



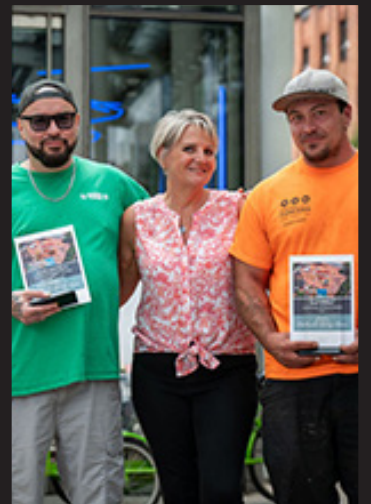
DOWN TOWN

PORTLAND CLEAN&SAFE

2025

Annual Report

Contract dates:
10/01/2024 - 09/30/2025



A Note From Your Leadership

How quickly another contract year has gone by, as the Downtown Portland Clean & Safe Board and operations team have worked hard on many projects and services to complement the continued growth and rebuilding of our downtown core.

This contract year brought a completely new form of government to the City of Portland, our key municipal partner in the Enhanced Service District (ESD) program. A key ingredient in our organization's success is a high-functioning partnership built on clear scopes of work, accountability, and a genuine desire to problem-solve in a continually challenging economic climate. As Clean & Safe has done throughout our 37-year history, we worked at all levels with our new City Council to maintain, grow, and form new relationships and partnerships — all with the goal of maximizing limited resources to provide the highest level of service to our ESD ratepayers and the entire community that enjoys downtown Portland.

While we and the broader downtown area continued to grapple with Portland Police Bureau staffing challenges and long patrol response times, we worked in full collaboration with Central Precinct to maintain the significant gains we've made in reducing organized, higher-level drug dealing and open-air drug markets. We are proud of this partnership and of serving as extra eyes and ears for our public safety partners. The strength of our Public Safety Program — and this partnership in particular — helped earn Downtown Portland Clean & Safe and our security vendor, GardaWorld, the "Outstanding Security Partnership Award" at the 2025 Global Security Exchange conference in New Orleans. We are proud and humbled by this honor, which reflects several years of work with GardaWorld to reshape and modernize our public safety program.

Another exciting development in our core services is the continued expansion of our placemaking and activation role downtown. The Clean & Safe Activations Team increased both the number and variety of events held each month at Director Park, further strengthening our partnership with the Parks Bureau and this effective public-private collaboration. Darcelle XV Plaza is our next partnership location, and this contract year brought continued design and implementation planning as we work toward its opening and our activation programming in 2026.

Our continued investment in placemaking and activation helped bring renewed energy, connection, and joy to the downtown core. In 2025, the Clean & Safe Activations Team expanded Portland's signature street tree lighting and produced engaging seasonal experiences such as the Bloom Tour, Buskathon, Summer in the City, and Downtown for the Holidays — creating more reasons for people to visit, linger, and support downtown businesses. This momentum was reflected in growing foot traffic, with several Saturdays in 2025 surpassing comparable 2019 levels. The Board also adopted an official Placemaking Policy, giving staff a clear framework for evaluating, pursuing, and prioritizing future events and activations. Together, these efforts strengthened downtown as a vibrant gathering place and reinforced the vital role thoughtful programming and public-space activation play in Portland's continued recovery.

Finally, our direct partnership with the mayor's office and the outstanding City of Portland staff at Portland Solutions and the Portland Environmental Management Office continues to provide vital

outreach and services to our most vulnerable Portlanders, while improving overall livability and conditions for the residents, businesses, and visitors in our District. This work is difficult and challenging, but we are seeing improvement across key safety and livability metrics, and we remain committed to our core mission: retaining businesses and residents, and attracting new business, development, and thousands more visitors to enjoy all that downtown Portland has to offer. Thank you for your continued support and commitment to downtown Portland — we are at your service.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Wells".

