

**Government Transition Advisory Committee
Questions and Staff Responses 8.30.23**

Questions for the Transition Team re: Michael Jordan 8.22.23 city organization email

1. What were the three conceptual models reviewed at the retreat?

To help guide conversation at the retreat, the project team captured some key organization questions for review. These questions were represented visually and reviewed at the retreat. They were not options to choose between but rather examples to tee up questions.

2. What were the areas you came away with “clear direction” and what was that direction?

The goal of the retreat was to have robust conversation with the group of leaders (Council Chiefs of Staff and Executive Leadership Team) that will help inform CAO Jordan’s recommendation to Council. The following key take aways from the retreat, not necessarily points of consensus, were circulated to staff:

- Which leaders and functions should be housed directly in the city administrator’s office, and which ones should be organized in service areas reporting to a deputy city administrator?
- What are the pros and cons of different options for grouping bureaus in service areas with related missions and functions?
- How can the new organizational structure most effectively advance the City’s commitment to equity and anti-racism, as well as advancing Citywide policy priorities such as climate and houselessness?
- How can we create a healthy, inclusive organizational culture that cultivates excellent leaders and centers employees’ wellbeing?

Mike Jordan also shared that “for most City employees, your day-to-day work and working relationships will remain the same. For all of us, a new organizational structure creates the possibility for positive changes. And we know that Portlanders are counting on us to deliver public services effectively, efficiently and equitably under the leadership of a professional city administrator.”

3. Mike Jordan state’s “I intend to share the draft with all City staff and community members by mid-September.”

- a. What is the communication plan for speaking to City employees and the community?**
- b. Will he be taking public comment and consider changes based on those comments?**

We plan to share the draft recommended organization chart with employees and community on September 12. Employees will hear about the draft in two ways: first, bureau directors will share updates with impacted employees (as they define them) and then will send an email to their bureaus with a recorded video message from CAO Jordan and additional context.

The September 12th eNewsletter, disseminated via email to community members, will also include some key messages and the draft organizational chart. It will also be posted online. Comment will be accepted from community and employees in three main ways:

- emails to transition@portlandoregon.gov are always welcome
- folks are invited to attend the October 19th Council session to testify about the resolution
- people can share thoughts at an employee open house and community listening session, both scheduled for late September

Like all feedback received throughout this process, CAO Jordan will take the input under advisement when finalizing his draft recommendation. Feedback received prior to or on September 29 will be included in the report that will accompany the resolution and feedback received after that date will be forwarded to Council. Council will also consider feedback in their decision-making process.

Questions re City Organization

1. I heard there are 28 City bureaus or departments. What are they?

Information on current City bureaus and offices can be found here: [Bureaus & Offices of the City of Portland | The City of Portland, Oregon \(portlandoregon.gov\)](#).

2. Which bureaus are in charter vs. ordinance?

For the most part bureaus are created by city council and are listed in [Title 3 of the Portland City Code](#). The Charter includes a mix of activities that the city must perform; for example, maintaining sewers and streets, specific authorities such as Fire and Police Disability Retirement Fund and Prosper Portland, and specific positions such as the chief of police and city administrator. The work of aligning the city organization with the 2022 charter amendments will include updating any necessary code and complying with the existing charter language and state law.

3. Which bureaus are subject to state law regarding their structure or mission, e.g., urban renewal, garbage and recycling franchising?

This was not part of the City Organization project.

4. Regarding bureau advisory committees (a) Which have advisory committees? (b) How are the committees comprised? (c) Who appoints the committee members? (d) Is there any common mechanism for agency response to advisory committee advice?

The scope of the City Organization project does not include work around advisory bodies. The Office of Civic Life is leading a review of the advisory bodies. We have forwarded your questions.

5. To date, which of the following support services are shared by two or more of the bureaus vs. standalone by agency: (a) Human resources; (b) Purchasing; (c) Motor pool - All fleet services are centralized in the City; only fire apparatus are maintained by a non-OMF bureau (they are maintained directly by Fire); (d) Engineering; (e) IT; (f) Accounting; (g) Fees and fines collection; (h) Community relations; and (i) Communications.

The City Organization Project was focused on realigning the City reporting structure at the budget program offer level and higher, with the changing elected roles and the addition of a City

Administrator by January 1, 2025. Process improvements such as shared services will be an important element of the next phase of the work.

Questions re Facilities

1. Has the City considered renting offices for new council members as opposed to retrofitting City facilities? What is the vacancy rate for office buildings near City Hall?

The City has a long-time resolution on the books regarding space utilization, which compels us to use existing City-owned spaces prior to “outleasing,” or renting spaces from others. In fact, renting spaces from others requires an Ordinance, because it is the City’s fiduciary duty to maximize the use of spaces it already owns prior to taking on additional space (outleasing simply adds to the City’s costs; it does nothing to reduce costs, unless the City is able to sell/offload the original building). In addition to the ongoing lease costs that would be incremental to the cost of the City’s existing facility program, there would be capital upgrades needed for any outleased location that are comparable to, if not greater than, the capital upgrades proposed for City Hall (e.g., adding City-owned fiber to the outleased locations to meet data security mandates; making comparable physical security upgrades; making comparable tenant improvements; etc.). Likewise, there would be new ongoing operations and maintenance costs above and beyond the lease costs (e.g., providing a comparable security program). **Note: there are times that we do seek outleases versus rehabilitating existing buildings to serve the City’s needs; this is a business case decision, made on a case-by-case basis, and depends on the geographical appropriateness of the original location, along with its existing condition; the programmatic needs of the bureau requesting the space; and the overall lifecycle cost of the rehabilitation option vs. the lease option.

