PORTLAND TRANSITION TEAM
PUBLIC COMMENT REPORT

*Date range October 1st – October 31st**

From October 1st through October 31st, the Portland Transition Team received a total of **598*** public comments through our online comment form, via email and verbal public comment. **40** out of the **598** comments were submitted on behalf of community-based organization(s). To date, we've received **2,577** public comments during the transition of Portland's city government.

*4 comments that were not reported previously are at the beginning of the report. 2 from April and 2 from May.

Raw public comments received during October 1st and October 31st. Attachments are included at the end of the report.

Raw Public Comments
* Comment from April: The City of Portland should be divided into four districts, with South and Southwest Portland combined into a single district. Additionally, all neighborhood boundaries within the Southwest Coalition, including South Portland, should remain as they are.
*Comment from April: Greetings Independent Districting Commissioners, _____ here, with a few thoughts I wanted to share with you. I looked over the Districtr maps submitted by the public and noticed that although it can be used to define communities of interest, to date very few of the submissions have focused on COI's. Of the ~90 maps in total, only 8 were COI maps, 4 of which came from the same person, so only 5 people submitted COI-based maps. By contrast, in 2021, Michigan used Districtr and there were over 1000 COI proposals. They then summarized these into 34 clusters. (The results were interesting...see https://mggg.org/cois for an overview, and maps in https://mggg.org/publications/Michigan-COI.pdf) Michigan's population is significantly greater than Portand's (11M vs. 640K, a factor of 17x) but the response-rate discrepancy (so far) is much larger. One idea to drive the COI participation is to utilize existing organizations to "beat the bushes" over the next few weeks. With over 90 Neighborhood Associations in the city,

perhaps they could be leveraged to increase traffic to the COI part of Districtr. Other ideas (which you may already be working on) is to contact reporters who cover "the city beat" in media like the Oregonian, Willamette Week, Portland Tribune, major TV stations, etc. Many of these people were very active in covering the Charter Commission's work and would already be somewhat familiar with the district mapping initiative. As always I'm more than glad to pitch in with additional research if it would be helpful to your work. Thanks for all you've done so far, looking forward to the meetings and public comment opportunities coming up.
*Comment from May: Not thanks. The ranked choice system you have devised is beyond complex and is going to be a disaster. I want no part of this new system.
*Comment from May: Please provide a link to the list of GTAC members from this introductory page.
What is the plan to find solutions for: 1. Crime 2. Drug abuse 3. Drug addicted street camping Thank you,
I'm hoping that ALL the staffers working in these various service areas AND all the Commissioners and their staff (including the additional ones coming in with the charter change) will be required to work on-site and not remotely. There should be a 10 percent reduction in salary for each day that they are not in the office. Working only 20 hours? 1/2-pay. The money saved could head to the PBOT budget. Since COVID lockdown, it is impossible to get anyone to answer an email or answer a phone or return a phone call -- too busy squeezing in "working remotely" between childcare, walking the dog, gardening, doing the laundry, going to the gym, cooking dinner, working at another paid job simultaneously and/or coaching their kids' teams during work time, etc., all of which are being done during what is supposed to be their City work hours.
Greetings from Rose City Park, I wanted to extend my appreciation and gratitude to Zach Kearl and Terry Harris for presenting at our neighborhood association general meeting last week. Our group learned a lot from them! Please accept this letter from our Board of Directors requesting further extension of the organizational chart review time period. Regards,
Hello, Portland General Electric (PGE) would like to submit a letter regarding the proposed

organizational structure by your deadline of October 5. Please let me know who to address the letter to and where to send it.

Thanks,

Hello,

I attended part of the meeting about the City's Climate Workplan and was struck by how much we need to change our practices in order to reach the City's goals. In particular, around transportation!

I want to put in a plug that the City keep this Workplan in mind during the restructure/transition. For instance, stationing people further away from their project locations (and homes) will likely require more drive-time—adding to traffic congestion and more emissions. Also, requiring "in person" meetings and events increases drive time and emissions that employees generate. (I'm not advocating that we don't ever meet in person! Sometimes it is very important to do so. Just that we keep in mind that this adds emissions and to consider wisely and judiciously which meetings should be in-person vs. online. Also, it is ideal for staff to take public transportation. However, taking public transportation of course takes more time out of already-busy work days and staff may default to driving, in order to spend less time in transit and allow more time to address heavy work loads. I know I've made this choice in the past!)

The presentation noted that we are now not only back to, but above pre-pandemic driving levels in the City! This was a shock to me. If we as a City are espousing that people should drive less and generate fewer emissions, then I think it's important that we restructure our staff and work in a way that supports less need for staff to drive across town on a regular basis.

Thank you for taking our feedback into consideration.

Kind regards,

Good day,

I am joining _____, Urban Conservation Director at Willamette Riverkeeper, and many other environmentalists and friends, to speak up for our environment in the midst of the changes with a new Bureau of Natural Resources.

As preparations are underway to move many natural resource programs for the bureaus where they currently are housed, and consolidate them in a new Bureau of Natural Resources, there are concerns I want to touch on here. My input is that the Bureau of Natural Resources should only be advanced if the following conditions can be met:

The Bureau of Natural Resources must have an adequate base funding. The City should not

just add a new Bureau of Natural Resources to an already overburdened general fund. As well as funding, a new Bureau must have real authority to impact priorities, programs, and policies within other infrastructure bureaus such as the Bureaus of Environmental Services, Water, Transportation, Portland Parks and Recreation.

A new Bureau of Natural Resources must have the authority, specific avenues, and structures to integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure. They all impact our natural resources. They need to be coordinated from the start, not left to be slipped in haphazardly. In advance of a decision, Portland must clearly delineate which programs, projects and staff will transfer to a new Bureau of Natural Resources and which will remain in their current locations.

And importantly overall, Portland Bureau of Natural Resources should be empowered to ensure that Portland is a national leader in advancing clean water, clean air, climate resilience, an expanding urban tree canopy, healthy lands free of toxins, a rich range of biodiversity, and environmental justice.

Thank you,

Thank you for having last nights listening session for NA's and DCO.

Will all the Q &A questions be left in place as they were asked/answered to maintain the public record?

Providing a summary of what happened is not what actually happened so in the interest of transparency will the entire Q&A be provided for the record of the public meeting?

Bridlemile doesn't meet until the 2 nd Wednesday of every month so due to the short comment period we're unable give proper notice to bridlemile residents per oni standards.

I understand that this process is being rushed because of the political time frame and that requires emergency notifications etc. However not allowing adequate time to notify any issues that involve the public is extremely problematic for the city if they wish to stay in compliance with 3.96 and city standards.

Please acknowledge receipt of my email.

Respectfully

Our neighborhood associations are an important part of civic engagement to us members . The NA should have a place in the new restructuring

Neighborhood Associations have an important pace in Portland! Please continue to support these local opportunities to create connection and means for a local voice.
Please present an evaluation of how the cost and facilities required by the new organization compares to the current city government and benchmark against three or four comparable cities in the Western US.
Portland Parks and Recreation has maintained and managed the majority of the natural areas throughout the city. Their focus has been the holistic stewardship of these areas, including the inclusion of the community it serves. The community plays a crucial role in the overall success of natural areas. How will this new Natural Resources bureau steward natural areas for the next seven generations, while continuing to support community? Will this new bureau have a mandate to provide intentional access to natural for all people in communities regardless of race, faith, ethnicity, and gender? How will access to nature, stewardship, and community engagement be funded by this new bureau? The new bureau should be called City Nature. This new bureau should not have a regulatory component. This new bureau will require Rangers or other law enforcement on staff to support clean and safe natural areas. Park's City Nature program has more on the ground staff to support the stewardship of natural areas throughout the city. Other bureaus have relied heavily on contracted services to complete similar projects. Both staff and contractors have their limitations, however staff have more flexibility to complete multiple tasks and projects. City staff are often better situated to do long-term stewardship of natural areas.
The City's Disability Program needs to remain intact and not just be shuttled over to the City's Office of Equity. People with disabilities -- visible and invisible -- don't have many CITY opportunities for self- advocacy. (Thank Heaven for Disability Rights Oregon!) Let's please not water down the Disability Program. Thanks.
Natural Resource Group should not be independent as it will continue the Silo divisions. For example trails connecting places via PBOT row and Park Lands could be excluded for public access by a Natural Resource protection agenda, forcing people to drive outside of the city, creating additional greenhouse gas emissions and negatively impacting the climate action goals. Natural resource considerations should integrated in all work as part of planning/design and not a separate Silo.
We don't need a CITY Arts Program operated by the City. Some of the arts-related grants that were Civic Life-administered using ARPA monies didn't even require a grant report,

including receipts, from the grantees. It was all on the honor system. It doesn't seem that the City's establishing a City Arts Program would be less expensive than subcontracting monies to an already-established Arts nonprofit, as had previously been done with RACC. At least that wouldn't involve having all the assistants-to-the-assistant-to-the-assistant "working remotely," at high(er) City salaries, including PERS.
How will FacilitiesServices handle expanded Council discussions, will they use tiny Council room or rely on video around the city. How will Council salaries affect General, Risk, and other funds? How will public records be handled?
The Office of Equity and Human Rights (OEHR), over the past 15 years or so (in other words ever since it was established) has demonstrated a colossal failure in its understanding of equity and intersectionality. The City, in turn, exhibited a failure in holding OEHR leadership to account. Despite its dual mandate to address equity along race and disability, OEHR's leadership neglected to pay attention to inequities experienced by persons with disabilities. Programs were never properly staffed, and the few staff in place were never supported. As a result - ironically - OEHR also failed to support the majority of persons of color, i.e. those who experience multiple discrimination, whether due to gender, sexual identity, sexual orientation or disability status. Any new equity office and equity officer positions must absolutely be well-versed in understanding and applying an intersectional lens, and be interested in and successful in partnering with community based organizations representing the diversity within the broad Portland metro area.
Portland Solutions should be led directly by the mayor and district attorney with direct oversight and involvement of the Portland police bureau- who are (like it or not) the first responders and likely outreach to those on the street. Direct accountability and leadership must come from the top level on this key issue. In fact- I don't think a separate "Portland solutions" is more than another layer of bureaucracy from which stems lack of accountability. I suggest removing it and assigning direct oversight.
Thanks for giving us the opportunity to comment. I think I (and other people) would understand these service area categories if their names were more direct. Public Works could be Public Space Maintenance -- the land that the city has to maintain like streets, parks, waterways, the stuff we all own collectively. Community Safety is about more than police and fire. It's about the areas of Health, Safety, and Quality of Life I'd love to see more in Community and economic development beyond Proper Portland. How about just calling it the department of Jobs and Businesses? I wonder if cyber/data could combine with Communication? And where is the Office of Housing? And the Office of Climate Resilience? And some kind grab bag innovative program Office of Strategic Initiatives?
My comment is as a private citizen, but my context is as a board officer of my neighborhood association and DCO.* I know you've gotten a lot of negative or concerned feedback about

the Portland Solutions proposal. Some of that might have been avoided with more consistent communication through the DCOs. Regardless, I think neighborhoods and neighbors will benefit from the proposal. I support Portland Solutions given that it continues the PEMO model which is highly responsive to local problems. Keep in mind that NAs also want to focus on strategy and vision for livability and economic development. Please make sure that NAs, DCOs, and neighborhood coordinators have access to district councilors to focus on strategic topics, not just immediate local problems. I support having four DCOs that align with the districts, with equal funding. I support having Portland Solutions under the city administrator. The mayor shouldn't need to save Portland Solutions from red tape. If the city administrator is adding red tape, that's a separate problem. Thank you for your efforts. It's appreciated.

To whom it may concern,

I am writing to submit my comments and concerns regarding the city government transition, but in particular the natural resource division changes that may be proposed in the future. In a meeting with city management, and through explanations from my supervisor, it was communicated to me that the natural resource groups from Parks, BES, and PBOT, and Water Bureaus may be merged into one operational unit, presumably at a bureau level, a Natural Resources Bureau.

I have been working in the Natural Resource division of Parks since 2007. My role has been as a Botanic Technician I. My focus has been on invasive species control, habitat restoration, trail maintenance, vegetation control, hazard tree abatement, stewardship support, keeping parks clean and safe, homeless camp clean up and amenity maintenance.

I am concerned about the merging of our bureaus for a variety of reasons.

1) Equipment. If we didn't have our tools, we will not be able to accomplish our mission.
a. Trucks. Who do they belong to? Right now they belong to Fleet, but Parks has paid for them. Will Parks just relinquish their budget and the trucks to us? The details of this transition matter a lot, and are NOT minor detail. If anything, my experience at Parks has shown me that the city is a messy bureaucracy, and if we have a brand new bureau, I could see us just not having our trucks for years. Ford just didn't deliver trucks to parks for two years. Now we have a new bureau dealing with them to get new trucks? We better have someone competent like Brendan Rawlins, our Parks fleet coordinator to get us what we need in a timely fashion, or things will grind to a stand still. Rental trucks are very expensive, and will torpedo our efforts as a new bureau if we have all rentals just waiting for procurement to fulfill new trucks, as they are so dang expensive. This will be a disaster if it is done wrong.
b. Custom tools. Our shop is a square peg in a round hole. We do not use the same tools as regular parks workers. We have spent years procuring custom tools to do the work we have. Do they belong to us? Do they belong to Parks? If we move, they need to move with us. Some of these tools are also through fleet, like skid steers and Tractors and boats. We can't

just lose these because we just joined a new bureau. Without them we would be unable to do our work.
2) Facilities. Right now we have a great facility. Would we just have to give it up, because we wouldn't be part of parks anymore? It is a shared facility with South Zone parks. They would likely keep it, and we would move into a terrible temporary facility. Finding real estate that fits the needs of the new bureau is a timely, expensive, and skill intensive activity. Will we have full time competent people doing this for us? We have been through this process my entire time here at parks. I have moved 3 times, and we just moved part of our work unit to a new facility. It takes valuable time and resources away from our main objective.
3) Parks provided services and working relationships: I don't work for the Parks Bureau, I work with and for a group of people I have built meaningful relationships with over many years. If we are suddenly plucked away from this network of strong relationships, the city is deeply damaging our ability to work in an effective way. I rely on long series of people not in my natural areas work unit to get work done. If they suddenly evaporate, I won't be able to get anything done. Or at the very least, if they are slowly replaced, I will have to put in the work of rebuilding new relationships with new people in those roles. This is deeply unproductive. I rely on procurement, GIS, Heavy equipment, mechanics, Urban Forestry, Park Rangers, the locksmith, amenities repairs, and more.
4) Property ownership and Hybrid parks. We comanage natural area parks with Zone parks in a lot of situations. What happens to those properties? Are they ours? Are the Parks? Is Parks just going to happily give up the property? Unlikely. If that is so, then we might just be reduced to contractors, where before we land managers. How are we going to comanage our hybrid parks that will be "Parks/Natural Resources". Has anyone thought about this?
5) Change just for change sake. We have been through, dare I say it, violent change since the time of the pandemic. Our work unit has not been an exception. Just dealing with change is very draining, and takes our energies away from our core mission. Related to #2, just moving facilities, is a hugely difficult, and causes a lot of instability. This is not helpful, and will make us less effective as a work unit, for a very long time. It also makes each individual employe have to bring a little extra to work every day, which is just not sustainable. It is asking a lot. The benefits really need to outweigh the negatives. We recently had a reorg at Parks a few years ago. It was supposed to streamline things. It was a mess. There was no clear leadership, and it the vison was not really clear. It was very stressful. Everything just reverted back to the way it was before, but in the meantime life was miserable. This sort of thing is very disruptive. Please think long and hard before you do this to us again in such short order.
6) BES Revegetation has a fundamentally different vision and methodology than Portland Parks working in Natural Areas. We have had a pretty rocky relationship my entire time I have worked here. We just don't see eye to eye on how to do work, and why we do work. They manage their natural resource properties in different ways, and for different reasons. And they don't' really understand, or want to understand, how we do things. We tried to comanage property for a couple of years, specifically in Natural Areas, and it went very poorly. They want to focus on stormwater and planting survivability, and often for very short term timelines. Parks has a more wholistic approach: we focus on the public being able to

meaningfully use our property via trails, removing invasive species to a much higher standard, and managing property for perpetuity. Furthermore we do most of our work with staff and they do most of their on the ground work with contractors, who, in my estimation, do a poor job, as I work on the same properties and see it with my own eyes. We furthermore have received new properties from BES as "stabilized", but they weren't really. I have spent years of my career continuing to stabilize the property after we received it from Reveg. a. Staff vs. Contractors How will that work in the future? Will I be replaced by an army of contractors? Will I be treated as a contractor my new BES coworkers? This is a very unpleasant scenario I see in the future. b. Rate payer vs. general fund. BES gets a lot of their money from rate payers. Would this continue since they would be part of the NR group and no longer part of BES? How will they do their work with different, lesser, revenue streams? 7) Personal reasons: I live close to my shop. No doubt, my commute will be longer. 8) Change is hard. Change is not exciting, it is just difficult for most people. Natural resource work is already an exceptionally difficult area of work physically and relationally. There needs to be some very good reasons to subject people in this line of work to an extra helping. Thank you for your time.
Please keep neighborhood associations. I hope the city os going to address the increase in crime, houselessness and many roads need to be paved, especially near schools.
• Parks is the only bureau in this group whose focus is on providing access to nature, particularly as recreation (recognizing that BES and PWB also do environmental education), and we are the only bureau with staff dedicated specifically to soft-surface trails. I am concerned that grouping all natural areas together will minimize the importance of providing meaningful recreational access. • We have struggled in the past in making recommendations for use where PPR expertise in design, construction, maintenance, and adaptive management is pitted against other bureau staff who don't have any experience in managing trails for a range of users (including high use trails and trails that may be open to multiple uses, like bicyclists and equestrians). I am concerned that a combined natural resources group will diminish the voices of those with expertise in natural area recreation as we plan for future site access. • BES and PWB have been sued for using rate-payer dollars for natural area recreation. We work closely with PWB at Powell Butte under a strict management agreement to prevent use of Water Bureau funds for recreation. We have IGAs with BES for co-management of numerous other sites, however these sites have limited recreation access. How would these issues be addressed in a combined bureau in a way that provides equitable, robust, and diverse access to nature for recreation for a growing population?
I'd like to focus my comments on the potential creation of a stand-alone natural resource unit within the Public Works bucket of bureaus. In addition to my comments below, I want to note that there has been little to no

information provided on what this would entail, who is making the decision, and what inputs they are using to make the decision. This lack of transparency is causing much angst and anxiety among PP&R natural areas staff. And the mention in yesterday's Willamette Week article that the creation of this unit is being pushed for by at least three of the four sitting commissioners is just fueling more of that. In the two recent town halls CAO Jordan said a recommendation was due to him by the end of Sept. I hope that recommendation is shared ASAP with the staff that would be most impacted. Even if that recommendation is not yet adopted, transparency involves sharing what MIGHT BE as much as what WILL BE.

As for the creation of a stand-alone Natural Resources "unit," I believe separating out PP&R Natural Areas staff and the natural areas and nature parks they steward is not the best or even a good path to pursue at this time for a number of reasons. In general, it would be a chaotic, untenable, and unnecessary change that would disproportionately impact the Parks Bureau and its ability to serve its mission. Among other reasons and considerations, I'd like to highlight these two:

PP&R NATURAL AREAS ARE FOR PEOPLE
Pulling Natural Areas out of PP&R and into a separate unit would result in a fundamental disruption and confusion to Portlanders about their beloved nature park spaces. Is there really a Portland Parks without Forest Park? Without Powell Butte? Oaks Bottom, Whitaker Ponds, Marquam Park? How do we square with the public this separating out of Natural Areas and nature parks from the Parks Bureau? How will this be communicated to the community? (And why hasn't it already?) Parks Natural Area staff do the work they do because they hold in high-esteem their roles as public service employees, providing people-centered, equitable access to nature for ALL Portlanders.

