:

- To ensure that all assets are maintained in a state of good repair and that said assets meet intended service levels
- To ensure that PBOT's asset investments reduce barriers and improve equity for all users
- To ensure that the condition of all transportation assets support safety system-wide
- To ensure that PBOT ensures adequate, long-term funding for transportation system maintenance and enhancement

To achieve these top-level goals, PBOT will:

- Establish equitable asset reinvestment priorities to extend the life of the City's transportation assets, efficiently utilize limited resources to properly maintain assets, and deliver desired service levels for asset performance;
- Develop asset strategies to minimize the Bureau's infrastructure maintenance backlog and be responsive to infrastructure needs over the long term;
- Collaborate with communities, particularly historically under-represented groups, to identify desired service levels, asset reinvestment needs, and project outcomes. Lead public outreach and engagement around identifying these needs, and prioritize requested work in project scheduling and delivery;
- Implement a formal, transparent, equitable, and accessible process for advancing capital improvements that support safety system-wide;
- Formalize decision-making for asset acquisition, operation, maintenance, renewal and replacement including heightened urgency and accountability for work in communities of color and immigrant and refugee communities; collect and report data on asset reinvestment and CIP progress broken out by geographic area to evaluate targeted progress in communities of color;
- Set strategy for efficient delivery of capital projects to manage the long-term life of transportation infrastructure.

Key Performance Trends

The following performance measures are tracked for all asset categories:

- Status (count and volume) of Inventory,
- Replacement Value,
- Condition, and
- Total Unmet Need

The condition of pavement, bridge, and traffic signal assets are primarily the key performance measures used to evaluate success of the Asset Management program; results of evaluations related to these assets shows their condition maintaining or deteriorating over time.

Program success is determined through the amount by which the Bureau's maintenance backlog is reduced, performance is increased, system gaps and deficiencies are resolved, efficiencies leveraged, and service level expectations are met or exceeded.

The Asset Management program supports PBOT's equity goals related to racial and disability equity by responding to and prioritizing service requests made by historically underrepresented groups and persons with mobility disabilities, such as through MO Dispatch (823-SAFE) and the

Ramps by Request program. Through these efforts and others, PBOT's Asset Management program responds to the Bureau's Racial Equity Plan Actions 1.5 (Design and use capital improvement racial equity impact assessment tool for infrastructure projects), 1.6 (Prioritize projects according to racial equity matrix), 4.3 (Using data to address infrastructure deficiencies in communities of color), 5.4 (Inform communities of color how work within the Bureau is prioritized), and 5.10 (Develop process to rank constituent concerns through dispatch).

Asset Management Projects Highlights: FY19/20 – FY23/24 Capital Improvement Program

The FY19/20 – FY23/24 Capital Improvement Program has 23 Asset Management projects totaling \$79,810,122. The projects, which will leverage funding from Fixing Our Streets, Build Portland, Transportation System Development Charges, Bond Investments against GTR, General Fund, and federal grant dollars, will rehabilitate and replace bridges, deliver paving improvements including base repair, mitigate landslide threats, and reconstruct signals and streetlighting citywide.

EXAMPLES:

Project Name: 136th Avenue: Foster-Division, SE (\$8,820,010)

This project is roadway surfacing rehabilitation work. Projects in this program are selected for rehabilitation through PBOT's Computerized Maintenance Management System (CMMS; StreetSaver). Work typically includes grinding, paving, and construction of ADSA-compliant curb ramps. Construction is planned for Summer 2019. Funded through the Fixing Our Streets Program, this project will combine System Development Charges (SDCs) to help fund sidewalk improvements on the west side of SE 136th Avenue.

Project Name: Signal Reconstruction, Citywide (\$6,640,047)

This ongoing program replaces traffic signal infrastructure that has physically failed or beyond its useful life. The unmet need, or gap, for traffic signal repair, rehabilitation, and replacement is \$20 million per year over 10 years. The project is funded by General Transportation Revenue, General Fund, and Build Portland.