Mark Wells
Executive Director

A handwritten signature in black ink, appearing to read "Eric B. Farley".

Eric Farley
Chair of the Board

Financials

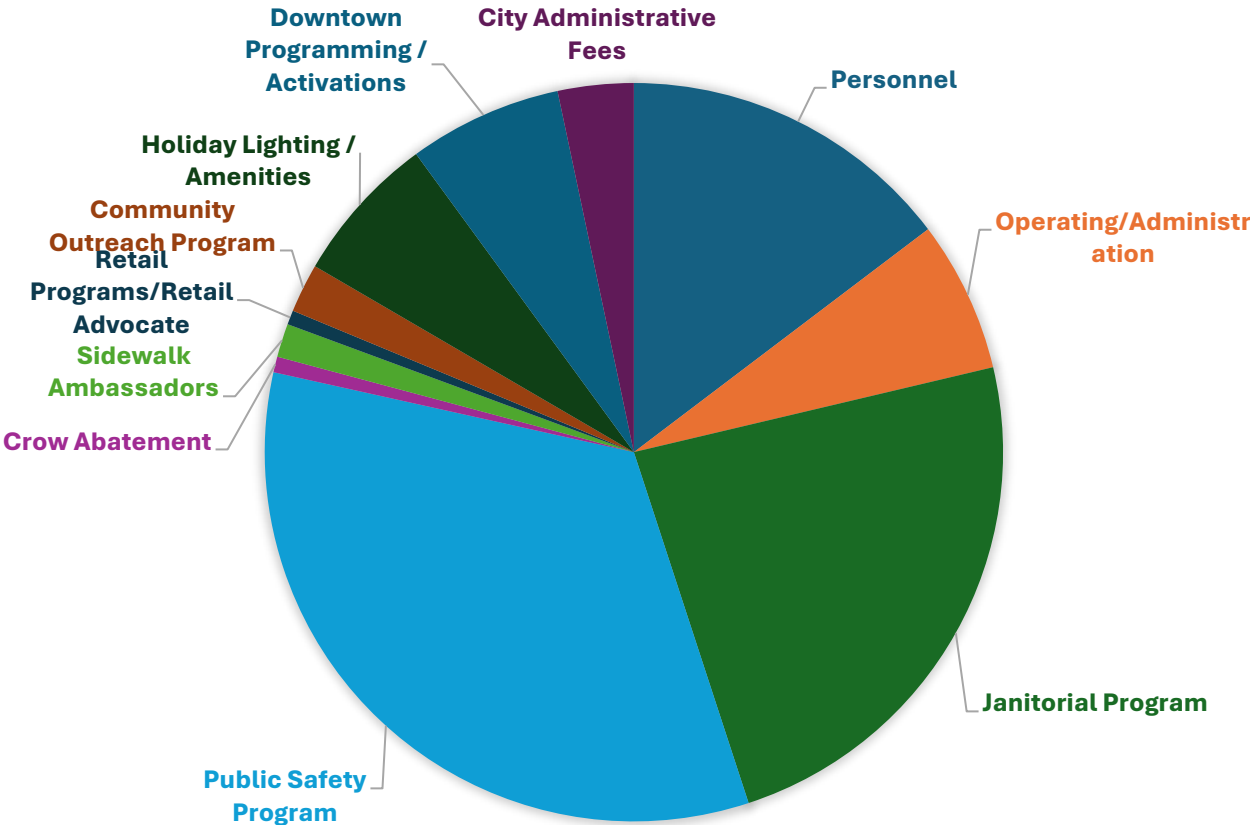
Downtown Portland Clean & Safe is unique among the city's three current ESDs by the nature of its funding, coming solely from fees collected by the City of Portland from more than 400 property owners or ratepayers. Each property owner in our 213-block district pays an annual ESD fee based on a variety of building types and usage criteria. We view and treat this funding as a donation to the City of Portland to provide "enhanced" services for janitorial cleaning on the public rights-of-way, extra professional community safety presence, reporting and response, and a wide variety of retail programming and economic development services. DPCS also manages a variety of dedicated holiday lighting and beautification programs throughout the year. Clean & Safe looks forward to collaborating with the City of Portland on implementation of a new ESD fee rate, that aligns with national best practices and follows the audit recommendations provided by BDS Consulting in early 2024.

