

Budget Note: Evaluate organizational structure and relative staffing of City Administrator, City Council, and Mayor's Office

The Interim City Administrator is directed to work with the current Mayor and City Council and the newly elected Mayor and City Council after January 1, 2025 to hire an external evaluator to assess the organizational structure and staffing in the City Administrator's office, the Deputy City Administrator offices, the City Council, and the Mayor's Office under the new form of government. The evaluation should focus on the service delivery and cost impacts of the organizational structure, possible efficiencies, and include comparisons to highly performing cities of comparable size and governance structure. It should include an assessment of the number of Deputy City Administrators, bureau directors, and Council staff. The Interim City Administrator should present a draft of a Scope of Work for the evaluator to the current City Council by September 1, 2024.

Draft Scope of Work For Evaluator

A. General Information

1. Purpose

This Request for Proposals (RFP) document is a request for sealed competitive proposals under Portland City Code Chapter 5.68. The City of Portland is seeking proposals from qualified proposers with demonstrated experience evaluating efficiencies and effectiveness in organizational structures, systems, and processes for governmental entities.

2. Background

Portland has operated as a Commission form of government for over one hundred years. On November 2, 2022, the City of Portlanders voted to change the City's charter in several significant ways. These changes expanded the number of elected officials and established that the City would be governed by a mayor/council form of government, with a legislative council and an executive mayor who runs the day-to-day operations of the City with the assistance of a City Administrator. More information about the work to implement the charter amendments is available at portland.gov/transition.

3. Business Challenge

The transition to the mayor/council form of government is a massive shift in the City's leadership and organizational structure. This transition has been on a very short timeline as dictated by the City's charter, community expectations and the need to restore civic trust. City charters rarely include the level of detail needed to establish an organizational and reporting structure. The City studied best practices and common structures from municipalities across the country to inform the first reorganization under the direction of a transitional city administrator. [View the City's current organizational structure here.](#)

The transition bridges the current commissioner form of government, where council members are both legislators and executives, to the mayor-council form with clear executive and legislative roles. And while the new structure has not been fully implemented, the City is currently testing the council-approved reporting structure or and bureau groupings.

4. Outcomes Desired

Good governance requires an accountable, transparent, efficient, and effective, responsive, representative leadership structure. The desired outcome of the project will show how the City of Portland is able to deliver good governance. A successful proposal will explicitly demonstrate how its

processes and deliverables will adhere to the City's six core values of anti-racism, equity, transparency, collaboration, communication and fiscal responsibility. A successful proposal will demonstrate an ability to evaluate the council-approved organizational structure and decision-making authorities with special attention to efficiency and effectiveness. The resulting final report will identify strengths as well as weaknesses in the system adopted by council and make recommendations for immediate and long-term solutions to best meet the needs of Portlanders and improve the City's governance through coordinated service delivery. Additionally, the final report will recommend any efficiencies, optimization of spans of control, costs, opportunities for consolidation, areas that need additional investment, and targeted action items to improve service delivery and community satisfaction.

5. Work Overview

Overview of Required Services:

The successful Proposer will evaluate the council-approved organizational structure and make recommendations based on industry best practices.

The evaluation will focus on the following areas:

1. Minimum staffing requirements and leadership team composition, staffing, span of control, roles, and responsibilities
2. Service delivery areas and cost/benefit impacts of the organization structure
3. Bureau scope, and structure
4. Minimum staffing requirements for elected officials offices

At a minimum, the successful Proposer will address how they will perform the following in their Proposal:

- Establishing clear criteria for evaluation
- An independent analysis of the current system and potential opportunities for improvement using a standardized assessment process
- An assessment and evaluation of the existing structure as compared to highly performing cities of similar governmental structure and size.
- A final report of the evaluation findings and recommendations for actions to improve efficiencies, service delivery and community satisfaction. The report will include an explanation of how the proposer's work considered and incorporated the six City core values.