A Bureau focused on Natural Resources—while providing a valuable service-- denotes a devaluing of these spaces as places for the public to recreate and find respite in nature. Pulling Forest Park, Powell Butte, and other PP&R Natural Areas out of Parks and into a "unit" focused on Natural Resources centers the ecological needs of these sites, and, by default devalues them in the eye of Portlanders as their spaces, maintained and stewarded for their use and enjoyment. While I highly value vegetation management work and ecological restoration, the natural areas and nature parks currently in the PP&R portfolio are there for the benefit of people, and people need to be centered in the stewardship of these spaces.

WHY NOW?
With the City and the PP&R Natural Areas team already undergoing a massive amount of change, it makes more sense to pause the creation of an entirely new unit/bureau instead of willingly adding another layer of potential upheaval. The teams in the City Nature Natural Areas unit are in the midst of growing from two teams to three, and are currently splitting out staff, moving physical reporting locations, restructuring how we work, etc. We are really starting to maximize what the voters approved with the levy. Blowing this up right now to create a new unit that potentially removes this team from the Parks Bureau and forces a

restart of our work would be highly inefficient, a waste of levy funds, erode voters trust, and significantly impact employee morale. Additionally, it would create MORE silos, MORE bureaucracy, and MORE confusion with the public about what's a park, a natural area, and who manages what. I am also unclear about why this change is being forced through without the input and evaluation of the to-be-hired Deputy Administrator that will lead and manage the Public Service bureaus. What if they disagree with the change and want to revert to the old set-up? Or what if they don't value/understand/prioritize this work and instead of having the entire Parks Bureau to defend and advocate for us, we're alone on a newly created island fending for our brand-new selves. Lastly, if there is a decision to create this new unit, I sincerely hope that it is not done without an open process that upholds the City's core values of Transparency, Collaboration, and Communication. While staff input and involvement has been sorely lacking, it's most important to learn how Portlanders feel about this massive change. Has there been ANY public engagement on this work? Especially considering the Levy that was recently passed, I really hope the transition team does robust public engagement and incorporates and elevates that feedback in a meaningful way. Portlanders love their parks and Natural Areas, and it is their taxes that allow us to do what we do. Please do the right thing for those of us in Parks and take the time to hear from—and listen to—the public on this very significant proposed change. Thank you for the work you are doing, and for listening to and considering my comments.
Blueprint 2000 aimed to solve problems inherent to the complexities of review and issuance of permits - how is this different? What didn't work before that will work now?
I would be concerned about any proposal to move Stormwater Management out of BES and into a separate Natural Resources group. Our wastewater and stormwater systems are deeply interconnected and the possibility of pulling them into different organizational units has not had the benefit of input from people who plan, regulate, design, construct, maintain, monitor, and assess condition and risk for our storm systems currently. Any proposal should be informed by people close to this body of work and that has not happened. The Natural Resources working group has been focused elsewhere in soliciting input and doesn't appear well-positioned to make a considered proposal regarding a decision of this magnitude.
Hello, I was pleased to see the Equity Officer reporting directly to the City Administrator in the draft transition plan. The potential for accountability and prevention of silos in each bureau is a great idea. However, much like the City's Diversity, Equity, and Inclusion (DEI) work, there needs to be accountability across all bureaus related to climate / sustainability work. The City Administrator needs the full picture of climate initiatives happening across bureaus because they exist outside of just BPS and PCEF, which are often the only two aspects referenced in regard to City climate response in City Council's prioritization. Parks, BES, PBOT, and other bureaus have been doing this work too and often in a more community engaged / informed

way. Other smaller bureaus have also made strides as well. A City Climate Officer who reports directly to the City Administrator would be able to provide accountability, track metrics, and mitigate duplicity or silos in the climate work happening across the City. Perhaps that means moving the Chief Sustainability Officer to the Climate Officer role, but climate needs to be prioritized at the City Administrator level as well. A Climate Officer is needed to ensure that bureaus are headed in the right direction to a more equitable city for all its constituents and that ALL bureaus are playing their part, as required by the 2020 Climate Emergency Declaration and the 2022 Climate Work Plan, to address the Climate Emergency.

Right now, climate response work is delegated to individual Bureaus. We need someone to maintain the citywide Climate response standard, and ensure that climate response is incorporated into all City Bureau's agendas, planning, practices, policies, operations and culture. We need the Climate Officer reporting to the City Administrator's office to ensure that this is a One City commitment to the community, and not a one bureau response.

Thank you for your time.

Best,

Dear Mayor Wheeler (cc: Commissioners Gonzales, Mapps, Rubio, and Ryan),

I'm writing to express my support for option 1 for the physical space changes that was presented in the Charter Transition Worksession on Tuesday, October 3. As someone who worked on multiple large building moves at the University of Texas at Austin, as well as other, smaller office moves over many years, I could see that city staff has done an excellent job accounting for numerous variables and has considered the whole of city operations across numerous bureaus. I sincerely hope that they get a lot of praise and some pampering, too, after the treatment they received at the hands of Commissioners Mapps and Ryan.

It is natural that the commissioners and their staff would feel concern and mixed feelings about having to move buildings at the same time that Portland City Hall is undergoing such a tremendous change. It sounds like there may be some communications issues to work on. I feel Commissioner Mapps expressed it well during the worksession, and he conveyed a sense of the plan's import to more than just his individual office. Commissioner Rubio's concerns seemed reasonable as well.

In contrast with Mapps' heartfelt and understandable feelings, I honestly find it beyond absurd to hear Commissioners Gonzales and Ryan's multiple excuses for why option 1 couldn't work. First were the self-centered and myopic concerns about disruptions to the work of their offices. To them I say, there are experienced logistics professionals who can make a move happen with very few complications. If the city does not have such expertise in

house, it would be worth contracting those services to minimize downtime and provide more move planning resources. Second, and the most truly laughable for those of us who are paying attention, they professed to be concerned about upholding the will of the voters when it comes to charter reform. It truly is beyond belief to see those who have been attempting to unwind first the recommendations of the Charter Commission and then the will of the voters to now be the truest champions of "the will of the voters." Particularly galling was the commissioners' willingness to choose options more than twice as expensive, when they have previously used the budget as an excuse to undermine the voters' intentions.

As someone who paid relatively close attention and was well informed about measure 26-228, district offices were NOT the headline. They will be important, but you are absolutely correct that implementing them should be up to the new city council. It was very upsetting to see the valid logistical reasoning of your staff dismissed for this feigned concern over priorities.

Please keep championing the implementation of 26-228 and doing everything you can to prepare well for a good landing of our new city council in 2025.

Thank you,

Portland Solutions - How does this group connect with livability and how neighborhoods and communities interact with city services such as land use and development, transportation, parks, natural areas and other related daily intersections in neighborhoods? How will those important issues and concerns be addressed by this chart?

End vision zero.
End the war on cars.

The communications and outreach about these proposed changes has been almost non-existent, limiting the opportunity for a meaningful public engagement process. The City of Portland owes the citizens of the City transparency and the opportunity to provide comments in a timely way so public input can be considered and used to inform public policy and services. The current process does not allow for that.

Some things to consider:
1. The City needs to describe the desired outcomes?

2. The City needs to explain how these changes improve city services and livability in Portland?

3. The city's organizational structure will very much impact how the city works - or does not. The City needs to explain how new organizations will improve services to citizens, and improve relationships, communication, coordination, and accountability among and between elected and non-elected city leadership.

4. The City needs to explain what steps are being taken to ensure the functionality and accountability of a new city organization structure?

5. The proposed changes add layers of new bureaucracy and will take time and careful planning to implement successfully. Is there an implementation plan and who will be leading these changes from 2025 moving forward?

6. What will be the cost of implementing a new organizational structure for city government - at the elected, service delivery, and operational levels?

Thank you for your attention to these comments.

As an active member of the Woodlawn Neighborhood Association, I am disturbed that there doesn't seem to be any neighborhood associations in this chart. They are the only place we currently have local, elected representation to address our current needs in a timely manner. I understand that Portland Solutions may someday fulfill that need, but I don't want to throw out the NA's before there is a proven replacement or else we'll be back to where we were when Eudaly tried to do this. Our NA is highly functioning, diverse, and includes renters. If they go away, there will be no more opportunity to create a community net of neighbors who meet each other and take care of each other. Also, they are volunteer so there's no fiscal reason to eliminate them.

Having reviewed a summary of the proposed City re-organization, I am writing to express my support for the changes. It appears that the transition team did their due diligence in seeking advice from peer cities as well as our city employees and consultants which gives me confidence that the basics of this reorganization are in good order. One of my greatest concerns is how we forge partnerships between bureaus (particularly in permitting) that better serve the public. The single point of authority for development permitting (and possibly other permits?) is good. I am also pleased to see that there will be a natural resource grouping to address climate as I feel this is of the greatest urgency. Having worked with Governor Kitzhaber in the 1990's to establish the concept of "community solutions", I am pleased to see it used here to respond to community livability concerns including houselessness. Reallocating 26 programs is not an easy task but there is a logic to it. The real task will be helping everyone make a successful transition. Thank you for the opportunity to review a summary of the plan and to offer comments.

Hello,

I understand that the City is currently reviewing whether Homelessness Services and Policing should fall under the Mayor's office for oversight, or within the oversight of the new City Manager's structure.

I want to convey my strong opinion that these departments fall under the new City Manager. The purpose of the new City Manager is to provide strategic, long term, and comprehensive oversight, planning, and implementation to city functioning, management and key issues. Homelessness services and policing are two of the city's most pressing, and hot-button

political issues. If placed under the Mayor, they will continue to be subject to political whims, posturing and short-term thinking. That is simply not what these issues deserve--instead, they need to be folded into comprehensive planning in the City Manager's office, and buffered against politics, which is characterized by short-term thinking by nature. It goes against the spirit of charter reform, which was to ensure that a City Manager can oversee a structure that enables technical expertise and continuity for crucial issues.

Please let me know if this is the right email address to send this feedback to.

Thank you!

During yesterday's Transition Work Session, three council members had a conversation about an alternative org chart. The Mayor indicated he saw the chart (from the media) but not the cover letter.

I searched the usual media outlets and was unable to find it. Does the Transition team have a copy they can share (cover note if possible as well)?

I missed the Oct 2nd Neighborhood Listening Session and cannot find the video for it on the Transition site or YouTube. However, I found the powerpoint with thoughts on Portland Solutions.

These are becoming interesting times. The angst in the Council Chamber was quite obvious.

With climate change being mutely important issue facing all of us. A climate change position should be added to the roster of positions.
A second important issue is the disaster that the CEI hub poses for Portland. With both the impending Cascadia Subduction Zone earthquake and accidents, of which we have had several close calls. A position should also be created to deal with this issue that promises to be the largest catastrophic oil accident the US has ever seen with huge consequence

I think the City of Portland should create a new bureau – the Natural Resources Bureau – to lead and engage our community in efforts to address climate change and to support at-risk habitats and species. With climate change happening, it is imperative to the future economic, social and environmental well-being of our city that we recognize the importance of nature to cost-effectively protect this city from increasing heat, floods, and extreme events. Establishment of a Natural Resources Bureau would build on the excellent leadership the city has already demonstrated in the work of the Bureau of Planning and Sustainability's focus on decarbonization.

As it stands right now, having natural resources issues distributed across multiple bureaus, extremely important issues are deprioritized and defunded at the very time we need them to be abundant across the entire city.

I would like Portland to be a leader in these issues, and creating a new bureau to act and provide leadership would be a great step forward.

I have many concerns about the upcoming government transition including the costs of accommodating 12 Commissioners, the confusing ranked choice ballot initiative and the potential weakening of neighborhood's concerns.

Neighborhood Associations need a direct line to City Hall. I am unconvinced that putting NAs inside Portland Solutions will do anything but further remove residents from having a voice in City decisions across a variety of issues from landuse to transportation to crime. Our once renowned Neighborhood Associations are in danger of being diluted by politics and special interests. The City once valued quality of life for all its residents, but diluting neighborhood concerns potentially weakens the livability of its neighborhoods and viability of a once-vibrant (if imperfect) city.

When the Charter Change District Commission set out to create city council voting district boundaries, their top priority appeared to be race and income levels thereby keeping all of East Portland in one voting district and the majority of North and inner Northeast Portland in one voting district. To balance the mandate of having a similar population in all four districts, other parts of the city were sliced up. This meant that some neighborhoods that have issues of common interest and adjoining boundaries were split apart placing them in voting districts they have little in common with. Such is the case with the three central Northeast neighborhoods that are North of I-84 and surround Rose City Golf Course; Rose City Park, Madison South and Roseway. With Rose City Park (my neighborhood), about the only thing we have of common with the Neighborhoods adjacent to the South side of I-84 is the 60th Avenue MAX Station.

Where there is common place is with Rose City Park and Hollywood. In addition to sharing the neighborhood boundary of 47th Avenue, common interests are also shared such as development and transportation issues, especially on Sandy Boulevard which joins the two neighborhoods. Furthermore, while Sandy Boulevard is mostly commercial, Rose City Park is mostly residential. Hollywood is the closest town center. In recent years, the two neighborhoods have shared sponsorship of both cleanups and concerts in the park.

To my knowledge, no where in the Charter Change documents did it say that neighborhood coalitions or whatever non-profits acting as coalitions had to be limited to four and aligned with the four voting districts. The city council voting districts are not specifically aligned with Oregon House and Senate Districts, so why should the neighborhood coalition whatever non-profits be aligned with the city council voting districts and only be limited to only four. It is as if there is an attempt here to mute public input from some neighborhoods. Aligning the three satellite neighborhoods of Rose City Park, Madison South and Roseway as the step children of a coalition whatever nonprofit that covers the majority of inner and central Southeast Portland is a ripe example of jumbling neighborhoods together under one roof.

The bottom line here: there needs to no less than seven and up to ten coalition whatever

non-profits not bound by city council voting districts which would then better reflect and align neighborhoods that have common interests, thereby giving residents a more unified voice. Respectively submitted,
I have many concerns about the upcoming government transition including the costs of accommodating 12 Commissioners, the confusing ballot initiative and the potential weakening of neighborhood's concerns. Neighborhood Associations need a direct line to City Hall. I am unconvinced that putting NAs inside Portland Solutions will do anything but further remove residents from having a voice in City decisions across a variety of issues from landuse to transportation to crime. Our once renowned Neighborhood Associations are in danger of being diluted by politics and special interests. The City once valued quality of life for all its residents, but diluting neighborhood concerns potentially weakens the livability of its neighborhoods and viability of a once-vibrant (if imperfect) city.
Here are some comments you can provide in comment box: The communications and outreach about these proposed changes has been almost non-existent, limiting the opportunity for a meaningful public engagement process. The City of Portland owes the citizens of the City transparency and the opportunity to provide comments in a timely way so public input can be considered and used to inform public policy and services. The current process does not allow for that. Some things to consider: 1. The City needs to describe the desired outcomes which are not clear. 2. The City needs to explain how these changes improve city services and livability in Portland. 3. The city's organizational structure will very much impact how the city works - or does not. The City needs to explain how new organizations will improve services to citizens, and improve relationships, communication, coordination, and accountability among and between elected and non-elected city leadership. 4. The City needs to explain what steps are being taken to ensure the functionality and accountability of a new city organization structure. 5. The proposed changes add layers of new bureaucracy and will take time and careful planning to implement successfully. Is there an implementation plan and who will be leading these changes from 2025 moving forward? 6. What will be the cost of implementing a new organizational structure for city government - at the elected, service delivery, and operational levels? Thank you for your attention to these comments.
I think we need a fuller explanation of natural resources. It's function and scope. Thank you.
I am completely in favor of a Climate Officer. I'm not sure if this should be included as part of a Natural Resources of if a separate division needs to be created. However it is structured, in these times of climate chaos, a Climate Officer is absolutely needed. We can no longer avoid the realization that climate change is directly and immediately affecting our lives. Severe drought and lack of rain, record hot temperatures, premature melting of our snow pack on Mt. Hood and other places are just a few examples of the current situation. We need plans for resilience as well as extreme and immediate measures to attempt to abate further climate change. We must put extreme effort into this extreme crisis. A skilled Climate Officer is a necessity for our city government.

Hello, I request that a Climate Officer position be added to serve on the City Administrator's Executive Leadership Team. In this time of climate chaos, we need someone dedicated to meeting the shifting needs of public safety and policy that will be required.
Because Climate Chaos is upon us and impacts every area of life, having a person and a group leading on Climate seems to me to be imperative at this critical time in our history.
Please add a Climate Officer position to the City Administrator's Executive Leadership Team!
I request Chief Administrative Officer Michael Jordan to add a new position, a Climate Officer to serve on the City Administrator's Executive Leadership Team. This Climate Officer would be responsible to engage with all stakeholders to design and implement strategy, policy and budget for climate issues across all bureaus. This will help city staff, community members, and our climate and environmental justice organizations to work together towards our common goal to unify the city to address climate change. Thank you.
I recommend a Climate Officer position that can coordinate decisions that affect climate equity in the city
My company PREGAME recently completed a 20-month project for the City with a final deliverable of recommending a process for revamping the City's community engagement framework. The synthesized results of 7 qualitative and quantitative Listening Projects made it clear that there was a bigger need for a unified citywide communications approach. Our full reports are here: Transition Design Process Recommendation: https://www.portland.gov/civic/documents/portland-engagement-project-design-process-report/download Research Synthesis: https://www.portland.gov/civic/documents/pregame-listening-project-synthesis/download I strongly encourage the City to move toward a central communications group which includes each level of communications: Government Relations, PR/Media, Community Engagement, and Internal Comms. Even if some staff are embedded within bureaus, there must be a central place that is the hub for all communications activity, including messaging, storytelling, policy, and engagement with community partners and all Portlanders. Now is the time to establish best practices, eliminate double work, become more efficient and effective, and respect and reflect the clear desires of Portlanders. Sincerely,
This is a request to add a Climate Officer to serve on the City Administrator's Executive Leadership Team.

To Commissioner Jordan, We desperately need a climate officer. Thank you
One critical component of the Leadership Team is missing -Climate Officer. Please request Chief Administrative Officer Michael Jordan to add a new position, a Climate Officer to serve on the City Administrator's Executive Leadership Team. A Climate Officer would implement strategy, policy and budget for climate issues across all bureaus. Regards,
In addition to the Equity and Communications officer positions, please also include a Climate Officer position to serve on the City Administrator's Executive Leadership Team. This would be an important way to identify and track issues related to climate change across service areas, as well as coordinate efforts among staff and climate justice organizations across the city.
Please add a climate officer position to the administrative team. Thank you.
A climate change position A public safety position to deal with the CEI hub future disaster
Please add a Climate Officer position to serve on the City Administrator's Executive Leadership Team.
I believe that the city needs Climate Officer to serve on the City Administrator's Executive Leadership Team. The Climate Crisis poses great danger to all communities throughout the globe. Our city should be on the forefront of action to mitigate and shift away from fossil fuels. John Paisley, SE Portland
A climate coordination officer or group should be included because we are seeing the beginnings of the climate crisis now. Many of the service areas and officers will be involved in work on climate issues and they will need to be coordinated in order to avoid duplication and conflicts.
Portland has not been dealing successfully with climate issues. Adding a Climate Officer to serve on the City Administrator's Executive Leadership Team would be a positive step as we transition to a (hopefully) more functional city government.
I am strongly in favor that a Climate Officer position be added to serve on the City Administrator's Executive Leadership Team. We can no longer avoid the fact that climate change is directly affecting our lives. We need plans for resilience as well as measures to attempt to abate further climate change. A skilled Climate Officer is a necessity for the Portland city Government in this climate crisis
Portland needs a Climate Officer! Our climate emergency requires direct attention and clear responsibility. Please fund and fill this position, on the City Administrator's Executive Leadership Team.
Portlanders can continue to benefit from strong neighborhood coalitions. Community involvement may become weaker with the reduction of coalitions. There is no need to drastically change neighborhoods, communities, and their coalitions; they are the eyes and

ears on the streets. The new organization should capitalize and work with our already strong coalitions and work toward using what we already have, not dis-enfranchizing the minds and hearts that have given their all to make Portland what it is today.
I am glad that the creation of an equity officer position is part of the proposal. Equity is not just about words; it is about action. But without a specific position, there will not be good action. In addition, why is there no new position for a climate officer? So many of the city's actions impact the environment (building regulations, auto fleet, parking regulations...) Plus, the city declared a climate emergency and came up with a plan. How can that be properly implemented without a climate officer? Climate change affects us all --but marginalized communities the most --and will continue relentlessly if we don't act. We cannot ignore this. We need a climate officer in the new city government, as part of the Executive leadership team.
Please add a Climate Officer position onto the City Administrator's Executive Leadership Team. This position is crucial to ensuring that Portland meets our climate goals and is well equipped to handle climate disasters that will become more frequent and severer as the climate crisis worsens.
We need a person overseeing climate change as we face global overheating in our community and the whole world.
Climate Officer
Please add a Climate Officer to serve on the City Administrator’s Executive Leadership Team. We are in a climate crisis and this requires a Climate Officer to implement strategy, policy and budget for climate issues across all bureaus. Without this person to connect the dots, we will not be able to take action on climate in the necessary way to mitigate the crisis and provide the resiliency needed to weather the storm.
I would like to see a Climate Officer be a part of the City Government's Leadership Team. The climate crisis is a pervasive issue, affecting all departments of the city. We need leadership at the very top of the City structure that looks to mitigate the climate crisis and prevent it from getting worse.
Our nation and the world is in a climate crisis. Portland needs a Climate Officer to help the City make the best decisions to lower greenhouse gasses.
I urge the creation of a Climate Officer position to direct strategy, policy, and budget for climate related issues across all bureaus. Climate change will devastatingly impact all areas of life and proactive coordinated comprehensive action is required for the prosperity and survival of the city.
I feel is important that a designated Climate Officer position be added to the Administrator's Executive Leadership Team. It's important that there should be a position with the sole focus on Portland meeting their carbon reduction goals in light of the gravity of the climate crisis we're living in.