Project Name: 42nd Ave: Killingsworth – Columbia, NE (\$16,924,084) (aka 42nd Avenue Bridge)

PBOT Bridge #075, NE 42nd Ave over NE Portland Highway and the Union Pacific Railroad tracks, was originally built in 1938 with a service life of 50 years; the bridge is now 30 years beyond its useful life. The bridge requires both Phase I & Phase II seismic retrofits; this structure is in the most seismically-vulnerable category and is not expected to perform well during a design level earthquake. The bridge is located on a frequent transit route and in a freight district; the design and configuration of the bridge precludes movement of over-dimensional vehicles due to the limited vertical clearance this structure allows. The bridge is considered substandard for bicycle use, but the route it carries is classified as a City Bikeway and a vital link to 37% of the city's industrial land and home to 24,000 jobs. This project calls for a complete replacement of the existing bridge to meet modern safety and earthquake standards. The new bridge would be wider to accommodate pedestrian access and improve bicyclist safety; it would also increase performance of this structure by allowing greater freight loads on the bridge and underneath the structure. The project will be funded by a General Fund, SDC, Build Portland, and GTR.

Expected Performance Measure to be included in Requested Budget

1. Average Network PCI

2. Number of new assets added to PBOT's active maintenance inventory
3. Cost of deferred maintenance
4. Number ADA curb ramps constructed
5. Percentage of ADA corners in compliance with ADA regulations
6. Percentage of "busy" (collector/arterial) streets in fair or better condition
7. Percentage of local streets in fair or better condition
8. Percentage of PBOT-owned bridges in non-distressed condition

Explanation of Services

Asset management is a data-driven, outcome-focused way of making business decisions for an infrastructure portfolio. Its purpose is to direct management of transportation infrastructure in favor of financial sustainability as well as health, safety, and service outcomes. The work of the Asset Management program area helps the Bureau to deliver its technical, financial, and operational objective through strategic decision-making. Some of the benefits of this program are outlined below:

Benefits to community

- Transparency in decision-making
- Responsible investments towards community's infrastructure assets
- Increased engagement with communities of color around desired service levels, project and program priorities
- Improved organizational capacity in prioritizing and responding to racial inequities in asset reinvestment, project selection, delivery, and monitoring
- Reliable and safe service

Benefits to leadership and elected officials

- Long-term system integrity leads to improved safety outcomes
- Confidence in timing and magnitude of investments to acquire, operate, maintain, and renew assets
- Continued strong bond ratings
- Transparency of performance and positive community relations
- Clearer focus on critical assets for compliance
- Greater ability to fund asset renewal needs

Benefits to staff

- Clarity around work processes and expected results
- Transparency in project selection and development, including how a racial equity lens was applied
- Availability of data and tools for day-to-day work and decision making
- More time to focus on the work of project delivery; less time devoted to process and recreating evaluation / prioritization systems

It is the intention of the Strategic Asset Management Plan (SAMP), the Bureau's 10-year asset management strategy (in development), to include a more robust and comprehensive process by which to engage historically under-represented groups (communities of color and low-income areas) as well as those with mobility disabilities. Changes to public outreach, methods

and forms of engagement with these groups will be introduced following the SAMP's adoption at the end of this fiscal year (June 2019).

Equity Impacts

This work is delivered in accordance with the City's and Bureau's Racial Equity goals; the following Actions in particular:

- 1.5 - Design and use capital improvement racial equity impact assessment tool for infrastructure projects,
- 1.6 - Prioritize projects according to racial equity matrix,
- 4.3 – Using data to address infrastructure deficiencies in communities of color,
- 5.4 – Inform communities of color how work within the Bureau is prioritized, and
- 5.10 – Develop process to rank constituent concerns through dispatch.