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We take pride in the efficiency of our operations and continually seek ways to improve service for all members of our downtown community. Every year, we undergo an independent financial audit conducted by McDonald Jacobs. Our most recent audit report, for fiscal year 2024–2025, is available upon request for full transparency into our financial operations.

Final Audited Expenses

PROGRAM	FY 2024–2025
Personnel	\$1,283,632
Operating/Administration	\$579,142
Janitorial Program	\$2,069,125
Public Safety Program	\$2,929,698
Crow Abatement	\$60,144
Sidewalk Ambassadors	\$128,486
Retail Programs/Retail Advocate	\$54,598
Community Outreach Program	\$187,377
Holiday Lighting / Amenities	\$573,225
Downtown Programming / Activations	\$588,056
City Administrative Fees	\$290,060
TOTAL EXPENSES	\$8,743,543

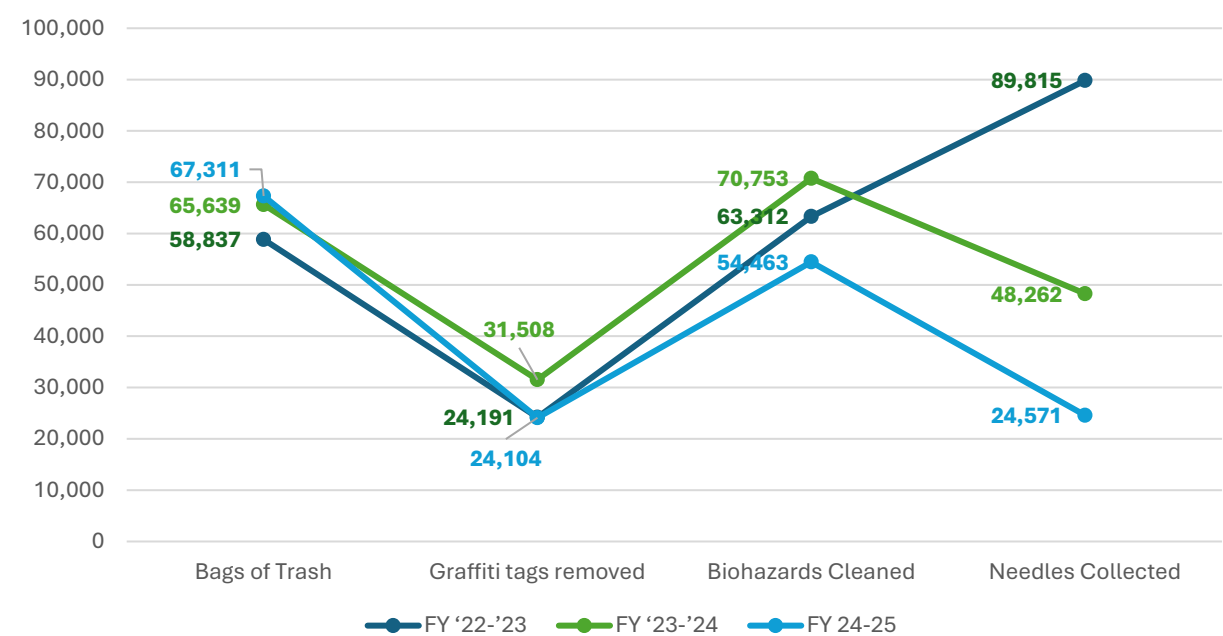


Janitorial

The Clean & Safe contract with Central City Concern's Clean Start Program continues to provide entry-level employment for individuals progressing from houselessness to housing and from addiction to recovery — offering an on-ramp to new opportunities and a new life. The program provides the district with our beloved "barrel pushers," who clean the sidewalks daily, removing trash, biohazards, needles, and other debris. Supported by hard-working e-trikes, bag-removal trucks, and power washers, the team helped improve cleanliness and livability conditions throughout downtown Portland, supporting the hundreds of businesses and thousands of residents who call downtown home.