I want to see the function of CLIMATE ADVOCACY in the City Administrator's Executive Leadership Team. A Climate Officer to integrate carbon reduction into the city's operations wherever possible.
Portland Solutions: Neighborhoods need to have more access to decisions that affect them, and a part in planning and development of parks, housing, and transportation.
Greetings Thanks for the opportunity to strongly suggest that a position of climate officer be established who would advocate for policies and practices to be consistent with the climate plans that the city has adopted. These plans should not be treated as aspirational. They are essential to the well being of future generations. All of the plans are within the ability of our leaders to execute. The climate officer position would create oversight of bureaus and agencies to make sure the city is acting in good faith to accomplish these goals. Thanks.
We need to plan for catastrophes due to heat events, droughts, floods and climate refugees. As a city, we need to do all possible to reduce our climate pollution. It is essential that we add a Climate Officer to the Executive Leadership Team.
I urge Chief Administrative Officer Michael to Jordan add a new position, a Climate Officer to serve on the City Administrator's Executive Leadership Team. A Climate Officer would implement strategy, policy and budget for climate issues across all bureaus. Climate change is wrecking havoc in our City. No debate. Portland must lead the way and reclaim the mantle of a city that is progressive and forward thinking. It's time to seriously examine the negative effects of the fossil fuel companies that are polluting our rivers, our air, our water, and our health.
city Govt. Action officer Hello. I would like to request that our new government has a climate officer. Climate change is accelerating at a rapid pace and for our city to respond in an effective way we need a Climate Officer who can keep up with the changing science. We are so very far behind in safety measures and we must increase citizen awareness of the increasingly dangerous results of climate change. One person with staffing is necessary at a minimum. We could so easily be a Lahaina.
Hello Charter Transition Team, We received a website tip via 311 from a community member that we need your assistance with to fix. Can you add a redirect on to Portland transition: geographic districts | Portland.gov so this webpage "What is my City Council District?" from our old site (which seems to still show up in search engines) is redirected to your new webpage on the topic. Thank you,
Mayor, Commissioners and Auditor, Please find attached and online the Portland Utility Board's additional feedback regarding potential alternative to the proposed organizational structure. Please let me know if you

have any questions or follow-up for the Board in response to their letters.

Thanks,

Dear members of the Portland City Council, Transition Team, and Government Transition Advisory Committee:

Please accept my attached comments about the city's proposed organization chart into the record for your consideration before it goes before City Council on October 19.

I urge you to place the Neighborhoods and Districts within "Community Relations" aligned with diverse community organizations, and allow the people to build a sense of community within the new districts and citywide. Please also consider recommendations to create effective strategies for communications and engagement, streamline the city's grants programs, and be more transparent about costs and benefits in conversations about these changes.

Sincerely,

Mayor Wheeler and City Commissioners:

As property owners and business operators in Sellwood and Multnomah Village, we insist that the comment period for the city’s Draft Organizational Chart be EXTENDED by at least 90 days.

The current comment period is woefully short and frankly feels like the city is trying to rush this through without much public input. The massive changes being proposed demand that individuals and neighborhood associations have sufficient time to thoroughly review and understand their impact.

Our diverse neighborhoods and communities are the backbone of this beautiful city. Portlanders from all parts of the city must have both direct input into governmental decisions as well as a strong system of neighborhood associations and district coalitions to act as champions to amplify their voice. That system is threatened with disruption in the current proposed model.

In the interest of transparency and good government, EXTEND the comment period on the Draft Organizational Chart by 90 days. We will have to live with this new system for decades to come. Let’s do it right.

Dear Transition Team,

Please consider my concerns, which are widely shared and not new to you, as you draft the resolution for Council. Thank you for your time, respect for transparency, inclusion, communication and voter viewpoints.

Neighborhood Associations do not belong in Portland Solutions. Neighborhood Associations belong with other identity, livablity and constituent-focused groups in the Community Relations group along with the District Coalitions that support them, and under the City Manager. The city's Phase 2 Service Area Report from August 2023 has excellent ideas for Civic Life and Neighborhood Associations in the "Culture and Livability Service Area" team's Working Report. I urge you to review and change your plan to adopt those recommendations. Portland Solutions is, by some accounts, intended to be temporary. Are Neighborhood Associations a problem and temporary? The Transition Team did not consult with Neighborhood Associations or include them in the survey that inspired Portland Solutions. I hope you will consider the optics of your plan and the message it sends to Portlanders. Every Portlander is represented by a Neighborhood Association though many residents don't actively participate. Neighborhood Associations are sidelined by accusations of exclusivity and by Civic Life's expanded scope. ONI's priority was attention and resources for city residents represented by Associations. Placing Neighborhood Associations in Portland Solutions labels them as problems to be managed instead of the city's best partners for constituent relations and service. Neighborhood Associations connect residents to city government, create neighborhood identity, bring people together in local causes and respond to residents' needs. The fact that Neighborhood Associations were not invited to consult with the Transition Team - unlike City Bureaus - speaks volumes about how Council views Neighborhood Associations, as does the current plan to place them in Portland Solutions. There is time to change this and I hope you will do so.
Attached is PGE letter regarding the city of Portland's proposed city management organization structure.
Attached, please find comments regarding the draft city organization chart. Although I am an alternate member of the Government Transition Advisory Committee, these comments are submitted solely in my personal capacity. Thank you for your efforts on this project. I look forward to working with you.
The University Park Neighborhood Association Board of Directors supports the following changes to the proposed Organizational Chart: 1) Parks be moved from Public Works into a new Natural Resources group. 2) Arts be moved from Public Works to join Prosper Portland in Economic Resources Group. Arts are a major part of Portland's economic growth plan, creates thousands of jobs, and is filled with creative individuals - not engineers. 3) Portland Solutions -- be renamed. Neighborhoods should be fully resourced and each District coalition and District office should be adequately staffed and funded.

To City Transition Team, Mayor Wheeler, and City Commissioners:

Re: Comments on Proposed City Organization Chart

My name is _____, and I am a member/board member of the Rose City Park Neighborhood Association. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.
2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.
3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.
4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

To City Transition Team, Mayor Wheeler, and City Commissioners:

My name is _____, and I am president of the Goose Hollow neighborhood association as well as the Neighbors West-Northwest coalition of neighborhood associations. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.
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address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.
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5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalition offices be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Please see attached file. Thank you.

My name is _____ and I am a board member of the Ashcreek Neighborhood Association. For the following reasons I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use transportation parks environmental services and other areas neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs neighborhood cleanups information dissemination community outreach and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events picnics music walking tours and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2) During this year's Neighborhood Summit representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods support each other and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality environment environmental justice and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions including in the area of affordable housing. Again this scope is much broader than Portland Solutions and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness public safety and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods economic development housing planning & community development construction and inspection (permitting).

5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather a better model was recommended by the Public Works Service Area workgroup which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development. For these reasons I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live work and play in Portland.

Sincerely,

My name is ____, and I am a member/board member of the South Portland Neighborhood Association. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks,

environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

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For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people

that live, work and play in Portland.
Thank you for your time,

To City Transition Team, Mayor Wheeler, and City Commissioners:

Re: Comments on Proposed City Organization Chart

My name is _____, and I am a board member and secretary of the Eastmoreland Neighborhood Association. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations' core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and its communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we could create healthy neighborhoods, support each other, and improve communication between our communities and the City government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term City needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to “Livable and Inclusive Communities.” This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5) City Hall’s own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Re: Comments on Proposed City Organization Chart

My name is _____ and I am a member/board member of the Bridlemile Neighborhood Association. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in “Portland Solutions.” Neighborhoods belong under economic development, we are the heart of Portland Neighborhoods play an important part in the economic vitality of our city, and should be part of the economic development wing of the city.
I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in “Portland Solutions.” Neighborhoods belong under economic development, we are the heart of Portland. As a former Deputy Mayor for Economic Development I am speaking from experience not emotion
_____, Chair Bridlemile Neighborhood Association, speaking as a 28 year citizen of Portland

My name is _____ and I am a board member of the Sullivan's Gulch Neighborhood Association. I disagree with placing neighborhood associations and district coalitions alongside homeless services in “Portland Solutions.” Instead I favor placing Neighborhood Associations under Community and Economic Development.

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local

and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods.
2) Sullivan's Gulch participated in this year's Neighborhood Summit, with representatives of 64 neighborhood associations. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. This scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.
3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Thank you for your consideration,

My name is _____, and I am a board member of the Ashcreek Neighborhood Association. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions." Instead lets put them in the new Deputy City Administrator for Community and Economic Development this would be a much better idea.

Reasoning for the above:

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We

sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Greetings, City of Portland Transition Team, Mayor Wheeler, and City Council,

Attached, please find my comment representing 350PDX regarding the draft organizational structure chart. Thank you for your time and consideration.

Comments on Equity Officer and OEHR in proposed organization chart

Equity Officer and OEHR
The Equity Officer is an excellent idea and reflects the need for equity considerations to be a significant factor in deliberations of the Citywide Leadership Team. It is also appropriate for the Equity Officer to lead an evaluation of current diversity, equity, and inclusion (DEI) policies in Portland and assess best practices in other jurisdictions for improvement opportunities.

However, the Equity Officer seems vulnerable to being just a figurehead position with inadequate implementation clout due to the proposed placement of the Office of Equity & Human Rights (OEHR) in the City Operations service area. This concern is heightened by the potential for conflict or miscommunication between the Equity Officer and the City Operations Deputy City Administrator who is currently proposed to oversee OEHR. To be clear, OEHR staff should not be direct reports to the Equity Officer. Rather there needs to be an OEHR manager who reports to the Equity Officer who can then coordinate OEHR efforts with broader citywide equity concerns.

The new Equity Officer and OEHR must also be given the authority for all bureaus – large and small – to ensure that citywide diversity, equity, and inclusion (DEI) practices are applied consistently citywide. This is essential to ensure accountability which is currently lacking because the current OEHR does not have the authority to ensure acceptance of OEHR recommendations by all bureaus. Retaining the location of equity staff currently working in specific bureaus (typically larger bureaus) is prudent. However, to ensure citywide consistency in DEI practices, those "embedded" equity staff should report to the OEHR manager and not a bureau specific manager. Regarding small offices and bureaus who have not had the capacity to add a dedicated equity staff person, the OEHR staffing needs to be robust enough to provide consistent support to those smaller units. Training and support from OEHR are essential, but OEHR must also have the authority – with back up from the Equity Officer - to ensure compliance with DEI policies and practices.

Thank you for consideration of these comments. Janice Thompson

New Police Oversight Office
Portland's upcoming Office of Community-Based Police Accountability required by Measure 26-217 is explicitly independent and community based.

Regarding the Police Accountability Office's community focus, it merits consideration for inclusion in the Community Affairs "box" in the new organizational chart. Portlanders do want solutions to community problems, but this is not mutually exclusive with an accountable police force that is trusted by all city residents.

Regarding the Police Accountability Office's independence, it is explicitly structured in a similar manner as Portland Prosper. Just as the independence of Portland Prosper is noted

with a dotted line in the proposed organizational chart, that "dotted line denotes independence" approach should be used regarding the Police Accountability Office.

Due to both the Police Accountability Office's independence and community focus, it should not be placed in the Community Safety "box" whose deputy administrator has oversight over the police bureau.

Thanks for consideration of these comments.

I am a board member of the Richmond Neighborhood Association, though I am sending these comments in my individual capacity.

I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions." They should be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

1. Neighborhood Associations core functions are much more than the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2. During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). They sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. And, they sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. This scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3. A survey relied on by the transition team showed that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all

near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4. Pairing neighborhood associations and coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5. City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Respectfully,

To City Transition Team, Mayor Wheeler, and City Commissioners:

My name is _____ and I am a board member of the Laurelhurst Neighborhood Association. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.
3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.
4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).
5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Thank you for your attention to this important matter.

Best regards,

I'm writing to ask you to place neighborhoods in the Community & Economic Development section of the new city organization, rather than with homeless services under "Portland Solutions". As a member of the HAND board, I know that we deal with much more than homeless issues. From our bylaws:

The mission of HAND is to provide a better place for its citizens to live, work, play & prosper.

That mission includes things like land use, transportation, supporting local business, graffiti, public art, community events, parks, and much more. Isolating neighborhoods under "Portland Solutions" will handicap them in all these areas other than homelessness.

My name is _____. I have lived in Portland nearly all of my 62 years, aside from when I went to UofO and a few years when I lived in Seattle. I even grew up in the house I bought from my parents and have been a volunteer for this community my entire life.

I am a board member of the North Tabor Neighborhood Association and on the Communications Committee.

I, and many others, strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations have always been a unifying structure in the City. We have worked hard to reach out to our neighbors to keep them engaged and informed in their community in a variety of ways. These core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability, unity, engagement and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, block parties, neighborhood cleanups, information dissemination, community outreach, and more. We provide outreach as well as information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, local art events, historical information and other events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.
2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.
3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to

address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.
4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).
5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons and many others, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

--

My name is _____ and I am a board member of the Noth Tabor Neighborhood Association. I serve as co-chair on our Transportation & Land Use committees, representing our neighborhood association at SE Uplift meetings. I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions".

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.
2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality,

environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Regards,

Dear Mr. Jordan and transition team-

My name is _____ and I am a longtime resident of Portland and a board member of the Arnold Creek Neighborhood Association. I strongly feel that, in the new city government structure, neighborhood associations and district coalitions should be placed under the Deputy City Administrator for Community and Economic Development rather than alongside homeless services in "Portland Solutions". The scope of activities and interests of neighborhood associations more closely matches Community and Economic Development issues, so that placement would be a more natural fit. I hope you will reconsider the current placement in the organizational chart.

Thank you in advance for your consideration.

Sincerely,

To City Transition Team, Mayor Wheeler, and City Commissioners:

Re: Comments on Proposed City Organization Chart

My name is _____, and I am a member/board member of the Bridlemile Neighborhood Association. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.
2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.
3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.
4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Subject: Recommended Revisions to Draft City Organization Chart

Date: October 5, 2023

Dear City Transition Team, Mayor Wheeler, and City Commissioners

From: _____, Co-chair Eastmoreland NA Livability and Landuse Committee and past President ENA

…. I appreciate the thought that is being given to an orderly transition under a disorderly timeline and with minimal public input. Among many others, however, the designation of one of Portland's great assets, its neighborhood and business associations and coalitions, under "Portland Solutions" is entirely misguided and needs to be reassigned for reasons discussed in the attached letter in time for the report to Council..

Please see attached brief letter and a copy of the current City of Seattle org chart.

Thank you for your attention.

To: Mike Jordan and the transition team

Do not fumble the opportunity in front of Portland. Decisions made in the next 15 months will determine the fortunes of Portland for the next decade.

I've attached comments regarding the CAO's "Draft Chart Recommendation." I wish that I had more time to wrap text around this graphic. Rather, please take 60 seconds to review the attached. It's not drastically different from what you've presented, and is a cleaner and more honest presentation. Much to say but time is short.

All the best to you and Portland,

Dear Mr. Jordan, Mayor Wheeler and City Council:

There is no such thing as a perfect organizational structure; where the boxes are on an organization chart matter less than having clearly defined outcomes that an organization is committed to working towards, and leadership supporting an organization to get there. Personally, I would be fine if someone with experience and expertise would just make a decision about it and be accountable for making it work. Ideally, this would be a new city administrator under the new government structure. Instead, Portland is doing it backwards with a CAO who will likely be really retiring by Jan 2025 and a city council that will no longer exist in its current form. There will be no ownership over whatever org structure Mr. Jordan and his team come up in the new government structure and likely no accountability to making it work. And it would certainly make sense that a new CAO would want to organize the city bureaus/ functions in a way that aligns best with their leadership.

Some of the proposed org structure makes sense, at least at a high level, but there are many questions to be answered about the details. Organizing related city functions together makes sense. As currently proposed, however, the organization structure seems overly complicated with potential redundancies, and I suspect (based on experience with.a very similar process) that there are a number of work arounds incorporated in this structure to avoid making difficult decisions. Again, a new CAO should be leading and owning this.

So my concerns boil down to this: 1) the current process for the bureau reorganization is an enormous waste of time and money for something that will likely be changed and needs to be owned by a new CAO; 2) the purpose for the public engagement process has been unclear (at least related to the proposed org structure); given the short timeline for comments, it seems it was a check the box/ provide cover for the process exercise rather than a legitimate process to consider public comment; 3) there are no clearly defined outcomes (e.g., improvements to city operations, programs, service delivery) that are being used to inform this reorg; 4) Council is scheduled to approve a recommended reorg structure with no fiscal analysis.

The city is broken at so many levels, so this is complicated. This process is an example of business as usual and a reactive response to what is being described as a budget alignment need. Restructuring an organization as large as the city is a big undertaking with long-term implications if it not done in a way that considers both current needs and future opportunities. We should give new city leadership the ability and resources to lead Portland into the future rather than throwing resources into this process and passing on a city organized for the past.

Respectfully,

To: City Transition Team, Mayor Wheeler, and City Commissioners:

As Michael Jordon stated on Monday 10/9/23 after he was asked a question which was This is an inappropriately short timeframe, for such a massive change up most neighborhoods will not have had time to even have this on their radar, much less be ready to comment.

Michael Jordon stated the draft organizational chart came out to public 9/12/23 and Neighborhood Associations were finally given a chance to meet and ask questions on 10/9/23 for 30 minutes in a very restrictive format where we didn't even know how many people or whom was on the zoom call. We had to write our question and answers in the Q/A because the chat was turned off.

Questions were screened and 30 minutes is NOT enough time to even begin to understand all that has transpired as to who or whom made these decision and why because NA and DCO were not asked or were asked to be a part of the process specifically about the how the organizational chart draft came to be.

Michael Jordan let us now that they had been working on getting the draft out all spring and summer ! Yet the NA's and DCO get 30 minutes! Why? The time frame was originally September 31, 2023. But NA's and DCO had to beg and plead to get and extension today Oct 5, in addition GTAC also requested a 30 day extension.