2. Is there space in the Portland Building for new council chambers as opposed to changing City Hall chambers?

Yes, we examined the use of the Leah Hing room in the Portland Building for this purpose and compared that option to the rehabilitation of the existing Council Chambers at City Hall. From a programmatic, cost, and asset utilization standpoint, the City Hall chambers renovation was preferable. Although the Portland Building was recently remodeled, its conference rooms were not designed to meet Chambers specifications. Assessing that option indicated that we would have to incur significant costs to make it both more secure (e.g., adding a saferoom, enhancing the glass that faces toward the street, other physical modifications), and operational (e.g., adding broadcasting capabilities to the room’s technology program). In addition, the security program for the entire building would have to be expanded to ensure the safety of all the building’s occupants and users, resulting in very high ongoing security costs compared to the base case of simply rehabilitating and reusing City Hall. Lastly, repurposing the Leah Hing room to serve as the new Council Chambers would have taken away the City’s only large conference room downtown, which is used routinely by the bureaus for both City and public functions.

3. How many offices does each new councilor require, either in districts or downtown? And, to the extent this is based on support personnel numbers, what is the rationale for the number of staff? New councilors don't have job descriptions other than charter language. Currently, commissioners have seven staff and I've heard four suggested for new councilors.

This is a great question! And, it demonstrates why coming up with firm estimates for the facilities aspect of the Charter Transition in time for the vote that occurred last year was exceedingly difficult. Cost estimating happens as a result of having a firm design program; a firm design program relies on having firm knowledge about the operating program. The more uncertainty that exists in the operating program, the more uncertainty in the design program and cost estimate. That said, Facilities made then and continues to make now gross but reasonable assumptions about staffing, and it's on these assumptions that we are basing our workspace designs and estimates (i.e., estimates for downtown workspaces, not including Chambers). Programmatically, we are proposing 24 private offices: one per council and one per a dedicated staff member for each councilor with workstations for additional support staff. The open office layout at workstations promotes flexibility to meet future staffing needs.

Questions re Budget

1. What is the budget development process for the City?

Please see the information on the City's website and in the Adopted Budget book as linked below. In addition, I am sending a report that CBO wrote entitled "Budget Function in the City of Portland," which reviews the current budget process and what could change in the new form of government.

- CBO website's Learn about the budget page: <https://www.portland.gov/cbo/budget-intro>
- Volume 1 of the FY 23-24 adopted budget: <https://www.portland.gov/cbo/2023-2024-budget/documents/fy-2023-24-adopted-budget-volume-1-citywide-summaries-and-bureau/download>
 - Budget overview, p. 40
 - Budget process description, p. 51
 - City financial planning process description, p. 59
 - Summaries of financial policies, p. 78
 - Summaries of planning policies, p. 84

2. How will the forthcoming budget / service areas rollout and ensuing process differ from the previous budget process?

CBO will come to the GTAC meeting on September 6 to discuss possible changes to the budget process as the City transitions the form of government. The City is actively working to determine what changes will be made as part of the FY 2024-25 budget development process, and how the proposed organizational changes will be incorporated into the budget.

3. What are the mechanisms for public information and public input to the upcoming budget and when in the budget cycle will such information and input be provided or allowed?

Again, we will include more information on this when we present on September 6. There may be changes to the existing process for incorporating public input into the budget process in the FY 2024-25 process, but no decisions have been made at this time.

Please see CBO website's FY 23-24 budget planning public involvement page to see how last year's process was done: <https://www.portland.gov/cbo/join>.

4. As the FY 2024-25 budget will bridge the current City organization and council and the new Charter council and Administration, what provisions are being made to account for the transition?

See #2 above.

5. How much centralization of management and support services can be anticipated and accomplished in the upcoming FY 2024-25 budget? How much will be “Works in Progress”? Is this what is implied by the terms “Change Management” and “Future Opportunities”? If so, what are the implications for public transparency and accountability?

This is primarily a function of the proposed organizational structure changes that will come from CAO Jordan in October. In terms of budget process, CBO will discuss possible changes and the work that our office has begun with internal City stakeholders around change management for the budget process itself when we present on September 6th.

6. Should we have a Government Transition Advisory Committee subcommittee (ongoing) or workgroup (time-limited) on City budgeting? If so, what would be the scope, duration and frequency?

CBO does not have a recommendation on this question. The Mayor and City Council are the decision makers regarding the budget and, in our current form of government, changes to the budget process. CBO can provide additional information on the forums at which there may be discussions of changes to the budget process over the next several months to help inform the GTAC's deliberations as part of our discussion on September 6.