Our Yearly Impact:

67,311 bags of trash collected	24,571 Needles collected	54,463 biohazards cleaned	24,104 graffiti tags removed
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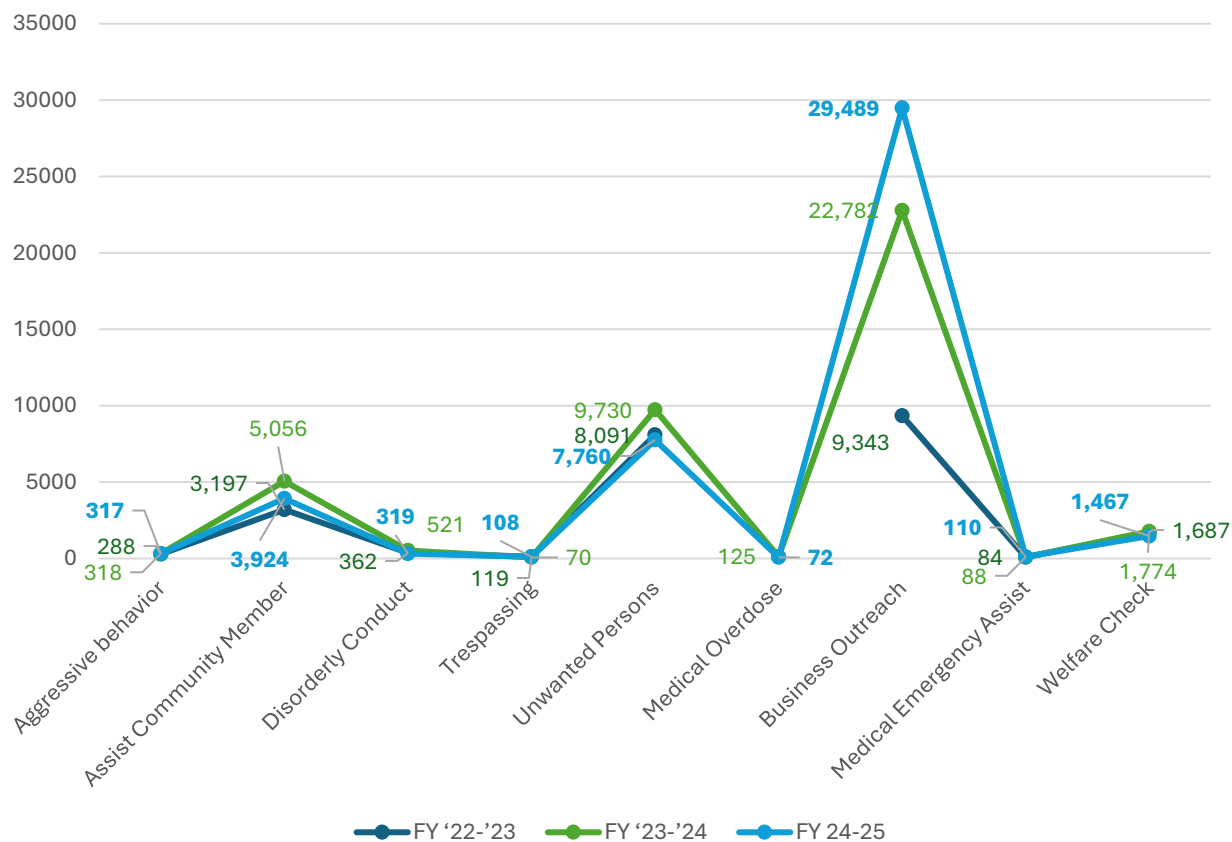
Public Safety