Changes to Program

External Factors: The CAO and CFO's energy around elevating Asset Management-thinking at the City level¹ and the interest in development of a citywide CIP list has brought attention to current asset data deficiencies at the Bureau level (these deficiencies exist across the City, not just within PBOT). The interest in increasing reporting requirements and comparing asset condition and needs across bureaus has highlighted a need to further develop PBOT's asset condition data. This work would significantly increase demands in this program area.

In addition, reporting requirements to the State (as a result of HB 2017) and to the FTA (as a result of MAP-21) also increases demands on this program area. Both state and federal reports are required bi-annually on the condition of our pavement and bridge system, for the former, and streetcar system, the latter.

Resources: Additional funds from House Bill 2017, while not directed to this Group in particular, support delivery of program goals as resources are targeted to improving condition of pavement, signal, and structures.

Organizational Structure: Council approved the addition of an Engineer as part of the Asset Management Group in the Fall Bump.

Program Budget

Resources: The capital projects are funded by One-Time General Fund, HB2017, Fixing Our Street, System Development Charges, and Build Portland.

Expenses: The primary expenditures personnel, consultant, and construction to plan, design and construct projects.

Staffing: Staff are budgeted in the capital project.

¹ Proposed revisions to Financial Policy 2.03 represents one example of potential changes to this program area

Assets and Liabilities: Once the projects are construct, the city own the assets which includes, sidewalk, signs, crosswalk, signals, pedestrian island and other infrastructures.

Managing for Growth

Program Description & Goals

The Capital Improvement Program utilizes its growing list of capital projects to consider the efficient and inclusive use of limited space throughout the city to ensure ongoing business development and employment opportunities while enhancing access to businesses by implementing improvements that improve and expand access. As the population continues to grow, housing demands will continue to increase resulting in the need for a more robust transportation system that is able to meet the needs of travelers using all modes. The planned capital projects will help to address the needs with intentionality.

The Capital Programs Division, through its delivery of the Capital Improvement Program, has the opportunity to enhance its stewardship of the environment, public health and transformational infrastructure by better aligning its investments with goals for responsible economic and social development. By overseeing projects dedicated to enhancing safety, mobility, commerce, access to education, employment and community ownership, the Portland Bureau of Transportation is building a sustainable future for all Portlanders.

Expected Performance Measure to be included in Requested Budget

9. Percentage of residents commuting to work by car
10. Percentage of budgeted Capital Improvement Plan Expended (annual measure)
11. Percentage of trips made by people walking and bicycling, including transit (annual measure)
12. Percentage increase in car ownership annually
13. # of Transportation Wallets sold (annually)
14. % change in parking demand in managed parking districts where Transportation Wallet is offered
15. Number of TDM programs offered in historically underserved areas of Portland
16. Percentage change in SOV trips in managed parking districts and historically underserved communities where SmartTrips and Transportation Wallet programs are offered

Explanation of Services

Defining the context.

The Portland area has historically been a center of trade and commerce in the Pacific Northwest and, because of its connections to the interstate highway network, marine and rail terminals and an international airport, has grown into the fourth largest freight hub for domestic and international trade on the west coast; behind the Los Angeles, Seattle and San Francisco regions. Portland's economy is far more dependent on freight movement than most other US cities. The

Portland region has the third highest percentage of total employment in the distribution and logistics sectors in the U.S., comprising 11% of the region's workforce. According to the Oregon Department of Employment, one out of nine jobs in the Portland area are in the transportation sectors.

As we consider how the built environment informs decision-making and affects behavior, planners and project managers will work together with community stakeholders to develop solutions that will serve multiple needs. The outcomes will be project that will simultaneously address concerns about congestion while designing facilities that maintain community character and identity - all while increasing utility.

Description of activities.

Capital projects that embody the spirit of what is meant when we speak to the importance of *economic development* as well as *health and livability* are projects such as the federally funded **East Portland Access to Transit project**. This project combines pedestrian improvements on outer SE Division to assist with accessing transit with bikeway crossing improvements on the 130's Neighborhood Greenway. Project elements include sidewalk infill and crossing improvements on the route of the 130's Neighborhood Greenway. The overall goal of the project is to make accessing transit stops in east Portland safer and easier for both pedestrians and cyclists.

