



Office of Mayor Ted Wheeler
City of Portland

DATE: January 12, 2021
TO: Dan Ryan, Commissioner
FROM: Ted Wheeler, Mayor
RE: Bureau and Liaison Assignments

As I look ahead to 2021, I am very excited to work with you and with our new colleagues on behalf of our community.

Portlanders expect and deserve for their City leaders to develop and advance a shared agenda that is reflective of their values. Our unique form of government presents an opportunity to leverage our collective authority, platform, and leadership to make real progress, quickly, on shared goals. As we have discussed, I look forward to working with you and our colleagues to take advantage of this opportunity.

I have shared that livability, homelessness, and safety are top priorities for me. Thank you for sharing your feedback, and for talking with me about your interests and priorities. I am grateful for your partnership in this important work, and for your leadership with the following bureaus and liaison responsibilities:

- Portland Housing Bureau (PHB)
- Bureau of Development Services (BDS)
- Joint Office of Homeless Services
- Rose Festival Foundation
- Portland Children's Levy
- Home Forward
- Multnomah County Animal Control
- Multnomah Youth Commission
- Royal Rosarians
- A Home For Everyone (with Mayor Wheeler)

As Commissioner-in-Charge of these bureaus, and liaison to these key pieces of work, I ask that you include the following on your lists of priorities, and partner with me on items, noted below, that will require our collective attention and leadership to be successful:

- Emergency response to unsheltered homelessness: I am grateful for the leadership you have brought to the conversation about alternative shelter options early in your tenure as Council lead with the Joint Office of Homeless Services. I ask that you continue to partner with me, our colleagues, Chair Kafoury, and the Multnomah County Board of Commissioners as appropriate to pursue options to increase the diversity and quantity of shelter options we are providing to people living outside in our community. These options may include additional private sector partnerships; safe camp zones; and increased acquisition of facilities. We cannot deny the extreme nature of our challenge, and only through creativity, partnership, and a willingness to try new things can we responsibly and appropriately address it. I ask that you continue to move quickly toward concrete actions with specific goals and timelines, and that you work with me to include any necessary decision points in our 21/22 budget development process.
- Affordable housing development: I ask that you work with Director Callahan to explore and identify options to increase private sector investment in the development of affordable housing in our community. In particular, this tool may help increase the supply of housing affordable to low- and moderate-income Portlanders who are priced out of the market but not eligible for much of the housing we finance and develop.
- Community Safety Transition Director: I strongly support this position and the work to transition our public safety system into a community safety system tailored to our community's needs. I expect that all of Council will continue to prioritize this work, and that we will collectively support the successful candidate as they lead us through the complexities of this change management effort.
- Permitting: BDS Director Esau has made important progress improving the City's permitting system, and I am grateful for her leadership. She is also constrained in two key ways: large pieces of the City's permitting system are not in her bureau and so are out of her direct control; and her bureau operates with a primarily cost-recovery business model which tethers her staffing capacity to the overall state of our economy and leaves her without the flexibility to respond to Council's expectation regarding service level. During the COVID-caused recession, as we hope to provide creative, nimble permitting services to ensure that we move into recovery quickly and sustainably – and are able to protect and preserve the small and local businesses that make Portland special – these limitations come into stark relief. I hope to work with you, Budget Director Kinard, and our colleagues through the budget process to explore and identify creative near-term options to mitigate this challenge. My goal is to protect Portland from the worst economic impacts of the recession, and help our economy

recover quickly, equitably, and sustainably by supporting the unique aspects of Portland's economy (for example, food carts) and the entrepreneurs who are its heart and soul. I ask that you work with Director Esau, other permitting bureaus, and me to develop and propose emergency steps to speed up permit approval across all categories.

Again, I am deeply grateful for your service on the Council, and look forward to being your partner through the next several years of critical work.