This contract year allowed our Public Safety Program to continue formalizing its evolution into a safety program that serves everyone in our district. From helping smaller, street-front businesses remain open and safe for staff and patrons, to providing extra safety presence for dozens of larger public events vital to attracting more foot traffic downtown, to delivering lifesaving overdose response and 911 medical assistance to dozens of individuals — our dedicated team of Public Safety Coordinators is helping fill many gaps in our public safety system. While we are passionate and deliberate about not being mistaken for city law enforcement and remain clear about our scope of work under our city ESD contract, Clean & Safe's safety team is often first on scene for major incidents and emergencies. At a higher level, our Board and affiliate partners are working diligently to ensure the City of Portland rebuilds all areas of our public safety system, from more efficient 911 service to faster response times for police, fire, and medical services.

All of this work, collaboration, and dedication culminated in Downtown Portland Clean & Safe and our security vendor, GardaWorld, being selected for the "Outstanding Security Partnership and Team Award" at this year's Global Security Exchange conference. Clean & Safe staff and Board members, along with the GardaWorld management team, received this honor — and our security Contract Manager, Kevin McGraham, also received the "Outstanding Security Manager Award." We remain fortunate to have outstanding professionals on our streets every day, handling complex and challenging calls for service to ensure downtown continues to improve and remain safe for everyone to enjoy.

Our Yearly Impact:

29,489 Business Outreach	7,760 Unwanted Persons	3,924 Assist Community Member
1,467 Welfare Check	319 Disorderly Conduct	317 Aggressive Behavior
110 Medical Emergency Assist	108 Trespassing	72 Medical Overdose



Street Outreach Program

Now in our second year of providing street outreach services, Clean & Safe, along with our vendor, Helping Hands Reentry Outreach Centers, continues to provide direct engagement and a host of services to individuals in our district experiencing homelessness, addiction, and mental health challenges.

While a small program with limited capacity, our goal from the start has been to add to and enhance the many existing government and nonprofit organizations that have operated in this space for decades. Like our core Janitorial and Public Safety Programs, our street outreach team works to strengthen outreach efforts and make connections and referrals wherever possible to help individuals find a better place or situation.

A key feature of this program is our internal referral system, through which any member of the Clean & Safe team can make direct referrals to our Street Outreach team when they encounter — or already know of — an individual in need who may be receptive to services.

Our district continued to be overwhelmed by street camping, with hundreds of tents and campsites on public sidewalks and in public areas. Our outreach program worked to meet individuals where they are, providing basic services such as warm food, shoes, and basic medical supplies, while striving to build rapport and relationships that help individuals seek assistance. Many of the individuals our program encounters continue to resist services or referrals to shelter. This program

serves as a vital link between Clean & Safe staff and our vendor's team members, allowing us to work together to identify and support individuals facing highly acute mental health and substance abuse disorders.

Our Yearly Impact:

155 Unique interactions	35 Day-shelter referrals	10 Overnight shelter referrals
29 Long-term shelter referrals	19 Referrals to Hope Center	37 Transportation services

Retail Engagement and Marketing

PDX Pop-Up Shop Program

Downtown Portland Clean & Safe continued its momentum with targeted retail initiatives that drove foot traffic and promoted downtown experiences. The 2024 Pop-Up Shop Program set a new record of 8 individual locations and returned with a curated mix of emerging and minority-owned businesses, bringing fresh energy to vacant storefronts during the holiday season. Retailers received marketing support, signage, and rent-free space, with many reporting record seasonal sales and some securing long-term leases.

Downtown Retail Council

Clean & Safe also continued to convene the Downtown Retail Council, providing businesses of all sizes with a trusted forum to share information, access public-safety resources, build relationships, and collaborate on strategies supporting a vibrant and resilient downtown retail environment.