To help you with the math that is 21 business days and 28 calendar days. To make matters worst Rosh Hashanah is from Sept 15-17, Yom Kippur is Sept 23-25, Sukkot is 9/29 to Oct 6th at sunset. These are very important holidays to the Jewish community they often don't work. The Greater Portland Jewish community numbers approximately 75,500 people, of whom 56,600 are Jewish, living in 31,100 households. Twenty-nine percent of Jewish households in Greater Portland include children under age 18. How is this being inclusive?

Neighborhood Association need to provide notice to the community and they usually meet every 30 days. It is possible to call an emergency meeting but must provide 7 days per ONI standards.

Michael Jordan made it clear he has spoken up about this entire process is going STUPID FAST.

We have been told many times by everyone when we ask for more time it's not available. This is NOT the way to start a new government not letting the people who live and work and will be greatly affected not have a voice in the process let alone a reasonable amount of time to get communication out to general public. Yes this process has been going on and feedback has been given BUT NA"S and DCO were NOT involved in the process to create the Draft organization chart which is not being open and transparent.

If we all work together and are allowed to be involved in the process. We can make things happen openly and not behind closed doors. To be given 30 minutes is disrespectful and is unacceptable.

A failure to plan is a plan to fail…..You can't shove a square peg in a round hole. It will not

work, Everyone is stressed out due to all the changes happening so fast and it's impossible to keep up. Please reconsider the extended time frame and allow the public to be included and welcomed in the process please.

Respectfully Yours

October 5, 10:30 pm

Mayor Wheeler, Commissioner Mapps, Commissioner Ryan, Commissioner Rubio and Commissioner Gonzalez,

I am writing to say “ditto” to the letter ____ submitted on behalf of the 350 PDX today, her written testimony on the city's proposed organizational structure.

As a taxpayer, property owner and longtime citizen of Portland, I am requesting that a Climate Officer position be part of Portland's new City Government’s Leadership team. The City Administrator’s Office would have a stronger team with a Climate Officer joining the Equity officer

As an aside, I want to acknowledge and give thanks to Mike Jordan and all members of the Transition Team for the work they’ve put into generating the proposed government organizational structure. The accompanying video showing the proposed structure was comprehensive and easy to follow.

There are some good things in the proposed structure, but the public engagement process has not been equitable. Lickety-split through public comment period.

I agree with Mayor Wheeler about having a six-month head start for the City Administrator. The CA could use that time to interview people for staff positions.

I have to admit, it feels weird realizing this upcoming year will be the last we public testify to only five of you.

Sincerely,

To City Transition Team, Mayor Wheeler, and City Commissioners:

Re: Comments on Proposed City Organization chart.

My name is _____, I am a board member of the Argay Terrace Neighborhood Association. For the following reason I strongly disagree with placing neighborhood associations and district coalitions in Portland Solutions.

What creates a neighborhood is zoning and infrastructure. This plan will silo Neighborhood Associations and District coalitions away from the city planners who create neighborhoods.

The work city planners do is fundamental to a neighborhood's health and livability. Who are their clients? The people who work, play, live and worship in the neighborhoods. Who represents those people? The neighborhood associations amongst others. Why silo the client away from the producer of the product?

Please consider placing CIvic Life and by extension neighborhood associations under the Deputy City Administrator for Community and Economic Development.

Thank you for your consideration on this matter.

Kind regards,

Dear Mayor Wheeler, Commissioners and member of the Transition Team,

I have two major areas of concern — one of them pragmatic and one philosophical.

First, the pragmatic issue — where do Coalitions and Neighborhood Associations fit on the draft org chart? Please look more broadly at the role Neighborhoods and Coalitions have played and could play within our new form of government. That leads me to suggest expanding Community and Economic Development — to include aspects of both Community Development & Community Livability along with the related work of Community Planning. This box on the org chart would also house Portland Solutions. Placing neighborhoods in this box could foster greater collaboration among neighborhoods and cultural and affinity oriented groups that are not place based. If you need to meet budget development deadlines, please find some way to create a placeholder for Coalitions and Neighborhoods until more information can be gathered from the greater community.

It has been depressing to find neighborhoods parked under Portland Solutions even if we are told it is only temporary. Many neighborhoods continue to work diligently with PEMO and any other problem solving resources that come our way. Even as neighborhoods have continued to pitch in and help to heal our city, they've managed to plan community events designed to lift our spirits along with tracking and commenting on the Transition process and other policy questions of the day.

Where does Portland's nationally recognized community engagement system reside on the new chart? The Youth Commission, the DCL Partners, other community based groups, neighborhoods, business associations, Human Rights, Tribal relations and others. From which box will help be coming to ensure these and other groups and programs can find each other to collaborate when needed? Are they under Civic Life? Community Relations? Who is defining the role of the Office of Civic Life under the new system? Based on what kind of community engagement?

Second, the philosophical —

Grouping neighborhoods under Portland Solutions could make it appear to the casual observer that all we do is consume City services, We are more than consumers. Many of us see the role of our assorted organizations, associations and groups as a partnership with the City in governance — where we weigh in on the policies that affect us, help to highlight obstacles and opportunities and strengthen our system of public engagement.

Listening to last Tuesday's work session, I was struck by the arguments in favor of letting the newly elected Commissioners decide in 2025 how they would like to structure things in order to effectively do their work. To make this approach successful, it is important that the Commissioners assume their new roles with some familiarity as to the community's needs and preferences regarding their new government. This needs to be a two-way conversation. During the year ahead how can the City work with other organizations to gather information on what constituents would like to see in terms of access, physical facilities, organization of services, ongoing communications, changes in procedures, coalition structure, etc. Please create an opportunity for people to share their ideas on what would help their new government to work with and for them.

I've been following as many meetings and work sessions as I can and I understand you are trying to build the plane while flying it.
Thank you for all your hard work on our behalf.

Sincerely,

I am writing to say that the creation of a Bureau of Natural Resources has the potential to be a good thing for the city but only if: it is adequately funded and existing funding methods for programs move to the new bureau; if it has the ability to impact other bureaus such as the Bureau of Environmental Services, the Water Bureau, the Bureau of Transportation and Portland Parks and Recreation in its decision making process; and if it is clearly thought out and stated which programs, projects and staff will move to the new bureau and which will remain where they are.

Our natural resources programs, resources and funding for green strategies must not be diminished, weakened or siloed by having a Bureau of Natural Resources, instead of having natural resource staff integrated into all bureaus and giving input to all decision making.

The city must protect the health of our water, air, forests and biodiversity. We must be climate resilient and make sure we address environment justice issues. The envisioning and implementation of new Bureau of Natural Resources must be set up can achieve these goals.

Sincerely,

Dear Transition Team,

I have attached Forest Park Neighborhood's comments on the proposed City Org Chart.

Thank you for your hard work!

Dear CAO Jordan and Transition Team,

I have attached my comments on the proposed City Org Chart.

Thank you!

TO: City Transition Team, Mayor Wheeler, and City Commissioners

My name is _____, and I am a board member of the Eastmoreland Neighborhood Association. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Pairing neighborhood associations and their respective coalitions with the Deputy City

Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to “Livable and Inclusive Communities.” This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting). 5) City Hall’s own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development. For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.
I feel strongly that a Climate Officer position should be added to the new City structure.
Please include a Climate affairs officer to the advisory group. Nothing the City faces is more important than how we organize our decisions around climate impacts and adaptability to the dangers we currently face. This office would also be responsible to lead climate equity challenges where issues fall unfairly on low income neighborhoods and people of color.
Please include a CLIMATE OFFICER when creating your new groups and reporting structure. Without a clear focus on how our City planning decisions affect the air, water quality and true environmental viability, the rest of your planning will likely be a waste of time. Don’t lose sight of the MOST impactful planning that is needed.
This is a request that a Climate Officer position be added to serve on the City Administrator’s Executive Leadership Team. This position will help ensure that addressing the most important issue of our times is never forgotten as the city goes about its routine business. I work at Portland Community College, and interact with students who don't know why they are bothering going to college when the future looks so bleak to them. We need the city of Portland to demonstrate that it cares about their future and is giving their top concerns a voice.
1.) The new district map puts most of Portland's wealthiest neighborhoods in a single district. I have a lot of concern about that district getting more attention from the city than other districts. 2.) Neighborhood associations were mentioned in the video, but it did not explain what their role will be. It is important that neighborhood associations are an integral part of each district. In the larger district scheme, neighborhood associations and their individual neighborhoods still need a voice. 3.) In the new executive structure, the mayor must have veto power over the city council. 4.) Portland has recently been crippled by activism, including much activism from out of

state. I see no position in the current framework that is assigned to weighing the demands of activists against the actual needs and desires of true Portland residents. Such a position, or team, needs to exist in the new framework!
Portland's new government structure is in its prenatal stage. We welcome the arrival, yet know that the revised government will be immediately swaddled in multiple areas of concern. The people of Portland deserve action on a range of social, economic and environmental issues. During this restructuring process, we must also address the global and local results of climate disruption. Because it is here and as everywhere, it must be considered a priority for Portland's decision-makers. I urge you to create the position of Climate Officer to serve on the City Administrator's Executive Leadership Team.
A climate office staff could help coordinate policy for long term objectives, carrying out duties, etc, not spreading misinformation. There is NO renewable energy source that makes 50-100 years ahead of miserable traffic any less bearable. My recommended reading is "The Walking Communties of 2040" - initial essay 2017 added parts 2 & 3 in 2021-22 post pandemic studies on new EVs, entirely new city bus and paratransit vans (sans obsolete wheel chair lift). Painted dark blue a Yellow School Bus makes suitable prisoner transport and road crew rigs....So, if they're good enough for criminals, they're good enough for school kids? Is that what we're saying to our kids? Paratransit van most in need of low-floor entry. Best bus frame I know is/were Denver's 16th Street shuttles - 1983-2013 hybrid drivetrain. Made in USA. Trick Question: Which of the 3 basic EV. (BEV vs PHEV vs HFCEV) - which one offers most potential to reduce fuel/enregy consumption, emissions AND insane traffic? Your answer here__ __ __ WRONG!! Thee correct answer is PHEV plug-in hybrid. BEV best for lightweight and short distance needs. Combustible Hydrogen PHEV+H stores at lower pressure in smaller, safer tanks and can deliver more than twice the miles possible with fuel cell. (HFC not for EV market). So please read my essay. I will email it to any real person charged with reading these public comments.
Hello, I'm writing to request that a Climate Officer position be added to the City Administor Executive Team. A City Climate Officer would implement strategy, policy and budget for climate issues across all bureaus.
If we are to elevate Climate mitigation and adaptation to a level empowering staff and ensuring leadership is accountable for taking meaningful action, then we need to have a Climate Manager (similar to the Equity Manger) that reports to the City Administrator and

then there should be climate officers placed in leadership positions in each Department (Bureau).
Oregon and especially Portland have led the way in terms of the environment in our country. It makes a lot of sense to reflect that value in the administrative structure of the city and help ensure focus on this critical area. Please add a new position, a Climate Officer to serve on the City Administrator's Executive Leadership Team. A Climate Officer would implement strategy, policy and budget for climate issues across all bureaus.
The number of Deputies seems high and the work supervised very uneven in magnitude. Suggestion: Have 3 deputies, 1 for Public Works, 1 for Public Safety, and 1 for the rest.
To whom it may concern, I have been working in the Land Stewardship Division of Portland Parks & Recreation for 14 years, and with the City Nature work units for the past 8. My main plea is – please don't split apart the bureaus to create a Natural Resources group. The new city government restructuring is a huge change, and I implore you to take this one step at a time and wait on any changes like creating new groups and dividing bureau responsibilities. In addition, Bureau of Environmental Services and Portland Parks & Recreation have different goals for the land each bureau manages. Most of the land that BES manages, is managed with goals environmental service and function (like stormwater retention and flood mitigation), and are not often managed with human interaction in mind. Whereas, most of the natural areas that Portland Parks manages are accessible to the public and many of them have formalized trail systems. Portland Parks natural areas are parks, and because they are parks, the Portland community gets to interact with nature in a meaningful way, and participate in the conservation of wildlife habitat, and environmental services. These natural areas need to stay within the Parks bureau so that we can coordinate and support each other on issues of safety, long term management, capital improvements, SDC funding allocation, master plans, the ecological desired future conditions, and so much more. Removing the natural areas from the Parks bureau would remove the support we have from the Ranger program, and the multiple ways other bureau programs like Environmental Education and Recreation engage with the space. Portlanders voted to support Portland Parks with the creation of a Parks Levy. They support Portland Parks because the parks are visible and easy to engage with. Parks has a focus of equity for all our programs, and natural areas, and programs like the Natural Area Stewardship Program provide access to a diverse population of Portlanders. Please don't take that away from Portland, and please don't take the people away from Portland Parks natural areas. As an example of how much the public interacts with Portland Parks natural areas, here our FY 2021-22 stewardship report. Over 7000 Portlanders volunteered to steward at 49 different Portland Parks natural areas, and donated over 25,000 hours to help enhance and improve habitat, trails, and ecological function of these places. Please do not create a new natural resources group. Give the new city council time to settle before making any decisions around bureau restructuring.

Police do not appear to have been accountable to our democratically elected leaders in years, which is a pattern we see throughout the country. How will this organizational structure ensure accountability? What operational and policy changes will be implemented alongside organizational changes to ensure accountability? It's hard but frankly you need to try in good faith instead of deflect. Related: How will Portland Street Response fit into the new org structure?
Please add a climate officer to develop and oversee clean air and water standards to include neighborhood based air monitoring at residential and industrial interfaces . Other responsibilities to include addressing climate change effects on public health such as heat domes in low income neighborhoods.
Please add a Climate Officer position to the City Administrator's Executive Leadership team . A Climate Officer would implement strategy, policy and budget for climate issues across all bureaus . Thanks ,
Currently, the Neighborhood Associations have important roles to play in land use and transportation issues (among other things). I would like to see more attention paid to the future roles of the Neighborhood Associations than the lip service currently being given. So far, it just appears that you sprinkled the word “neighborhoods” occasionally about. “Portland Solutions” looks like a catchall for programs nobody wants any part of.
Please add the post/role of climate officer to the executive administrative team. We used to be a leader and were making progress. We really need to get going on it.
Please Add Portland Street Response to the Community Safety Sevice Area. Whether this will end up as a portion of one of the other agencies, or a stand alone, listing it here will hep ensure we continue and grow this essential service
To whom it may concern, I have been working in the Land Stewardship Division of Portland Parks & Recreation for 14 years, and with the City Nature work units for the past 8. My main plea is – please don't split apart the bureaus to create a Natural Resources group. The new city government restructuring is a huge change, and I implore you to take this one step at a time and wait on any changes like creating new groups and dividing bureau responsibilities. In addition, Bureau of Environmental Services and Portland Parks & Recreation have different goals for the land each bureau manages. Most of the land that BES manages, is managed with goals environmental service and function (like stormwater retention and flood mitigation), and are not often managed with human interaction in mind. Whereas, most of the natural areas that Portland Parks manages are accessible to the public and many of them have formalized trail systems. Portland Parks natural areas are parks, and because they are parks, the Portland community gets to interact with nature in a meaningful way, and participate in the conservation of wildlife habitat, and environmental services. These natural areas need to stay within the Parks bureau so that we can coordinate and support each other on issues of safety, long term management, capital improvements, SDC funding allocation, master plans, the ecological desired future conditions, and so much more. Removing the natural areas from the Parks bureau would remove the support we have from the Ranger program, and the multiple ways other bureau programs like Environmental Education and Recreation engage with the space. Portlanders voted to support Portland Parks with the creation of a Parks Levy. They support Portland Parks

because the parks are visible and easy to engage with. Parks has a focus of equity for all our programs, and natural areas, and programs like the Natural Area Stewardship Program provide access to a diverse population of Portlanders. Please don't take that away from Portland, and please don't take the people away from Portland Parks natural areas. As an example of how much the public interacts with Portland Parks natural areas, please see our FY 2021-22 stewardship report here: https://www.portland.gov/parks/nas/report. Over 7000 Portlanders volunteered to steward at 49 different Portland Parks natural areas, and donated over 25,000 hours to help enhance and improve habitat, trails, and ecological function of these places. Please do not create a new natural resources group. Give the new city council time to settle before making any decisions around bureau restructuring.
Mayor Wheeler and City Commissioners: As property owners and business operators in Sellwood and Multnomah Village, we insist that the comment period for the city's Draft Organizational Chart be EXTENDED by at least 90 days. The massive changes being proposed demand that individuals and neighborhood associations have sufficient time to thoroughly review and understand their impact. The current comment period is woefully short and frankly feels like the city is trying to rush this through without much public input. Our diverse neighborhoods and communities are the backbone of this beautiful city. Portlanders from all parts of the city must have both direct input into governmental decisions, as well as a strong system of neighborhood associations and district coalitions to act as champions to amplify their voice. That system is threatened with disruption in the current proposed model. In the interest of transparency and good government, EXTEND the comment period on the Draft Organizational Chart by 90 days. We will have to live with this new system for decades to come. Let's do it right.
Neighborhood Associations do not belong in Portland Solutions. Neighborhood Associations belong with other identity, livablity and constituent-focused groups in the Community Relations group along with the District Coalitions that support them, and under the City Manager. The city's Phase 2 Service Area Report from August 2023 has excellent ideas for Civic Life and Neighborhood Associations in the "Culture and Livability Service Area" team's Working Report. I urge you to review and change your plan to adopt those recommendations.
I want to express some concerns with the potential creation of a natural resources "unit"that would stand alone from Parks, BES, PBOT, Water, etc. There has been much talk from the Transition Team regarding the need for change management on the part of supervisors and managers for employees impacted and disrupted by the creation of this unit. The problem here is that the decision process is completely lacking in the City Core Values of Transparency, Collaboration, and Communication. It's very misguided to expect supervisors and managers to lead a change management process for something that they were not at all involved in, nor that staff was briefed on in any clear, detailed, meaningful way. My understanding of the process is that the Bureau Directors have been meeting about the decision, and that at one point those meetings also involved subject matter experts from

each bureau. I know that the extent of involvement of the subject matter experts from my bureau was ONE MEETING. There was also the ECONorthwest work, but beyond that and the ability to submit comments here—there has been no involvement in the creation of this brand-new bureau or unit by anyone in my bureau that does natural area management work. None. You cannot expect a supervisor or manager to eagerly stand behind a change that is made in a vacuum, and that is made without a VERY CLEAR explanation of HOW and WHY this is the best option, and showing exactly how that determination was arrived at. I understand my job requires that I sometimes stand behind and implement changes I don't necessarily agree with. But it doesn't work to just say "we made this change, now implement it." That is an untenable situation in which to expect any meaningful change management to happen.

I also think creating an entire bureau or unit for natural resources will NOT be a more efficient system that leads to better results for the land or the community. Instead, it would likely be an unnecessarily cumbersome step that will only create more layers of bureaucracy and siloing, and cost significant more. I also question the decision to create an entirely new bureau or unit vs. just folding publicly accessible Portland natural areas into the existing portfolio and expertise of the Portland Parks bureau. Parks already maintains the vast majority of City of Portland's natural areas, so it feels much more efficient and less chaotic to just roll the other properties into Parks, and shift the needed staff and resources from other bureaus to cover that increased workload. Parks already does this work and should easily be able to expand and meet the needs of the added properties. Scrapping one of the most loved aspects of PP&R (natural areas and nature parks—like Forest Park for instance) to create a new bureau seems misguided and sure to cause consternation and confusion from the public that deeply values these natural areas as PARKS, that have a focus on serving PEOPLE.

Thank you for your time and I hope these, and all other comments, are sincerely reviewed and considered.

1) Arts should be with Prosper Portland - Arts is a major driver in economic development and a major job creator. Arts and artists are NOT Public Works.
2) Parks should be in a Natural Resources Group not Public Works
3) Portland Solutions - rename it. The issues/problems identified do not have solutions since they involve people and communities. Instead the groups are Responses - tailored to each situation, culture and time and resources available.
3) If Neighborhoods are truly part of a solution - then they need to be resourced with a minimum of $1 million per district plus each neighborhood should get $1,000 for a project in their community and $1,000 for administration, insurance and communication.