Activities such as the collection of fees paid by developers for Public Works permits helps to spur economic development in the city. The Public Works Permit project provides for the plan review and construction engineering on all new and remodeled residential, commercial, and industrial projects. All engineering and plans work is performed by private sector professional engineers.

Program Results.

Investing in the growth and health of a city's infrastructure is vital to its future. Failure to be intentional and inclusive in performing the necessary capital planning creates gaps and allows strategies to become watered down. Planning for the present and future health of any city requires focused attention to trends, policy shifts, political tides and the voices people that will ultimately be served.

The region will add 500,000 new residents by 2040. If we are to capably meet the rising needs, we must take seriously the challenges before us. The FY19/20 – FY23/24 CIP will invest an approximate total of \$199M in projects dedicated to Economic Development and Health and Livability. That is the city's way of demonstrating its commitment to addressing the needs today and planning for a future Portland.

Community engagement.

Each project manager works with a series of stakeholders to ensure that they are involved throughout the course of project implementation. Effective community engagement:

- Creates an environment of trust between the bureau and the stakeholder;
- Generates new ideas and solutions;
- Increases communication and creates openness in the community;
- Provides opportunities for residents to participate in the decision-making process;
- Connects people and resources by improving connections among individuals, community associations, businesses, households of faith, etc.;
- Improves organizational transparency and responsiveness;
- Helps manage the conversation; and
- Provides opportunities for cooperative, co-learning experiences and collection of critical community wisdom.

Equity Impacts

Equity is a core component of sustainability and should be a prominent element of managing future growth and development as it relates to transportation infrastructure planning. If community members do not feel included in the planning and implementation of any project that is being introduced, bureaus should not be surprised if their recommendations are not well-received. Through its Capital Improvement Program, the Portland Bureau of Transportation has an opportunity to:

- Ensure that the quality of transportation available positively affects people's economic and social opportunities;
- Better understand how transportation expenditures impact individuals, households and businesses;
- Learn how transportation planning decisions can affect development location and type and therefore accessibility, land values and local economic activity; and
- Evaluate how transportation facilities, activities and services impose various indirect and external costs, such as congestion delay and accident risk, pollution and undesirable land use impacts on communities.

Changes to Program

The FY19/20 – FY23/24 Capital Improvement Program will increase by over 30 projects allowing the capital projects team to support communities by: increasing mobility options; creating opportunities for greater reliance on mass transit (in partnership with local transit providers); focusing on smart growth; and promoting community relationships that will ensure sustainable development.

Program Budget

Resources: Resources funding capital projects in this program includes Building Portland, One-Time General, System Development Charges, Fixing Our Street, HB2017, and Marijuana tax

Expenses: The primary expenditures personnel, consultant, and construction to plan, design and construct projects.

Staffing: Staff costs are allocated in projects.

Assets and Liabilities: Various infrastructure assets including traffic calming devices, signs, parking meters, parking garages, pavement markings, bikeways, guardrails, retaining walls, the Harbor Wall, stairways, and traffic signal computer controllers.

Safety & Vision Zero

Program Description & Goals

Vision Zero is the bold goal to eliminate traffic deaths and serious injuries on Portland streets. In the past five years, an average of 38 people – mothers, fathers, brothers, sisters, kids, and friends – have died in traffic crashes annually on Portland streets.

Vision Zero success depends on reaching beyond traditional transportation agency safety programs. It is a multi-agency, multi-partner initiative that requires cooperation, commitment, urgency and action across the community. Vision Zero addresses safety by reducing conflicts within and between transportation modes using a safe systems approach. The actions are data-driven and built on a racial equity framework.