Visit Downtown Campaign

The Visit Downtown Campaign is a collaborative effort between the Portland Metro Chamber, Downtown Portland Clean & Safe, and the City of Portland to keep Portland’s core in the spotlight. This partnership helps spread the word about the vibrancy, creativity, and community spirit of downtown, reaching both locals and visitors, inviting everyone to experience what makes our urban center special.

Placemaking

Director Park

In our third year of managing events in Director Park, we hosted more than 300 community and private activations in this European-style plaza—from performances and art installations to community celebrations and cultural programming. Featuring ample seating, a popular fountain, and a glass canopy with dynamic lighting, Director Park serves as downtown's gathering space year-round.

Darcelle XV Plaza

In partnership with Portland Parks & Recreation, Downtown Portland Clean & Safe began the planning stages for fun summer programming to activate the transformed former O'Bryant Square into Darcelle XV Plaza, anticipated to open in mid-2026. This reimagined community space will feature an event hosting area, community plaza, and dedicated dog park.

Reports & Research

Annual Business Survey

Each year, Downtown Portland Clean & Safe conducts a survey of downtown business sentiment as part of its contractual partnership with the City of Portland to better understand and measure the conditions of doing business in the city's center. To measure this, the survey identifies and tracks factors and trends affecting business operations and commerce downtown.

Portland's highly respected public research firm, DHM Research, has been a formal research partner since 2021 to ensure the integrity and independence of findings and data.

Key Findings: A Return to Stability and Growth

Crime & Safety

- Businesses experiencing theft or shoplifting incidents increased slightly from **30% in 2024 to 31% in 2025**, while employees quitting due to safety concerns fell from **29.2% to 25%**.

Declining Incidents of Vandalism

- Businesses repairing windows or physical damage increased from **47% in 2024 to 51% in 2025**, and graffiti repairs decreases **from 53% to 51%**.

Stronger Business Confidence

- **87 percent** of businesses report they do not plan to relocate
- **69 percent** expect their space needs to remain the same

- **55 percent** reported stable staffing levels over the past year

Improved Satisfaction with Downtown Portland Clean & Safe:

- **Tree Lights:** 92% satisfaction (Same as last year)
- **Safety Coordinators (Garda World):** 91% satisfaction (+1%)
- **Cleaners (Central City Concern):** 94% satisfaction (+6%)
- **Dispatch Services:** 82% satisfaction (+2%)

Vendor Family

The Clean & Safe team is proud to share and review the work of the many firms and organizations we contracted with throughout the last year. We have taken great care and due diligence to carefully and fully comply with our contract and the City of Portland's Sustainable Procurement and Labor Peace policies to ensure highly qualified, professional, and competent vendors are delivering the highest services possible to our ratepayers and community in our service area. This work is being supplemented by our internal Equity Committee's work to ensure diversity in procurement and support for local Portland business.

Contracted Firms & Organizations

CENTRAL CITY CONCERN	JANITORIAL PROGRAM
GARDA WORLD	PUBLIC SAFETY PROGRAM
BYBEE LAKES HOPE CENTER / HELPING HANDS OUTREACH REENTRY CENTER	COMMUNITY HEALTH OUTREACH WORKER PROGRAM
INTEGRATED AVIAN SOLUTIONS	CROW ABATEMENT PROGRAM
TROSS	HOLIDAY LIGHTING PROGRAM
EPONIC	SAFETY AND JANITORIAL PROGRAM DATA COLLECTION & TECHNOLOGY
DAY WIRELESS	RADIO SYSTEM FOR PUBLIC SAFETY AND PPB BIKE UNIT
RELAY RESOURCES	TREE WELL LANDSCAPING SERVICES
PORTLAND METRO CHAMBER	MANAGEMENT AND FINANCIAL SERVICES FOR DPC&S