Root problem- City of Portland proposing to create a new work unit Natural Resources work group.
Core values: based on the city's core values, we can honestly say that the "construction:" of a Natural resources work unit is not in line with the City's core values. I am strongly recommending "construction" of the new work unite be paused until this process falls in line

with the city's core values. I would like to know how this has been a transparent process when I don't even know the problem this action is trying to fix? Fiscal responsibility/Accountability, how is accountability being shown when you have not clearly articulated the root problem? If you do not know the issue that you are trying to solve then the proposals you are making will NOT solve those "unknown" issues. Communication: this is not being met at all, first you have not articulated the problem let alone how the alternatives will help solve that problem the city is lost in meeting its own core values! Collaboration, you can go into this with the guise of trying to enhance collaboration, but your proposal breaks up collaborations that actually meet community needs. Our community wants access to nature, that is a known fact. If you pull parks Natural areas form parks you are compromising the collaborations parks has built for years and years. Parks did not get the "best in the nation" award without natural areas. You need to pause this process and really think about the root cause and base the alternative on what is actually broken.
Change management: change management is a process that the city has adopted because in order to have a positive business and staff who know they are valued it is the only process that should be taken in order to make sure the change provides for an effective outcome. The current process has not followed the change management process at all. I believe in the core values, as a supervisor I am where the rubber hits the road. Both myself and my fellow staff in similar positions, are the implementer of change management to the largest number of staff whoa re impacted by change management and who, if change management is adequately implemented, will lead us through eh change with positive outcomes. Please help me lead though our core values, with change management process as our guide and pause the "construction" of the natural resources unit until we really integrate the city's core values, change management process and state the root problem and then work with staff (and consultants) to outline alternatives. The Eco NW research was dismal and totally inadequate, in haste, and why? Because one or two Bureaus are having problems, but the rest are working together on their own well and together, the others have to wreck their positive momentum/connections to their own work groups, etc. Please think about how a review of leadership issues (changes may be needed), asset management can solve problems (if and when those problems are actually spelled out)
Root problem: At this point there has been no clear explanation of the root problem. Within change management the first step is to identify the problem that you wish to solve otherwise you will undoubtably make things wors for all of the things that the change will impact. Alternatives cannot be created until the root problem is clearly identified. At this time, I have heard a vague "reasons" why a Natural Resource unit is needed. I hear something about underlying issues between BES and Parks. The Eco NW study showed that relationships between PWB and Parks was doing well. Therefore, it seems that a better assessment of the underlying issues is imperative.
• The "construction" of the new unit should be paused until there is a clear statement about the issue and exactly what is the root causes of those issues.
If one bureau is having troubles financial and the bureaus cannot cross pollinate the funding streams, then by god, it would be the worst decision ever to combine and drag the city back through similar issues where we should have learned lessons form past mistakes. If one

bureau wants to divulge themselves of natural area land management responsibility, those issue should be addressed head on and not drag the other bureaus those this painful process of ripping them away form their work unites which communication and relationships, although not perfect, are working well.
Asset management- Public Works: please see Cartegraph a public works asset management software system. This type of system will help delegate assets to work unites (PBOT, PWB, PP&R and BES), providing not only reliable tracking of asset conditions but also helping each work unit understand their roles, responsibilities, and communication around those assets. I am strongly recommending "construction" of the new work unite be paused until this process reviews how an asset management system like Cartegraph would provide the solution that is needed to the root problem and each Bureau can stay intact, but have clear roles, responsibilities and communication lines to meet individual missions and achieve the crossed objectives. Without a system like this you have problems with Bureau's not having clear understandings or being accountable for the assets their funding sources are supposed to cover. Without a good asset management system different funding sources with different criteria for what that funding can be used on can easily be spent on the wrong things, created issues that the city has experienced in the past. The city can take those lessons learned and make recommendations to take action and solve problems, or kick the can, not take action, or make proposal of changes that won't fix root problems. An example of a proposal that will not fix the root problem is the current proposal to create a NR unit instead of first implementing a known work system that has so many benefits (and it a high priority) to see if the asset management system fixes the "unclear" problem. Cartegraph is not part of Open.gov, capital planning and permitting system. It is a no-brainer to join that group and take advantage of the government based system that they built to help this great city function better, take the bickering out of it make things clear for all staff to follow and make clean recommendations to decisionmakers, set our sites on the core values and make a positive difference.
Budget: As I understand it there are several work groups who would be combined into a nature resources Department with different missions and how those budgets can be spent. As mentioned already and by many, staff do not want to get dragged into a financial nightmare. It is a known that the rate dollars can not mix with general fun or levy funding or a district tax base. An asset management system can help with this, but then again if the asset management system helps with this then you don't need to combine work units into a NR department/division!
If you have future goals about tossing BES natural areas to Parks so that a future District's funding will pay for the care of that land, then be up front, make the changes to move nature areas from BES into the parks portfolio now, but don't make the mistake of making serious changes behind closed doors and hiding decisions, BE TRASPARENT.
It may also seem like other agencies have found a more efficient way to manage natural areas,
PP&R- has many different work groups that the Natural Area work group is dependent. If you pull Natural areas form PP&R you are pulling Natural areas away form the groups it depends, including the partners that we work with out of our work stations. We

communicate with those folks daily, sharing supplies and materials and sharing things we saw that day. We are also strategically working together to be more efficient and effective. We train each other and intentionally include each other. It is TEAMWORK. I am strongly recommending that you pause this process and consider all that you are breaking before you take one more step in this process.
I have worked for federal parks (NPS) county parks and worked closely with Oregon state parks, Metro, Willamalane, Bend parks and rec, Clackams, THPRD, etc. There are different organizational structures, some in public works, most not. Some with district funding some with base funding, some with lottery. What works best is parks staff to support its mission and not to be entangled in other work units missions. Intergovernmental agreements, asset management systems, capital planning systems, etc. make that work happen. You can water down managing land, you can mis-estimate what these complex systems need financially to actually take care of them (TNC, Metro, etc.) or you can take a step back, put a pause on this process and actually invest the time into researching the root issue, determine what our community needs/wants, actually engage staff and hear form them and then and only then move forward. All land management agencies have different missions, but the one constant is that we are all reacting to climat change and human “disturbance” weather that be solely climate or all of the other impact humans have. The first decision is how does the city want to manage land in the city, how do they wan to create management unites with various goals and objectives based on the City/Community need. Then and only then can you start to figure out a re-org.

There is so much more to say. With no guidance on what to critique or address, this monolog has been a stab in the dark. Once a root cause is shared then we will be able to make comments that are actually responding to the issue, and only then can we begin to discuss alternatives.

Put a pause in this process now.

Every report on climate is more disturbing than the last one. Pope Francis statement yesterday highlights the FACTS of our climate emergency and calls on us to act both personally and politically to mitigate the most devastating impacts of a hotter climate. With this in mind, it is critical that the city appoint a Climate Officer to serve in the City Administrator’s Executive Team. The Climate Officer must be given power to determine strategies and have budgetary authority to make decisions for all city bureaus around the issue of climate change. Thank you for allowing me to comment.

Hello:
I strongly urge that the position of "Climate Officer" should be created for and added to the City Administrator's Executive Leadership Team. It is imperative that the City focus on climate change issues whenever decisions are made in ANY City Service area. This is an issue that will impact our City across all areas; it is an issue interlinked with safety, equity, budget, natural resources, etc. etc. The new City Administrator needs a staff person on their team who is focused on this issue and who can help coordinate the actions of all other City areas with this issue in mind.

Thank you for reading my comment. I am a 75 year old life long Portland resident and I love my City of Roses. I have been heartbroken to witness the decline of our city during the last 20+ years. Now I am cautiously optimistic as the plan unfolds for restructuring our City Government to take effect Jan. 2025. I have followed the transition teams and viewed the video in which Michael Jordan explained the proposed new organizational structure. Well done for the most part. However, I am writing today to implore all of you to add a Climate Officer to serve on the City Administrator's Executive Team. I believe Environmental Justice and Climate Change should be a priority. Portland can then be a leader in this movement as we were in the 70's, 80's and beyond thanks to Governor Tom McCall and Mayors Neil Goldschmidt, Bud Clark and Vera Katz. Thank you for all your hard work. Please consider my request.
Remove "Business" from the Community Safety Business Operations. All people in the community deserve safety, not just business interests.
Place Portland Solutions under the City Administrator and remove it from reporting to the Mayor.
The City Administrator should have Portland Solutions report to them.
The creation of the Natural Resources Group without any collaboration with Parks/Public Works severely threatens recreation within the City. The City of Portland is facing immense recreational pressure, like so many other locations around the country. Access to the outdoors and to natural areas is provided through recreation on trails and parks: hiking trails, biking trails, picnic spaces, nature spaces, etc. Recreation is NOT a use that threatens natural areas; rather, recreationists are often the primary user groups that will support enhancement and protection of natural resources. Further, if the creation of a Natural Resources Group in isolation of Parks/Public Works were to occur, it also severely cuts back on progress the City has made to bring more natural spaces and recreational opportunities to underserved populations throughout the City. Please make sure any Natural Resources Group includes the mission and goals of working alongside recreation; not blocking out recreation.
It appears the project/initiative is very top down In the description on how work/ work groups will be organized it seems like there is a lack of understanding of organization charts and staff/responsibilities for many of the Bureaus who participate in the development permitting process. Timeline is very quick for such a big change. The timeline given does not seem like it is enough to accomplish a major reorganization at this level. It will take significant time and resources to understand how the changes proposed can best happen and longer to build a system to support the change. If staff need to move classifications or work groups this will take considerable HR, Tech, and employment training time. If the staff are separated into different independent work groups this will greatly impact the current methods of staff training the existing for at least us in UF.

More information is needed to be provided to make staff feel like their positions or employment will not be negatively impacted by this change. Certain positions do not current have the lateral transfer options to other groups within the city. Probable issues with the Union and Union contract. Concern about employment retention in a positions worked in and developed through years. Concern about the townhall meeting and questions that were asked were not answered and were only danced around. Little to no new information was provided. It seems that another “town hall” meeting is there to “seem transparent” and appease people, by allowing voicing concerns and asking questions. However, staff didn’t get much out of it.
I am concerned about where to put services that simultaneously impact the livability of Portland, the health and safety of residents, and economic viability of Portland businesses. Specifically, I am concerned about services to help people on our streets who suffer from addiction and mental health issues, whether they are homeless or not. One of the groups that was formed to help with mental health issues is Portland Street Response, which I understand is now under Portland Fire and Rescue, because of the need to connect via 911; it therefore would be in the Community Safety Service Group. However, it seems as much or more to belong under Community and Economic Development, or "Community Affairs," which I don't see in the current chart, but seems to be something that is being contemplated. I also see that "Portland Solutions" seems to be a jumble of problem areas, including "street services coordination." Does that include Portland Street Response? If so, I think placing PSR under the supervision of the Mayor could be a problem, since the Mayor also oversees the Chief of Police. Groups like Portland Street Response need more support and funding, including possible support with federal Medicaid funding through the CAHOOTS Act. Addressing Portlanders' mental health issues is essential to Portland's economic recovery and livability. Thank you for asking for feedback and your work to create this plan for providing services that Portland needs.
Please add a Climate Officer to serve on the City Administrator’s Executive Leadership Team. We have current staff/leaders looking to fund existing programs (status quo) and need a Climate Leader to help make a meaningful change in our environmental impact.
Please add a Climate Officer to serve on the City Administrator's Executive Leadership Team in order to coordinate and implement strategy, policy, and budget across all bureaus. This is of special import due to the accelerated timeline with the need for Climate Resilience as our rubric in all aspects of our lives now and in the future. Additionally the urgent need for emissions reductions now, given global climate scientists most recent reports. There are

many, many Portlanders, of all ages, working diligently to mitigate and end the Climate Crisis and it's injustice. Adding an effective Climate Officer is acting on Climate Justice and Resilience, it's what the people of Portland want.

Please add a Climate Officer position to serve on the City Administrator's Executive Leadership Team.

I am asking that a Climate Officer position be added to serve on the City Administrator's Executive Leadership Team. Climate change is a multiplier for everything else that the city deals with, and the challenges that will arise. We need someone with an extensive knowledge of causes of climate change, the affects that it has, and the many ways of mitigating it to be in a high leadership position. That is the only way to have a healthy, resilient city that serves all of its citizens as we move forward.

TO: Mike Jordon, Chief Administrative Officer
City of Portland

The challenges to implementing Ballot Measure 26-228 across Portland's government is massive within a tight time frame while keeping services uninterrupted, and your efforts to devise a transitional government to prepare for a significantly expanded City Council and their staff as well as prepare for a City Manager position under which the Bureaus will report to is a tremendous undertaking. Thank you for all of your efforts.

This historic restructuring presents the opportunity to focus on redressing the legacy of inequity created and enabled by the City while simultaneously positioning it to tackle the biggest threat to a recovered, thriving Portland, climate change. The proposed plan while having some good ideas does not achieve either of these stated City priorities, while the process and engagement have not been equitable. There are, however, things that can be done now that are actionable, measurable, and small "wins" that can foster engagement & increase good will with the community that can build over time.

Moving forward, create intentional opportunities for meaningful input. Create a framework for public engagement for this massive undertaking by providing an opportunity for Portlanders to have their concerns addressed for this new proposed form of government and identify and avail the forms of engagement that are most needed & critical to Portlanders who voted for a government that would be more coordinated, accountable, accessible, responsive and equitable.

Equity -Ensuring that the Equity Officer is at the highest levels of City government can be concretely demonstrated when looking at inequities such as the budget impacts of the proposed new levels of management and the potential result it might have on cutting lower level positions simply because there isn't enough funding.

By reviewing the organizational proposal to make equity a key part of this new design, placing the Equity officer directly reporting to the Mayor & City Council along with the

Independent Police Review Board instead of buried within the Bureau of "City Operations" ensures autonomy that is instead needed to review impartially the case that comes before the review board, with accountability directly to the City Mayor and Council. Notably, the Office of Equity & Human Rights is also grouped under "City Operations".

Not losing the ground level experience at the Bureau of Equity & Human Rights as well as Tribal Relations by ensuring a close working relationship with the Equity officer is critical to coordination & integration & forward progress.

The Deputy City Administrator level of management needs to be reviewed in light of the budget shortfall so that the substantial and unprecedented increase of executive level management and its cost do not contribute to the loss of jobs at the city for line staff and everyday Portlanders critical to the city's day-to-day operations. A possible solution is to have one (1) Deputy Administrator position that is reportable to the City Administrator with four (4) Bureau Deputy Partnership Coordinators reporting to the City Administrator that can give updates on projects at each Service area (please review these for more logical groupings, as well as community access & accountability) to the City Manager but curtails the highly vertical, traditionally corporate structure that is both costly to taxpayers and lacks accountability, transparency and equity that Portlanders are demanding, and far exceeding the ballot measure in 26-228 without clear explanation justify the cost or potential benefits for taxpayers from such a change.

Climate officer at the highest level to ensure policy and budget decisions are made through the lens of climate. This would mirror the Equity officer. King County recently created an executive level Climate Director to catalyze and unify work across the bureaus, something that is acutely missing in Portland. In order to effectively address the Climate crisis at the level and scale that is needed to make a difference and curb the increasing extreme climate changes that have affected Portland and the State with increasing heat waves, wildfires, drought and storms will only increase with the unmitigated carbon emissions, having a dedicated office is needed to tackle the extremes of climate with the authority to work collaboratively across bureaus and unify the City on Climate.

At the staff level, there is a proposal to combine climate/sustainability with the natural resources entity. The Phase 2 reports Pg. 25:
https://www.portland.gov/transition/government/documents/phase-2-programmatic-assessments/download.
BPS has historically been focused on decarbonization or mitigation, while climate resilience/adaptation has taken place in other bureaus such as natural solutions like trees, floodplain restoration, ecoroofs, green infrastructure etc. in the Bureaus of Parks and BES. When we talk about combining climate and natural resources, it is primarily focused on climate resilience. So much like the Equity approach of having functions at the City Administrator, in the OEHR and with leaders in individual bureaus, we are proposing a similar structure for climate with an emphasis on also elevating climate resilience.

Natural resource management discussion-like other ideas on the table–still needs to mature and answer a lot of questions. Limiting the number or service areas to no more than 5 and ensuring that addressing climate is a priority for this substantially expanded government would go far in establishing goodwill with voters by addressing core issues the community cares about. The groupings themselves can also be revisited: the Bureau of Planning & Sustainability is grouped under "Community & Economic Development", along with Prosper Portland–the economic development arm of the City and in direct odds with the Sustainability mission of BPS charged with implementing the City's Climate Emergency Plan, publicly stated to be a city priority.

Establishing a Bureau of Climate & Natural Resources offers the potential to create a robust entity to advance Portland's climate, environmental justice, biodiversity, clean water, and environmental cleanup goals. However, if certain conditions are not met, it could also easily result in a situation where natural resource programs are underfunded (or even defunded) and separated from the infrastructure bureaus such as BES, Water Bureau, Transportation and Parks that actually do the work that transforms Portland's landscape.

Removing staff from existing infrastructure bureaus could result in a situation where those programs rapidly deemphasize integrating green strategies into their operations unless a new Bureau of Natural Resources is directly integrated into decision-making at existing infrastructure bureaus at a foundational level. A new Bureau of Natural Resources must have the authority and structure to integrate green strategies into the activities of the bureaus that build our roads, sewers, surface water projects, parks and other infrastructure.

Portland must clearly delineate in advance of a decision, which programs, projects and staff will transfer to a new Bureau of Natural Resources and which will remain in their current locations: It should not simply become a home for orphaned and unwanted programs at other bureaus. It must be invested from its conception forward with a commitment to accelerate protection and restoration of natural resources across our urban landscape. A Portland Bureau of Natural Resources should be empowered to ensure that Portland is a national leader in advancing clean water, clean air, climate resilience, biodiversity and environmental justice.

It is possible to enhance already proposed service areas (such as Budget & Finance and Public Works) to ensure that groupings will help the city meet a standard of service to increase voter confidence, improve services & responsiveness, increase access & quality of the public engagement process and improve equity to redress past harms and address the impact of climate for ALL Portland residents.

Thank you for the opportunity to give feedback. You have before you a unique opportunity to more completely address Portlanders' demand for a government that is more coordinated, accountable, accessible, responsive and equitable. Our hope is that you will

step up to that challenge.

Sincerely,

I am writing to request that a Climate Officer position be added to serve on the City Administrator's Executive Leadership Team. A Climate Officer would implement strategy, policy and budget for climate issues across all bureaus. Thank you.

The placement of Neighborhood Associations (NAs) and District Coalition Offices (DCOs) under the Portland Solutions program raises concerns that the architects of this plan have a narrow understanding of the role that these networks play in Portland's communities.

It is critically important for city leaders to swiftly and directly convene these stakeholders to communicate exactly how Portland Solutions will be operationalized, and to provide assurance that the breadth and depth of their roles will not be diminished.

The city's failure to follow basic civic engagement best practices on this really missed an opportunity to build buy-in to this plan. It's not too late to course correct! But you must act now and move at the speed of trust.

Dear Transition Team,

The Draft Organization Structure Chart shows Portland Solutions under the mayor's office. As of September 27, the City Attorney stated and T.J. McHugh acknowledged that it must be under the City Manager. Since that date, however, communications continue to say Portland Solutions is in the mayor's domain or jointly controlled by manager and mayor.

The voter-approved Charter Revision gives administrative authority to the City Manager. Voters expect transparency in this process. Please produce and label as such, a new, dated version of the Organization Structure Chart before October 9 when the plan will be sent for Council's vote.

Thank you,

To City Transition Team, Mayor Wheeler, and City Commissioners:

My name is _____ and I am a member/board member of the Plesant Valley Neighborhood Association and Hawthorne Estates HOA. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in "Portland Solutions."