Key Vision Zero performance trends are the number of people who die and are seriously injured on Portland streets each year, including by mode, age and location. City Council adopted the Vision Zero Action Plan in December 2016. 2017 was a year of building a foundation – passing critical legislation and gaining significant funding; 2018 was a safer year with the number of traffic deaths trending in the right direction.

	2014	2015	2016	2017	2018
Deaths	28	37	44	45	34
Serious Injuries	216	246	275	287	n/a

Council adopts Vision Zero

Expected Performance Measure to be included in Requested Budget

14. Total number of traffic fatalities citywide (calendar year)
15. Total number of collisions and serious injuries
16. Percentage change in collisions and serious injuries (annual measure)
17. Number of streets converted to safe speeds (annual measure)
18. Miles of new bike lanes and protected tracks installed on local roads
19. Percentage of budgeted Capital Improvement Plan Expended (annual measure)

Explanation of Services

The City of Portland has set the goal to eliminate traffic deaths and serious injuries on our streets. Nobody should die in the everyday act of moving about. The Vision Zero program drives actions, tracks implementation and reports on progress.

As a data-driven program, Vision Zero focuses resources on addressing the most dangerous behaviors – impairment, speed, red-light running, reckless and aggressive driving, and distraction – on Portland’s most dangerous streets. The High Crash Network is made up of Portland’s thirty most dangerous streets, and are a priority for capital safety project delivery.

Of the 26 members of the Vision Zero Task Force who developed the Vision Zero Action Plan, nearly half represented organizations whose mission is focused to some degree on advancing equity. Their leadership is directly tied to the racial equity framework that the Plan was built upon and continues to shape Vision Zero funding, programs and engagement. Changing behavior through street design is a top Vision Zero focus, whereas enforcement plays a minimal role in Vision Zero because of concerns about racial profiling and citation impacts on lower-income individuals.

Equity Impacts

This Vision Zero Action Plan places a strong emphasis on equity and supports Portland’s Citywide Racial Equity Goals.

The Vision Zero Action Plan commits that actions will:

- Address disproportionate burden of traffic fatalities in Communities of Concern
- Prioritize filling gaps in infrastructure in Communities of Concern
- Will not result in racial profiling
- Will use equity data (demographics, risk factors, traffic enforcement data, infrastructure gaps) to prioritize needs in low-income communities and communities of color
- Measure and report on investment in low-income communities and communities of color

Changes to Program

Since City Council adopted the Vision Zero Action Plan in December 2016, the program has benefited from growing collaboration across bureaus and with other agencies, an increase in general transportation funding with a focus on safety, and policy wins.

Bureaus should use this section to describe how a program is being impacted due to changes in external factors, the environment, and increases or decreases in resources/staffing.

- **Changes due to external factors.** Vision Zero is shaping transportation in more than 30 cities in the United States, including the biggest cities. With increasing visibility locally and nationally, Portlanders continue to request slower speeds, safer streets and more education and engagement around traffic safety.
- **Changes to resources.** How has the reallocation of bureau resources to the program changed as compared to prior years? If this program has been impacted by the 1% constraint requirement or as a result of other significant internal reallocations, this section should describe the change in resources, the reasoning for this change, and the expected impact.

- **Changes to organizational structure.** As a bureau priority, Vision Zero and safety have become more embedded in PBOT projects and programs. Vision Zero team members collaborate with colleagues throughout the bureau to ensure that projects and programs are contributing to safer, more multi-modal streets and/or engaging on traffic safety.

Program Budget

Resources: Vision Zero program is funded by GTR. Capital Safety projects are funding by federal and state grants, SDC, FOS, HB2017, and Marijuana tax

Expenses: The primary expenditures personnel, consultant, and construction to plan, design and construct projects.

Staffing: Staff are currently budgeted in program or CIP projects.

Assets and Liabilities: Once the projects are construct, the city own the assets which includes, sidewalk, signs, crosswalk, signals, pedestrian island and other infrastructures.