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both

the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be

placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Sincerely,

To the Transition team,

Here are a couple of comments, pertaining to Neighborhood Associations:

1. SUPPORT FOR NA'S ... Marshall Park is a small neighborhood association, like many in the city. We get by with a few volunteers, and some vital help from our coalition and the city. Our coalition (SWNI) supported us in many ways - fiscal sponsorship, looking after our funds, hosting our website, obtaining liability insurance, and filling out the annual state and federal registrations and taxes. We could not do all these things by ourselves. So I am really hoping this transition will be a "reset" for us. I hope the new coalition (whoever they are) will provide support to us in the areas mentioned above; and that Civic Life will continue to be our primary contact and support team within the city. Please confirm?

2. VOICE OF SMALL NA'S ... Marshall Park NA will be in district 4 covering South/Southwest Portland, Downtown, Northwest Portland, and part of Sellwood. I respect that these other areas (especially downtown) have significant issues that will require most of the city's attention. I am concerned that small neighborhoods like Marshall Park will have zero voice. How will our little neighborhood be heard when we're in the same large district as these heavy hitters?

Be well; Be safe; Be good neighbors.

To City Transition Team, Mayor Wheeler, and City Commissioners:

Re: Comments on Proposed City Organization Chart

My name is _____, and I am a member/board member of the Eastmoreland Neighborhood Association. For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in “Portland Solutions.”

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland’s diverse neighborhoods. These broad functions

means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Best regards,

Community Engagement: Do No Harm Until 2025 & New Electeds Involvement in 2025

Portland's community engagement practices and structures will and should change due to city council districts. Indeed, one rationale for development of Portland's neighborhood associations, neighborhood coalitions, and the Office of Civic Life and its precursor entities is that all Portland's elected officials have been elected citywide for over one hundred years. By

no means, however, are neighborhood associations and coalitions perfect as indicated by the very appropriate development of the Diverse Civic Leaders and Immigrant and Refugee programs. Until 2025, however, a “do no harm” approach is needed. The need for this approach is only heightened by the Portland Solution’s rigid reliance on results of the Portland Insights Survey that are prematurely driving a proposal for major changes in the focus of neighborhood coalitions before 2025.

It also interesting to note that collapsing the current 7 neighborhood coalitions to 4 coalitions by July 2024 evidently did not involve any full council discussion as per this communication to the Government Transition Advisory Committee: https://www.portland.gov/transition/documents/government-transition-advisory-committee-questions-office-community-civic-life/download Moving to 4 neighborhood coalitions that align with the four council districts isn’t an inherently bad idea, especially since the Independent District Commission did, o the extent possible, honor neighborhood association boundaries. However, the Portland Solutions component of city organization chart discussions needs to slow way down.

Assumptions made in the 10/2 Portland Solutions presentation that new city councilors will have offices in new neighborhood association offices seem both premature and inappropriate to be made without involvement of new councilors. That presentation, however, seems to explain the “district offices first” push by two commissioners at the 10/2 council work session. Worth noting, though, is that no members of the current council mentioned making district offices a priority in previous work sessions or when they all voted for the April ordinance authorizing use of the Construction Manager/General Contractor (CM/GC) approach to making charter related facilities improvements.

In addition, at the 9/6 GTAC meeting’s discussion with the facilities staff working with the transition team, there was no call for a shift to “district offices” first. Instead, the GTAC asked many good questions but had a good understanding of the dynamics leading to the council chambers and downtown offices in City Hall focus of facilities improvement staff. The facilities staff made clear to the GTAC that involving new councilors in 2025 to evaluate the needs and locations of district offices did not indicate a lack of interest in fulfilling that legislative intent of the charter review commission. Both the facilities staff and GTAC members identified an interest in future discussion regarding district offices. Though a lack of public input was lamented at the 10/2 council work session, input has been obtained by the group – GTAC – created by the City Council to assist the transition team and the GTAC is in agreement with the transition team on the optimal sequence of facilities improvements.

I anticipate commenting directly to the current Council on this 11th rush to upend the work of the facilities experts who worked with the transition team to develop the proposal presented at the 10/2 council work session. It is hard to not wonder if this untimely push for “district offices first” is just due to displeasure about the transition team's preferred – and most cost effective – option for council offices. It is disingenuous for current commissioners

to claim concern about transition costs but support a more expensive option for remodeling City Hall that is also totally detrimental to the 2025 council. Nobody should be surprised that efficient remodeling involves relocation of current functions and that this is eminently feasible is demonstrated by the entire closure of City Hall between May 1996 and March 1998 for a major renovation project. It would be the height of irresponsibility to only begin city council chambers and downtown council offices remodeling work in 2025.

Back to the Insights Survey results: they clearly merit consideration, but what is just as clearly missing in the Portland Solutions and neighborhood coalition proposals are paying adequate attention to the full scope of the current activities and responsibilities (many of which are in city code) of neighborhood association and coalitions. Also disregarded in the Portland Solutions discussion seems to be any acknowledgement of the Portland Engagement Project (PEP). Not saying that the PEP effort has been perfect, but it has gathered input that should also be considered. Indeed, the following excerpt on this PEP webpage (https://www.portland.gov/civic/portland-engagement-project) outlines PEP's role in laying groundwork for development - in 2025 – of a new community engagement model.

We have completed the listening phase of PEP. Civic Life consultants have summarized the first phase findings in public reports, available below. Our consultant Pregame is designing the facilitation process for the design of the new engagement framework, which will be handled by the City Transition Team. When Portland government changes in 2025, the Transition Team, Civic Life and community will design the new model and get City Council approval to begin implementation.

To be clear, developing a new community engagement model beginning in 2025 does not mean starting from scratch. Information from the PEP process will be available. Also available should be lessons learned from what I assume are planned evaluations of the Public Environment Management, Impact Reduction Team, and Street Services Coordination efforts that have already been launched by Mayor Wheeler, as I understand it via executive orders. It is the prerogative of Mayor Wheeler to continue those programs until the end of his term, but totally premature to incorporate them into a new design of neighborhood coalitions. Executive orders of the current Mayor should not be assumed to align with the interests of either the new mayor or council in 2025. Now it may be that they do align, but that should be decided in 2025 based on providing new elected officials solid evaluations of the three programs noted above.

That 2025 timing to develop new community engagement strategies is imperative to ensure input from new councilors elected from the new council districts. These strategies must also be informed by updated public input efforts that occur after Portlanders have gained first-hand knowledge of how councilor campaigns reveal how constituent services can look significantly different from the current status quo. These strategies also require input from the new administrative branch that should not be locked in by inappropriate pre-2025 organizational reconfigurations such as the premature re-design of four neighborhood

coalitions and their inclusion into the proposed Portland Solutions.

Thanks for consideration of these comments.

Hello,

Linked below is a letter from the Hosford-Abernethy Neighborhood District (HAND) asking that you delay adopting the city org chart and take the time to get more input from people active in the neighborhood system about how to best fit neighborhoods into the new city government.

If you must adopt something in order to start budgeting, please insert a placeholder for Neighborhood Associations to be inserted later. Many in the community have expressed concerns about why NAs are being organized with homelessness and trash cleanup rather than other economic development and other community engagement offices. We feel that reflects a very limited view of what NAs do, and we are convinced that with a more complete picture, you would agree we fit into the city org chart differently.

Our letter is here:

http://handpdx.org/wp-content/uploads/2023/10/Letter-to-city-asking-for-delay-adopting-org-chart.pdf

Thank you,

To City Transition Team, Mayor Wheeler, and City Commissioners:

Re: Comments on Proposed City Organization Chart

My name is _____ and I am a board member of the Buckman Community Association, the registered NA for the inner SE Buckman Neighborhood. I am speaking for myself as the comment period for this important item is way too short for the Board to discuss as we follow Oregon open meeting laws closely.

For the following reasons, I strongly disagree with placing neighborhood associations and district coalitions alongside homeless services in “Portland Solutions.”

1) Neighborhood Associations core functions entail much more than what seems to be the parameters of Portland Solutions. Through input on land use, transportation, parks, environmental services and other areas, neighborhood associations seek to improve both the livability and economics of our neighborhoods. Many neighborhood associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help

both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, I would ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

The CAO's initial organization structure appeared to primarily focus on the alignment of bureaus with greater nexus; ideally fostering greater coordination/collaboration across related/interdependent activities within each DCA scope. This should also foster greater efficiency as well as effectiveness.

My understanding from the briefing is that Portland Solutions evolved over/since COVID to focus on then urgent priorities/needs which required focused Mayoral priority and multi-

bureau coordination (e.g., 90 day resets). Some questions that came to mind that I hope the team is reflecting on:
• What organization capacity/structure has been built up (e.g., layered on top of the operational bureaus) over time to support Portland Solutions?
• What, if any, were the then existing organizational/process factors driving these structures, etc?
• From experience to date, what are the positives/negatives of that structure and could they be before more effective/efficient in other ways?
The functions appear to be essentially matrix (coordinating, etc) vs operational/line organizations. The challenges cities face are more complex and by necessity require matrix or coordination of multiple line and governance functions. However, it's very important for smooth functioning of staff/activities for there to be greater clarity of the roles, scope of functions, etc. articulated at a level that people throughout city hall can understand who does what/how that can drive funding/staffing decision.
Note, I am not suggesting that what has been built up as Portland Solutions is inappropriate. What I am suggesting is that organization materials presented to date do not provide that clarity of roles/scope of functions. Without such definition the public and staff will not understand what's proposed and what it means to them.

I totally agree with the convening, coordination, prioritization, etc. roles implied by the Portland Solutions boxes:
1. Four district teams (not 7)
2. Practically speaking, the city will find it difficult to focus the above roles on a neighborhood by neighborhood basis (all 90+ of them). Four teams <> Four districts makes sense.
3. I would like to suggest that Civic Life could add greater value through the following (maybe more) roles which I believe these are incremental to current Civic Life scope:
a. Build/maintain a view of the district's (and neighborhoods) issues (e.g., 311, emails, calls), needs (e.g., current conditions, infrastructure, etc), and their trends. A window for Council members as well as the districts/neighborhoods. Some function has to support Council on this.
b. Through convening/collaboration, build/maintain the district's priorities and the city's plans/time commitments AND monitors staff's timely response. Another window and input to the annual budget process.
c. I have commented to Tim Grewe, the Mayor and others about the importance of how the strategic plan is developed, structured and actioned over time. Cities I have lived have done a poor job articulating how/when strategies that have been adopted will be operationalized/implemented from a place-based perspectives and how those plans are progressing. Portland needs to solve this conundrum.
d. There are ways to leverage technology to support and maximize some of the above. I wrote staff last November with some ideas. I will forward updated thoughts later.
Regards,

Re: Proposed City Org Chart
Dear CAO Jordan and Transition Team,

The Arlington Heights Neighborhood Association is in full support of the Forest Park Neighborhood Association's letter sent to you regarding the Proposed City of Portland Organizational Chart. Neighborhood Associations do so much for the neighbors of Portland which only benefits the City. Thank you for putting NAs back under the City Administrator. We urge you to put Neighborhoods in Community Relations with other community engagement work. Thank you for keeping this unique grassroots civic structure in Portland. We can all benefit from listening, learning and growing together.
Mr Mayor: My name is _____, I've been privileged to have been involved in Portland's grand experiment in civic involvement, the neighborhood program, since its inception in 1975. I was a participant in establishing the first "Guidelines for Citizen Participation" (1983) and in the Guidelines Review committee of twenty years ago that re-wrote those guidelines as well as most of COP Chapter 3.96. True citizen participation in governance in this country is rare, and while our neighborhood program is imperfect, it's among the best anywhere. The program as envisioned all those years ago is still a vital function of governance… to a large extent because, as envisioned, it related directly to every operating and economic agency of the City. Much has changed since the days of the "GREAT" committee… but the fact that an effective link between Portland's governance and its citizens has not only persisted but broadened, attests to the continued importance of the Office of Civic Life, and in particular, the neighborhood program. Portland's neighborhoods, supported by the Office of Civic Life (when ably administered), are a vital conduit of information and feedback for every operating agency of the city. City reorganization, particularly by establishing four new geographies, may now become more dependent than ever on those place-based neighborhoods and communities. It is clear to me that the appropriate place in a re-thought governance structure would be to place "Civic Life with other planning and economic development agencies under the deputy City Manager… if not directly under the City Manager himself. Thank you for your time, Sincerely
I feel very concerned about the decision to disconnect Parks from Public Works. Parks manages city infrastructure (e.g., trees and natural areas) that compete with grey infrastructure for space and resources. If Parks is not aligned closely with PBOT, Water, and BES, I fear the challenges to adequately making space for and supporting trees and nature in our city will continue. I have worked for both Parks and BES for over 20 years, and I have experienced these challenges first hand. There are strong personalities and indurated bureau visions on all sides. It will be difficult to make the changes we desperately need so that we can support and promote green investments to help meet our climate goals and continue to improve livability in our beautiful city. I urge you to strongly reconsider the decision to remove Parks from Public Works.
Transition Team, While Portlanders voted for change overwhelmingly, because many significant changes were

bundled together (such as the decision to divide the city into 4 districts with 3 councilors each instead of a larger number of districts that could have been more responsive to constituents with one council member each), I'm guessing that most Portlanders didn't know precisely what they were voting for. Therefore, voter education is critical, particularly around Portland's version of rank choice voting. Some concerns:

While rank choice voting has proven to be successful in cities across the nation in districts with single positions, single ballot rank choice voting for multiple positions in single districts is rarely used because of the increased level of complication it involves.

It is my understanding that rank choice voting can be subject to "gaming" the system as well. And it would appear that it could be even more so in Portland's new system, again where there will be single ballots for multiple positions. Candidates are likely to create "slates" to increase their chances of winning, for example, slates that will be difficult to vote out in future elections. From a voter's perspective, what strategy should a voter use to ensure that their preferred candidates make it to the top 3, for example. What is the math behind that analysis?

In addition, it is my understanding that candidates could win a city council seat with as little as 25% of the vote - a notion that seems to be highly undemocratic. How many Portlanders are aware of that? Will this information be included in Portland's voter education?

All this is to say that Portland's new system isn't simple and the full ramifications, not easily understood. It will be important that the public fully understands how it works in order to meaningfully vote.

If you are creating a list regarding voter education particularly focused on Portland's version of rank choice voting, please add me to the list.

Thanks,

To: City Transition Team, Mayor Wheeler, and City Commissioners:

Re: Comments on Proposed City Organization Chart

My name is _____, and I am a member of the Linnton Neighborhood Association.

For the reasons below, I strongly disagree with placing neighborhood associations and district coalitions with
homeless services in “Portland Solutions.”

1) Neighborhood Associations' core functions entail much more than the parameters of Portland Solutions.
Through input on land use, transportation, parks, environmental services and other areas,

neighborhood
associations advocate to improve both the livability and economics of our neighborhoods. Many neighborhood
associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination,
community outreach, and more.
-We provide information and access to local and government resources.
-We help with emergency preparation and disaster response.
-We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse
neighborhoods.
These broad functions mean that the City and it's communities would be better served by grouping neighborhood associations and district
coalitions under the Deputy City Administrator for Community and Economic Development.

2) During this year's Neighborhood Summit, representatives of 64 neighborhood associations brainstormed on how we can create healthy
neighborhoods, support each other, and improve communication between our communities and the city government.
-Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use).
-Attendees sought to improve relations with our city government in order to leverage neighborhood association knowledge in decision-making as well as to expand community outreach for inclusive participation in decision-making.
-Attendees sought to increase livability through focusing on community-based solutions, including in the area of affordable housing.
Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) A survey relied on by the transition team shows that Portlanders are currently most concerned with homelessness, public safety, and economic development. While these are all near-term needs that neighborhood associations are partnering with stakeholders to address, the long-term city needs would be best met by putting neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Pairing neighborhood associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development,
housing, planning & community development, construction and inspection (permitting).

5) City Hall's own Phase 2 Service Area Government Transition Assessment did not place neighborhood associations within Portland Solutions. Rather, a better model was recommended by the Public Works Service Area workgroup, which recommended that Civic Life (and by extension neighborhood associations) would be better paired under Economic Development.

For these reasons, please place neighborhood associations and district coalitions under the Deputy City Administrator for Community and
Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.

Thank you.

Sincerely,

The recently adopted districts map will not upload. Can you send me a link that works please.

To City Transition Team, Mayor Wheeler, and City Commissioners:
Re: Neighborhood Associations and the Proposed City Organization Chart

My name is _____, and I am a member of the Richmond Neighborhood Association in SE Portland. For the following reasons, I strongly believe Neighborhood Associations and district coalitions belong under the Deputy City Administrator for Community & Economic Development.

1) The core functions of Neighborhood Associations entail much more than what appears to be the parameters of Portland Solutions. Neighborhood associations seek to improve the livability and economies of our neighborhoods through input on land use, transportation, parks and economic development within our boundaries, and other areas. Many Neighborhood Associations partner with small business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods. These broad functions means that the City and it's communities would be better served by grouping Neighborhood Associations and district coalitions under the Deputy City Administrator for Community and Economic Development.

2) Neighborhood Associations help residents have a meaningful and effective voice across many city functions. During this year's Neighborhood Summit, representatives of 64 Neighborhood Associations brainstormed on how we can create healthy neighborhoods, support each other, and improve communication between our communities and the city

government. Attendees communicated a need to work with the government to improve air quality, environment, environmental justice, and design (including land use). Attendees sought to improve relations with our city government in order to leverage Neighborhood Association knowledge in decision making as well as to expand community outreach for inclusive participation in decision making. Attendees sought to increase livability through a focus on community-based solutions, including in the area of affordable housing. Again, this scope is much broader than Portland Solutions, and entails coordination that would be better suited under the Deputy City Administrator for Community and Economic Development.

3) While transition team survey data shows that Portlanders are currently most concerned with homelessness, public safety, and economic development, these are all near-term needs that Neighborhood Associations are currently partnering with stakeholders to address. For the long-term, city needs would be best met by putting Neighborhood Associations and their respective coalitions with the Deputy City Administrator for Community and Economic Development.

4) Placing neighborhood coalitions and their associations with the Deputy City Administrator for Community and Economic Development would be consistent with the organization structure of similarly-situated cities like Seattle. Seattle has a city structure with a department dedicated to "Livable and Inclusive Communities." This department includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting).

5) The Public Works Service Area workgroup for the Government Transition recommended placing the current Civic Life Office (which includes Neighborhood Associations) with Economic Development. The value of Neighborhood Associations across a broad array of functions was recognized during this part of the transition planning.

For these reasons, I ask that Neighborhood Associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in improving the welfare and living conditions of people that live, work and play in Portland.
Sincerely,

Hello chairs and staff:

I reported to my neighborhood board last night about the charter transition. Their comments focused on the org chart, although I told them that the GTAC isn't officially providing feedback on that. Nevertheless, I'm sending their comments and encouraged them to testify/submit comments online:
• Why are neighborhoods linked with Portland Solutions?
• Why is council disconnected from everything else? We need a closer tie from council to the city administrator.

• where do the neighborhoods fit in? They need greater and more intimate representation, so should be connected to our district's councilors. Let's not lose sight of that. Otherwise, we're going back to the 1970s when we were on our own.
• Portland Solutions needs a mission and scope.

Transition Team:
In addition to previous comments on CAO Jordan's proposed organization, I offer the following:
First, the city should be commended for expended the effort to think hard about how to best restructure city government in light of the feedback from the public during the Charter Commission process.
Reality is that we will be beginning a journey and kinks will have to be worked out over time.
The most significant change in the latest organization chart is the creation of a sixth DCA with Portland Parks & Recreation and Portland Children's Levy. I am struggling to understand the compelling rationale not grouping it with one of the other DCAs and the implication is a realization that there is little nexus with any of them. There are some balance considerations which I will not enumerate so maybe this is a political decision. That can be appropriate but the reasons should be stated.
In general, I have to assume to alignment of bureaus into DCA groupings was based on as good an understanding of:
1. Higher policy, operational connectivity, high/low coordination nexus; although an inventory of such factors wasn't readily obvious from the team reports. What's important is that the "mental maps" of the team members/management are consistent such that their intuitions driving the recommendations are correct.
2. The policy and operational coordination across DCAs that will need to be nurtured. Day 1, management should be aware of these and provisioning for support. I suspect there will be more than you think. However, the Portland Solutions function is likely the organization manifestation created to support much of the obvious areas that recent complex social challenges have challenged local governments to address. The Portland Solutions team and the City Administrator/DCAs will need to be vigilant to ensure the best allocation of responsibilities between line bureaus and Portland Solutions. In other words, what parts of fulfilling neighborhood issues should be in the line bureaus vs Portland Solutions? A question to ask is what are the appropriate attributes of a function/service being considered for Portland Solutions. It's always important to understand lessons learned to inform future decisions.
Regards,

Hello,

My name is _____ (she/hers/theirs) and I work with adults experiencing Aphasia (a newly acquired language disorder, usually from stroke or brain injury) and I love engaging them with discussions of current events and local happenings. I was wondering if there will be easy-to-print-and-practice options for ranked choice voting? It would be a wonderful way to do a "practice run" on this new voting concept. Perhaps it could even be a way to engage local businesses or citizens by "voting" for our favorite ice cream shop, coffee location etc?

We usually “vote” on our favorite Halloween candy each year with use of a bracket, but using ranked choice would be a welcome change. Anywho- looking forward to engaging in education opportunities and hoping for easy access to practice opportunities. Thanks!!

After thinking about comments made during last night's meeting regarding Community Engagement and the new organizational structure/budget. I decided to try and articulate my thoughts and concerns to the Transition Team.

Community engagement must be one of the top priorities for the city's new organizational structure. Effective and systemic community engagement is not achieved by asking a committee of 15 individuals and two other committees to accomplish it quickly without the support of a well-established and functional structure already in place.
Effective and systemic community involvement can only be reached when the city's leadership develops a culture that values and promotes a government system that is participatory and inclusive. The system must be supported by a well-funded department responsible for creating a city-wide plan with an ongoing and systemic approach to recruiting, training, and assessing city-wide efforts through measurable goals and objectives. Including under-represented communities must have a solid and specific focus in this effort.

Each bureau is currently responsible for recruiting and training its advisory committees. This results in inconsistencies in approach, training, and different expectations of the role of these advisory committees.

In the new organizational structure that will presented to the City Council on November 1st, 2023, a department responsible for community engagement with a vision for a city-wide approach, including hard-to-reach populations, is not included or described as a city's priority. It will be a significant loss if we don't take this opportunity to stop paying lip service to community engagement and seriously consider how we can truly achieve an inclusive and participatory form of government, as has been requested by our communities.

Thanks a lot for your consideration.

Dear Transition Office, Portland,

We appreciate all the hard work that has gone into the draft organizational structure. It is great to see an Equity Officer role, and we agree with the choice to make Deputy Administrator positions to oversee various service areas, rather than having the City Administrator as the direct supervisor of so many different bureaus and services.

One of the things that still needs to be accomplished as the charter reform rolls out is a stronger and more coordinated way of addressing climate change. There are climate, environment, and sustainability related issues in each of the proposed service areas, and we are glad to see that these are spread out across the city’s priorities and projects. We look forward to hearing more later this year regarding the Sustainability and Climate Commission

(SCC), and we hope this will be a strong advisory committee with the ability to help all the service areas and bureaus work together to implement city-wide actions. The SCC will be an advisory committee made up of volunteers, however, so it is unclear how their recommendations will be carried forward.

Therefore, we would like to see a Climate Officer role created in the City Administrator's office. Similar to the Equity Officer, the Climate Officer would be able to have a bird's eye view of all of the service areas and bureaus, working with different offices and in each district to implement the policies laid out by the city council and the suggestions of the SCC. Having a Climate Officer would enable a more cohesive approach to climate action. It would also offer a way for the SCC recommendations to be communicated and acted upon.

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I think there are a couple meetings today on Transition (3.02 and a work session) but when I checked the city's website shows no meetings: Transition page (current and past) and Auditor's work session (current)

Strange.

City Council review of proposed organization

Isn't there a City Council work session today on the new government organization?

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Similar to the Equity Officer, the Climate Officer should have a bird's eye view of all of services & bureaus, working with offices in each district to implement the policies laid out by the city council and the SCC.

Having a Climate Officer shall enable a more cohesive approach to climate action. It would also offer a way for the SCC directives to be communicated and acted upon.

So stop the blame game, stop kicking the can around, & do yr jobs. Or do you ALL have to be

replaced in the upcoming elections?

Yr failure to act on this immediately will just confirm the widespread consensus that none of you can even hit a light switch, let alone change a lightbulb.

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Oregon owes a lot of its strengths to rail infrastructure, much of which unfortunately no longer even exists (including the Oregon Electric and Red Electric Interurban Passenger Railways, an elaborate and extensive streetcar grid they interfaced with as well as an integrated bunch of trolley lines.) The turncoat auto industry lobbied to have our taxpayer dollars funded passenger interurban and municipal routes torn out and paved over or else neglected into failure after privatization in acts of premeditated sabotage and treachery; this is before they further betrayed the nation by moving manufacturing out of country decimating the American workforce to only be rewarded for this sedition by being subsidized by our taxes along with being bailed out multiple times only for the executives to pocket the money we were taxed for their personal profits of plunder and pilfering pillage. The further we move away from the logical layout provided by streetcar grids and electric commuter interurban railroads the uglier and less livable the city and its suburbs become. An intelligent coastal city would take advantage of this limited time of people crowding in to install city assets that will benefit us for generations such as a rail route beneath the Willamette meaning the Steel Bridge won't break the light rail circuit interrupting all MAX lines every time it lifts, and railway going between Vancouver and Portla

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So stop the blame game, stop kicking the can around, & do yr jobs. Or do you ALL have to be replaced in the upcoming elections?

Yr failure to act on this immediately will just confirm the widespread consensus that none of you can even hit a light switch, let alone change a lightbulb.

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Oregon owes a lot of its strengths to rail infrastructure, much of which unfortunately no longer even exists (including the Oregon Electric and Red Electric Interurban Passenger Railways, an elaborate and extensive streetcar grid they interfaced with as well as an integrated bunch of trolley lines.) The turncoat auto industry lobbied to have our taxpayer dollars funded passenger interurban and municipal routes torn out and paved over or else neglected into failure after privatization in acts of premeditated sabotage and treachery; this is before they further betrayed the nation by moving manufacturing out of country decimating the American workforce to only be rewarded for this sedition by being subsidized by our taxes along with being bailed out multiple times only for the executives to pocket the money we were taxed for their personal profits of plunder and pilfering pillage. The further we move away from the logical layout provided by streetcar grids and electric commuter interurban railroads the uglier and less livable the city and its suburbs become. An intelligent coastal city would take advantage of this limited time of people crowding in to install city assets that will benefit us for generations such as a rail route beneath the Willamette meaning the Steel Bridge won't break the light rail circuit interrupting all MAX lines every time it lifts, and railway going between Vancouver and Portla

Sincerely,

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Climate change is the existential problem that should affect every decision made by our city government. We need a highly qualified and experienced Climate Officer who will ensure that all decisions made will help us achieve our climate goals.

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The environmental crisis we are facing demands focused and committed attention. We must act in every way we can to commit with making the changes are so critically necessary.

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I was surprised to learn that the city has already selected a search firm (MOTUS). While it renders some of my comments irrelevant, they are included along with other comments on the City Administrator search process discussed at GTAC's Oct 17th meeting:
Search Firm
1. I have previously observed a few city manager searches in city's I have previously resided; most recently the 2013 and 2016 City Manager searches in Dallas. In both those cases, the search firms they selected were, in my opinion, not up to the job. That I based on the disappointing shortlist of candidates (note 1). Lesson, we need a search firm capable of drawing a capable/stellar candidate list – nationally.
2. I know nothing of MOTUS but they appear to be a known entity in Oregon; particularly the

state. How geographically broad is their "list" of potential talent known to them and how effective are they at casting a wide geographic net? Like private sector searches, hopefully the search will include proactively reaching out to the best talent out there rather than just advertising an opportunity and waiting for responses.
3. Does the contract provide adequate compensation? If it's a fixed bid, what provisions are there for addressing further advertising/outreach, whatever given the extended duration of the "Roadmap to Hiring a City Administrator."
4. Dallas' 2016 search was a $30,000 contract. The Oct 20, 2023 Austin Chronicle published "Council is expected to authorize a $150,000 contract with executive headhunter firm Mosaic Public Partners to search the nation for the person best qualified to serve as chief executive of city government in Austin." https://www.austinchronicle.com/news/2023-10-20/council-to-hire-city-manager-search-firm/ My experience is you get what you pay for. I am not suggesting a particular number but I worry about going with the lowest bid submitted.
Timeline/Process
1. Has staff considered accelerating their schedule (Roadmap steps 4-7) to begin once the new Mayor has been confirmed in early Nov 2024. Clearly, the appointment/Council approval can't occur until after Jan 2, 2025 but I struggle to understand what would be the benefits of delaying City Administrator start to June 2025 or thereafter. The longer the start of the new City Administrator, the more senior appointments will occur and operational decisions made by the interim City Administrator.
2. It appears there is no provision for a "public" socialization period of a short-list of candidates for stakeholders (e.g., residents/neighborhoods, business and other advocacy groups) to familiarize themselves with and offer comments to the Mayor on the candidates. I suppose indicating that GTAC input is limited to steps 1-2 potentially answers my question.
3. What will be occurring between steps 3 and 4. Seems like time being lost.
Step 3 – June 2024 – Establish ideal candidate profile and recruitment plan
Step 4 – Jan 2025 – Work with new mayor to draft job announcement
4. I am curious what factors staff identified the new Mayor could introduce to the job announcement that would be new to what the Charter defines as responsibilities and the profile/management attributes and experiences that the earlier step will produce? In other words, can't the process be accelerated for the benefit of everyone?
Search Criteria
I will delay submission of comments on candidate attributes/profile and experiences till staff starts that process in Early 2024.
Formal information Request
I would appreciate if you could forward copies of the Bid Book/Documents soliciting candidate search firms, MOTUS's response and contract/agreement the City entered into with MOTUS – or direct me to the appropriate office.

Regards,

Note 1: The Dallas challenge might, in part, be do to its poor reputation in the public sector given constant senior turnover and its 14-1 form of government (14 districts, 1 weak Mayor)

where Council is actively involved in day to day management of the city - which force the Manager to constantly be focused on maintaining a Council majority. These factors could be drivers of poor interest.

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One of the things that still needs to be accomplished as the charter reform rolls out is a stronger and more coordinated way of addressing climate change. There are climate, environment, and sustainability related issues in each of the proposed service areas, and we are glad to see that these are spread out across the city's priorities and projects. We look forward to hearing more later this year regarding the Sustainability and Climate Commission (SCC), and we hope the SCC will help direct and coordinate all the service areas and bureaus to work together to implement city-wide climate actions. The SCC will be made up of volunteers, however, so it is unclear how their recommendations and directives will be carried out.

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Climate change is the existential problem that should affect every decision made by our city government. We need a highly qualified and experienced Climate Officer who will ensure that all decisions made will help us achieve our climate goals.

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The environmental crisis we are facing demands focused and committed attention. We must act in every way we can to commit with making the changes are so critically necessary.

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Thank you for all your hard work - you have been diligent to flesh out what will be needed for the new political structure.

Thank you for including neighborhood associations in the office of Community and Civic Life - this helps remove the opposition of neighborhood associations to being lumped with homeless initiatives in Portland Solutions. SE Uplift and Vadim Mozyrsky came to our SMILE meeting in September and expressed skepticism about an organizational chart putting neighborhood associations in a "solutions" bucket with (as Vadim repeated at least four times) the homeless problem.

I am in Sellwood, and opposition to having the neighborhood associations lumped in with the homeless seemed to mean we were "problems" that Portland needed to find a "solution" to...so you have removed that potential criticism by putting neighborhood associations into the assistant city administrator office, not into one of the deputy city administrator six division array. I know Vadim M. was dead against the new 12 member commission, so I took his criticism with a grain of salt.

Here is where the neighborhoods will be now, as I understand it, with a new "engagement officer" to help us..... The Office of Community and Civic Life, reporting to a new engagement officer, will include the neighborhoods and districts programs as it does currently. The team

will work closely with the communications officer to improve the City's ability to communicate effectively and promote greater transparency with communities by developing clear, citywide policies, practices, and guidance for community engagement, working with public advisory bodies, and improving external communication as well as coordinating with engagement teams across bureaus and service areas. The engagement officer will also support conversations about how best to distribute engagement resources across the City's organization in the future.

Thank you again for your diligent work....we only hope that the first set of folks to run for office will be as dedicated and sensible as you City employees are being!

Hello - What form will council adoption of the city organization take? Ordinance? Resolution? Will the November 1 council meeting be a first reading with public testimony allowed? Thanks for your help with these clarifying questions.

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Good morning,

I am reaching out to provide comment on the proposed organizational changes as laid out in the most recent version.

I am a sitting member of the Urban Forestry Commission and I was a Development Tree Inspector for Urban Forestry for five years prior to transitioning to the private sector. I care deeply about the city's urban forest and have firsthand experience in trying to protect it while watching it disappear. As a Development Tree Inspector, I worked closely with the infrastructure bureaus (BES, Water Bureau, BDS, PBOT, and others) to guide development projects through code requirements from the initial design phases through to completion. The position I held existed because trees are considered infrastructure by the City of Portland, as well as almost every other large city in the United States. The urban forest infrastructure is vitally important to the city, and we know how it should be managed properly. However, due to budget constraints and a lack of priority by other city bureaus and the private sector, we are not where we should be in terms of our management goals.

The government transition is a unique opportunity to realign the way the city functions from the ground up. Removing Parks and Recreation from the other infrastructure bureaus may be a fine choice, but it leaves Urban Forestry out of an important group of infrastructure reviewers and keeps funding for Urban Forestry under the general fund which all too often is not enough to fund the work that is needed. If PP&R is not moved entirely, then Urban Forestry should be moved from Parks and Recreation and placed within BES. The reasons boil down to the mandate of the two entities: Urban Forestry manages the only infrastructure that appreciates in value over time and that infrastructure works to cool the city, manage pollution and rain water, and is most often found in the ROW. The mandate of BES aligns with this: managing stormwater runoff and pollution, often by employing green infrastructure to do it. Parks and Recreation has overlap with Urban Forestry as well, but we have shifted from a view of the Urban Forest as some sort of beautification of the city in our parks and natural areas to seeing it as it is along our roads: infrastructure. On top of this,

this would secure a source of funding for the management of our environmental resources and green infrastructure that would allow the city to act with one voice while maintaining trees and green street facilities and providing guidance during development review.

Please reach out with any questions you may have. I offer this comment as a private citizen who sits on the Urban Forestry Commission with a decade of experience in managing and maintaining urban trees. I am not speaking for the Commission.

I urge you to take this opportunity to radically rethink how our city could function and create a structure that will truly put Portland on the front foot going forward.

Respectfully submitted,

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To: City Transition Team, Mayor Wheeler, and City Commissioners:
Re: Comments on Proposed City Organization Chart
Neighborhood Associations have a wide and varied scope of functions which provide a conduit for information flow and community activities that strengthen the community and economic welfare of the neighborhoods. Various elements including input on land use, transportation, parks, environmental services, access to local government resources, assistance with emergency preparation and disaster response along with sponsoring community events, picnics, music, walking tours are coordinated by Neighborhood Associations. All of these activities are supportive of improving livability, economics and connections in our neighborhoods.
Based on the breadth of these various functions the Alameda Neighborhood Association is supportive of the current proposal to maintain the neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development. We are encouraged by the responsiveness to the requests by the neighborhood associations and thank you for your work during this transition.
Respectfully,

Greetings,
I assume that you and the committee are aware and keeping track of Maja Viklands Harris' Rose City Reform blog that tracks the candidates, their spending, and provides information about Portland's version of rank choice voting (STV).
In the most recent edition, Vikland provided a very interesting article about the use of slates (https://rosecityreform.substack.com/p/buzzword-forecast-for-2024-slates), and according to the experts she interviewed, the necessity of candidate slates to help voters make sense of sorting through the large number of candidates running in each district. So far, with the election more than a year away, it appears that there 10 candidates for District 1, 9 for

District 2, 8 for District 3, and 8 for District 4.
Given that most candidates and constituencies will see the advantages of slates, I hope that the City will provide a robust discussion of slates, what they are, and how they could affect the outcome of the 2024 and future elections. Beating established slates in future elections, could be very difficult.
It is likely that various deep-pocketed interest groups, such as unions and business groups, will fund slates that could, in effect, reduce the goal of the STV approach, which is, to my understanding, to diversify the winning candidates.
In addition, I hope that the City's voter education will include a discussion of the pluses and minuses of ranking fewer than 6 candidates, for example, only voting for a voter's top 3 candidates. I completely understand why a voter would be tempted to do this. Say, in the event that certain candidates, like a former president, run who voters believe are totally unacceptable. If a voter ranks such a candidate or candidates last, those votes will be counted for those "unacceptable" candidates and could contribute to the unacceptable candidate(s) being elected. I would not want to feel that my last ranked vote contributed to electing an unqualified candidate.
I appreciate the committee's work on this,

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Dear Transition Team,

There seems to be a conflict in charts available to view
The one attached to this email and another updated chart
https://www.portland.gov/transition/government/city-organization/updated-chart-recommendation
In the latter NAs and Coalitions are in Portland Solutions but in the/this current breaking news email Neighborhood Coalitions and Associations are not listed at all.
Can you please explain this ASAP

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Following are my comments on the Oct 19th release of draft proposal for city organizational structure that will be considered by the City Council on Nov 1st:
Summary
While I have previously raised some questions/concerns regarding the proposed organization structure, I remain concerned about what I perceive as a lack of consideration of organizational and operational (staffing) implications for an entirely new Executive/Legislative split of responsibilities where the "… City Council would focus almost

exclusively on legislation and policy development." How active/directive will the new enlarged, more neighborhood focused Council be and what does that mean for how the split Executive and Legislative functions will work together?
My previous communications highlighted a number of questions that should be explored to postulate the various roles/responsibilities and the follow-on organization and staffing implications. I posited that key would be alignment of DCAs with related committees and the DCAs being responsible driving the relationship building with and coordination of policy development/review priorities/schedule with Committees (chairs) and providing subject matter knowledge.
I am concerned deferring to much post Jan 2, 2025. The Council needs to hit the ground running Jan 2, 2025 and need to be briefed during the interim between election and Jan 2.

Detail
While I have previously raised some questions/concerns regarding the proposed organization structure, I remain concerned about what I perceive as a lack of consideration of organizational and operational (staffing) implications for an entirely new Executive/Legislative split of responsibilities.

1. Recall the Charter Commission's 5th Progress Report and City Attorney's Appendix A: Brief Narrative Summarizing Proposed Amendments stated the "… City Council would focus almost exclusively on legislation and policy development" the Charter provides little specificity of the Council's role.
2. A new expanded Council will be elected from districts (neighborhoods), rather than at-large, by an engaged public with high expectations for a [strong?] Council. No one knows how active and engaged they will want to be (e.g., drive policy) and what that means for how the Executive and Legislative branches will play together and support one another. While the topics for the "future" phase haven't been well articulated, I am concerned deferring to much to post Jan 2, 2025. The Council needs to hit the ground running Jan 2, 2025 and need to be briefed during the interim between election and Jan 2.
3. The following diagram summarizes the questions I have raised in the past. I hope the Transition team has categorized all the types of actions that will require Council participation and "gamed" how they should flow/be supported by the Executive side beginning Jan 2, 2025. This will have organizational and staffing implications for the Executive.

4. The material just released proposes:
a. 2-1/3 staff per Council member (incl. admin specialist) – seems appropriate.
b. Manager and 5 staff to support Council
i. Are the 5 for support of committees only?
ii. Where is support for Council President coordination/management of agenda, etc? The Council Operations Manager and/or Auditor?
c. Staffing level for Council Operations Manager wasn't specified. That may include 3.b support (shared Council support and Council President agenda)? If that isn't the case, what is the projected staffing?

d. Unclear where subject-matter (policy review/development) coordination/support will occur?
i. Council Operations Manager and Shared Council support – I wouldn't advise that; too much decentralization of subject matter knowledge/topical ownership and too many cooks.
ii. I have previously suggested that the DCAs should drive the relationship building with and coordination of policy development/review priorities/schedule with Committees (chairs) – however, has that staffing been considered? If not, where will it be housed and has it been provisioned?

All of this may net out to an insignificant run-rate budget impact, however, nothing published to date demonstrates that this be being thought through. I do not believe leaving it to the future is wise.

Regards,

I just sent comments on the Oct 19th release of documents for Nov 1 Council review.

I am assuming comments are being shared with Council – correct? If so, in what form?

Thanks,

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FYI attached are my comments submitted to Council (Auditor)

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2. Work on a natural resources plan by September 2024, including 1) a facilitator to guide the process, 2) a robust public engagement process, 3) determining sources of funding, and 4) coordinating within existing bureaus and service areas to most comprehensively address ecosystem functioning, climate change mitigation and adaptation, and aid public wellbeing.

Thank you for ensuring Portland's new structure will focus on addressing climate change, environmental concerns, and equity.

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2. Work on a natural resources plan by September 2024, including 1) a facilitator to guide the process, 2) a robust public engagement process, 3) determining sources of funding, and 4) coordinating within existing bureaus and service areas to most comprehensively address ecosystem functioning, climate change mitigation and adaptation, and aid public wellbeing.

Thank you for ensuring Portland's new structure will focus on addressing climate change, environmental concerns, and equity.

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I appreciate all the work that has gone into updating the City of Portland organizational structure as part of the Charter Reform implementation process.

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Thank you for ensuring Portland's new structure will focus on addressing climate change, environmental concerns, and equity.

Sincerely,

Can the mayor fire the new administrator?

Dear Council:

While I understand the desire to keep the transition project rolling, I ask that you tap the brakes, slow down the process, and get some more information and perhaps some revisions in the proposed reorganization plan.

The money figures proposed are vague, sometimes missing, and there seems to be a sort of "let's pull a number out of the air and say that's what we need" quality to it.

Come Jan 2025, we are sure to find ourselves in a messy and confusing situation-- there are too many changes to prevent that from happening. BUT: Let's get a firm of a foundation as we can, so that there is something to work from when those situations arise.

Greetings,
I appreciate all the hard work that has gone into the updated organizational structure.

One of the things that still needs to be accomplished as the charter reform rolls out is a stronger and more coordinated way of addressing climate change. There are climate, environment, and sustainability related issues in each of the proposed service areas. I'm glad to see that these are spread out across the city's priorities and projects.

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Thank you for ensuring Portland's new structure will position the city, with a Climate officer, to prepare proactively for climate change, environmental concerns, and equity.

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2. Work on a natural resources plan by September 2024, including 1) a facilitator to guide the process, 2) a robust public engagement process, 3) determining sources of funding, and 4) coordinating within existing bureaus and service areas to most comprehensively address ecosystem functioning, climate change mitigation and adaptation, and aid public wellbeing.

Thank you for ensuring Portland's new structure will focus on addressing climate change, environmental concerns, and equity.

Sincerely,

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I want to testify that I think it is not alright that the city of Portland removed the disability program in civic life. I want to testify that I no longer see disabled people being represented in the City organizational chart. I want to testify that the elimination of the age friendly program and the proposed cuts to PBOT grossly impacts people with disabilities. All other major cities have Aging and Disability Office's that are visible and engaged with the community. We know that people with disabilities are often invisible and the elimination of all these programs and positions verifies that the city of Portland sees the people of Portland with disabilities as third-class citizens. I also see the age-friendly positions have been removed from planning. Three weeks ago PBOT spoke about cutting their ADA position. I would like to advocate that there would be an aging and disability office and that the city reinstate the disability program position and the age friendly position.

On behalf of the disabled citizens of Portland and friends, thank you!

Best regards,

Dear Mayor Wheeler and Commissioners Gonzalez, Mapps, Ryan and Rubio:

Attached are my personal written comments about the city's proposed organizational chart within City Council Agenda Item 926.

There are some recommendations that make sense and a lot of recommendations that do not make sense. I've highlighted my disappointment about the top-heavy administrative proposal and lack of clarity in how decisions will be made among the city council, mayor, city administrators and bureaus in response to civic engagement. This is a VERY EXPENSIVE proposal that we will likely result in cuts in actual bureau budgets that serve the people.

Please start lean and if needed add later. Don't start with a fully staffed top-heavy organizational chart. Use the March 29, 2024 report date in the Resolution as an importunity for mid-course corrections.

Sincerely,

The City of Portland needs a Climate Change Director to monitor the variety of areas climate change is impacting to ensure the most efficient and impactful way for the City to successfully make needed changes.
Adoption of the Reorganization Plan (as of October 26 2023) and associated budget proposed by The Charter Transition Team is premature; it should be delayed. Alternatives need to be developed and presented along with the full accounting of associated costs. Please see the attached>>>>>>>>
I will say something of primary importance to me, as we move forward. I've been following this whole process the last two years and I always introduce myself as a 75-year-old lifelong Portland resident. Definitely following all the work that you all are doing and the transition and districting committees. An extremely important issue for me, is environmental justice and climate changes. So, I'm just putting that out there. I have reviewed the current organizational structure presented by Michael Jordan and as of right now, there isn't a specific climate officer and that is of primary importance to me, that that be included in that organizational chart. Again, this might not be the right forum, but I actually wasn't sure what all I was gonna to say, but I wasn't going to lose the opportunity to put that forward. That environmental justice and climate change is a top priority for me. Thank you so much for all the hard work all have done, I've zoomed into many of your meetings over this last year. So thank you folks.
– Hi, thank you. My name is ____ and I'm an employee of Multnomah County, but the views I'm expressing today are my own. Last week's meeting, or two weeks ago, there was talk about there was a budget to hire coalition groups. First, I wanted to know how the city going to abstain from giving money to groups that are affiliated with candidates. Many of these orgs endorse candidates or at least do so with their partner arm org, like coalition of communities of color that did the original charter surveys for instance. I know taxpayers were pretty offended when they found out that the org that the city paid to do outreach, turned around and spent even more money than that to push a specific vote yes campaign on something that they were supposed to be neural on their other arm. It kind of smelled of impropriety and I'd advise the city to be more cautious this time around. And then, the city is spending around 675k on hard-to-reach voter education for underserved communities, but only about 250k on general population voter outreach. It was mentioned, do you guys have the county budget numbers that were mentioned in the last meeting. And I ask this, because no one really understands this new method of voting, its not just ranked choice, its new to all people that live in Portland and outreach should really be equal across the entire tri-county area, because Portland voters are in all three counties. Do Washington and Clackamas counties have any kind of budget to educate Portland voters about, that the city might not necessarily reach. And I don't understand why the office of civic life at the city can't just take this effort on, maybe hire a few more people or at least oversee it. They have access and connections to all the neighborhood associations, business association, cultural

community organizations already. Hiring outside firms doesn't ensure all these groups are reached, unless we specifically tell them who tor each. I don't know if that's part of the plan. A specific example is my BIPOC friends who live east of 205, with a child in David Douglas School District, which is the target audience for this type of outreach, never receive any notifications about what is going on in local government. There fairly active community members, so something as simple as a notification in all the local community centers would probably reach thousands of underserved Portlanders like my friends. How do the organizations bidding on this contract plan to reach underserved community members who are not part of community-based organizations? Are there lessons learned from the lackluster responses to the original charter survey's communities of color did to base our new efforts off of? Will Portlanders get to see the marketing plan. This large sum of money, the taxpayer dollars being spent. It was estimated I think that we paid them around 300,000 dollars and they reached 1500 people in that survey of 300,00 dollars. So we need to do better.

Thank you Julia, Hello Co-Chair Gamero Cassinelli, my name is _____, I use she and they pronouns and I'm the coalition director for Portland United for Change. We are a group of organizations who support the charter changes and want to see them implemented well. After conversations with partners, I have a couple of requests for the committee to consider, the first is related to facilities. Please recommend to council that they move forward with the most cost-effective and efficient recommendation and plan to renovate city hall. We are concerned about how delay to this process could interrupted the transition and impact the new government. The second is related to city administrator hiring, please help ensure that the city, the hiring process has a longer community engagement runway then recent processes and consider how frontline communities and city employees will be engaged in the process. We hope the GTAC can uplift involvement of community's that are often neglected in these processes. The organizations participating in the city's diversity and civic leadership programs, would be an excellent example of stakeholders for whomever is contracted to conduct the hiring process to engage with and we recommend the contractor conduct stakeholder interviews with them and the city's labor partners. Thank you for your consideration and your ongoing work.

Can the mayor fire the new administrator?

PORTLAND UTILITY BOARD

Members:

Alexis Rife

Bob Sallinger

Christopher Richard

Heather Day-Melgar

Julia DeGraw

Karen Williams

Lorraine Wilson

Robin Castro, Chair

Ex-officio Members:

Joanne Johnson

Joe Spada

Staff Contact:

Amy Archer-Masters, Analyst
(503) 823-8340
Amy.Archer-Masters@portlandoregon.gov

City Budget Office
1120 SW 5th Ave, Ste 1010
Portland, Oregon 97204

To: Mayor Ted Wheeler, Commissioner Mingus Mapps, Commissioner Carmen Rubio, Commissioner Dan Ryan, Commissioner Rene Gonzalez, Auditor Simone Rede,

Cc: Michael Jordan, Chief Administrative Officer
Portland Charter Transition Team, Gabriel Solmer, Dawn Uchiyama, Tim Grewe

Re: City Proposed Organizational Structure – Supplemental Feedback

Date: October 5, 2023

Please accept the following comments from the Portland Utility Board (PUB) in response to the potential alternative proposal to the proposed organizational reporting structure.

The Board submitted feedback on September 29th as part of the general public comment process (letter available online). Subsequently, Board members have heard through local media of an alternate proposal from Council members. The Board is concerned that it is disruptive to the public process to have a counterproposal circulated before the City has had opportunity to hear from the public. The timeline for public comment was very brief and it was challenging to gather enough information to provide substantive feedback in the timeline allowed. If alternative proposals are under consideration, the public would need more details and an opportunity to effectively engage and provide feedback. Ensuring authentic public process is critical, particularly with such a significant proposal impacting the future of the City.

The PUB greatly appreciates your consideration of these comments and is eager to engage as this process advances.

October 5, 2023

To: City of Portland City Council members

City of Portland Charter Reform Transition Team

Government Transition Advisory Committee

Via email to: transition@portlandoregon.gov
Members of the Portland City Council

Regarding: Portland Charter Transition and Proposed Organization Chart

Dear members of the Portland City Council, GTAC and Transition Team:

Thank you for your efforts to transition the City of Portland from its current city charter to the one approved by voters in November 2022. The language in the charter amendments was determined by a group of appointed Charter Commission members, not the voters. A majority of voters approved the language the Charter Commission developed. Some of us who actually read the 185-page proposal last fall voted "no" and now feel stuck with the Charter Commission's language that is expensive, unwieldy and does not allow for meaningful public input regarding decisions that are being made at a very fast pace.

The Charter Commission determined that there will be four city council districts. The Independent District Commission determined the boundaries of those districts. The City Council and city staff are now determining how those district offices will be run, and what neighborhood priorities are. These decisions have been made without much regard to cost or impacts on all Portlanders and with limited input from the affected communities. That must change. Here are some recommendations:

District Offices. Please keep in mind that the district offices are intended to serve the people in the district. It will take time for the people to build a sense of community within the new geographic boundaries determined by the Charter Commission and IDC. The presentations you gave on September 25 and October 2 seemed intended to divide districts and communities in the organization chart rather than unite communities in Portland toward common goals. I heard people make disparaging remarks about stereotypes in future districts during the IDC meetings. We need to build a sense of pride for what it means to be a Portlander and how to best serve everyone who lives and works in Portland.

Place Neighborhoods and Districts under the "Community Relations" office. As the September 12, 2023 cover memo notes, these programs directly serve Portland's diverse communities. Co-locating organizations that serve Portlanders within Community Relations will encourage city staff to more effectively communicate, engage and be more transparent with a wide range of communities.

Neighborhoods and Districts should not be aligned with trash, graffiti and homeless services in Portland Solutions. Volunteers in service to the community work with many public and private entities on a wide variety of issues affecting livability in their neighborhoods and districts, and we need to build relationships among diverse organizations.

Proposed Organization Chart Comments

October 5, 2023

Do not take a one-size-fits-all approach to Communications and Engagement. The City of Portland adopted "Public Involvement Principles" on August 4, 2010 that represents a road map for effective civic engagement. It seems a waste of resources that these principles continue to be ignored and revisited without a data-driven evaluation of their effectiveness. The September 12, 2023 cover memo notes that the Communications Officer would "deliver unified content and messaging" and the Engagement officer "will support standard practice for community engagement." This should be a starting point or minimum level of effort for communications and engagement. This should not be a check-the-box exercise in communications and engagement. Effective civic engagement needs to be tailored to address different audiences and different affected stakeholders on specific issues and options in order to allow people to review and discuss outcomes that they envision in their community and citywide. It also needs a feedback loop to let people know what happened to the comments they made.

Streamline the various city Grants programs within Budget and Finance. Many city bureaus offer grants to community organizations on a wide range of topics. The City of Portland needs a streamlined system to make grants administration more effective for the grantee and more transparent for the people who pay revenue to support the grant programs. In order to achieve the charter reform goals of transparency and accountability, people need more information about the grants programs and how they are administered. For example, the current system of "reimbursement" may not work for small organizations. It took the city eight months to reimburse pre-approved expenses in my organization in FY 2022-23. That is not acceptable. I recommend the Budget and Finance group develop a database that identifies grants available in each bureau or office, what is the purpose of the grants, who receives the grants, when did the organization received the grant funds, and link to periodic reports. A streamlined grants program could provide more oversight and training regarding the financial management systems that the grant recipients should have in place to manage the funds and report to the city, and more transparent public reports regarding how the grant funds are used to meet intended outcomes.

Cost decisions should be part of the dialogue. It seems to me that every question about costs related to charter implementation is punted to some vague future point in time. City Council's October 3 work session noted that there has not been a lot of civic engagement regarding costs, cost trade-offs and sequencing of expenditures. I am particularly concerned that upcoming budget recommendations will result in tradeoffs between charter reform implementation and general fund services.

Please consider these recommendations as you develop your proposal on the city's Organization Chart and begin preparing draft budgets for FY 2024-25 and beyond.

Sincerely,

Marianne Fitzgerald

Portland OR

350PDX
3625 N. Mississippi Avenue
Portland, OR 97227
350pdx.org

October 5, 2023

Dear City of Portland Transition Team, Mayor Wheeler, and City Council,

Thank you for the opportunity to offer feedback on the city's proposed organizational structure. I write on behalf of 350PDX, a grassroots environmental nonprofit with thousands of members in the Portland Metro area that advocates for climate justice and works toward creating thriving, equitable, and resilient communities.

We appreciate all the hard work that has gone into the draft organizational structure. It is great to see an Equity Officer role, and we agree with the choice to make Deputy Administrator positions to oversee various service areas, rather than having the City Administrator as the direct supervisor of so many different bureaus and services.

One of the things that still needs to be accomplished as the charter reform rolls out is a stronger and more coordinated way of addressing climate change. There are climate, environment, and sustainability related issues in each of the proposed service areas, and we are glad to see that these are spread out across the city's priorities and projects. We look forward to hearing more later this year regarding the Sustainability and Climate Commission (SCC), and we hope this will be a strong advisory committee with the ability to help all the service areas and bureaus work together to implement city-wide actions. The SCC will be an advisory committee made up of volunteers, however, so it is unclear how their recommendations will be carried forward.

Therefore, we would like to see a Climate Officer role created in the City Administrator's office. Similar to the Equity Officer, the Climate Officer would be able to have a bird's eye view of all of the service areas and bureaus, working with different offices and in each district to implement the policies laid out by the city council and the suggestions of the SCC.

Having a Climate Officer would enable a more cohesive approach to climate action. It would also offer a way for the SCC recommendations to be communicated and acted upon. While a new Bureau of Natural Resources may be useful, it is not yet clear what that bureau would do that is not already housed in another bureau or agency. We would rather see a Climate Officer position included at the level of the City Administrator's office.

Cherice Bock

Policy Manager

350PDX

Building the climate justice movement.

Portland General Electric
121 SW Salmon Street • Portland, OR 97204
portlandgeneral.com

October 5, 2023

Michael Jordan

City of Portland, Chief Administrative Officer

Office of Management and Finance

1120 SW 5th Avenue, Suite #1250

Portland, OR 97204

Dear Michael:

Portland General Electric (PGE) appreciates the opportunity to comment on the proposed city management organization structure. Thank you for the careful thought and consideration that you and others at the city of Portland have given to develop a new proposed structure. While we recognize the historic opportunity to reshape city government, we also understand the tremendous amount of work required to deliver a new form of government. Given this timeline, it is important to allow for flexibility and refinements once the new structure is in place and gaps and needs are surfaced.

PGE applauds Portland City Council's direction to establish a single permitting authority under the new form of government. We have a keen interest in ensuring the new permitting authority is successful and would like to help inform the development of the new permitting structure. PGE regularly applies for permits at the city of Portland, many of which include Franchise utility notification (FUN), parking, and right-of-way (ROW) permits. We pay the city of Portland about $200,000 per month for FUN permits and $200,000 per month for ROW permits, which makes up a sizable portion of our total permitting costs. In 2022, PGE completed 6,602 of these permits (not including building and land use permits) in the city of Portland. This amounts to 43 percent of PGE's total permits, while only 16 percent of our total crew hours performed was in the city of Portland. We have considerable experience navigating complex and siloed permitting processes within the city of Portland's current structure and would like to share our pain points and recommend improvements.

Please let us know how we may engage in discussions as you work to implement a new single permitting authority. It is in our mutual interest to get this done right so that we can continue providing affordable, reliable power and achieve a clean energy future. Thank you for your consideration.

Sincerely,

Nik Blosser

Vice President, Public Affairs

cc: Portland City Council

Terry J. Harris

To: Mike Jordan

Cc: Mayor Wheeler, members of the Portland City Council

Re: Proposed Organizational Chart

October 5, 2023

I am writing responsive to the "comment period" for the proposed organizational chart for the new Portland city government under the charter amendments passed by voters last year. While I'm generally supportive of the general design, I am concerned that the organizational chart will unnecessarily cement some very serious flaws into the new government at this very preliminary stage.

Understanding that you have budgetary deadlines and a compressed timeline to accomplish the massive transition, in several key areas, I would urge you to **adopt a baseline funding framework instead of adopting org chart details, and then remand the details back to the transition** for refinement and more community and expert engagement. As I'll describe below, the specific **areas that should be remanded are "Portland Solutions" and "Council Operations."** In addition, I'll offer some additional comments and suggestions for your consideration as you review the rest of the organizational chart.

1. Portland Solutions and Civic Life

The Portland Solutions structure, as shown on the draft organization chart, is problematic for a number of reasons. Although I understand through a presentation to neighborhood organizations earlier this week that changes are already being made, I would still urge a more careful and more robust public review prior to locking such and important organizational feature into the chart.

a. The impact of Portland Solutions on neighborhoods, neighborhood organizations, districted council representation, and service delivery need to be better understood.

Already, since the first draft of the organization chart was rolled out, there have been different charts showing different organizational schemes around Portland Solutions and the intersection with neighborhoods, district coalitions, and the newly established electoral districts. Setting aside the confusion and uncertainty caused by the evolving schemes, it's clear that any scheme needs to make assumptions about things that are not yet established. For example, a decision to align Portland solutions with the electoral districts results in aligning District Coalitions with electoral districts. But the very basics about the coalitions are still on the drawing board – for example, their organization and governance, their staffing, and their location within the large districts. Even less is known about how new district-based councilors will (or will not) relate to these coalitions, what those councilor's priorities will be, how they will set up their constituent service operations, or even where their offices are going to be.

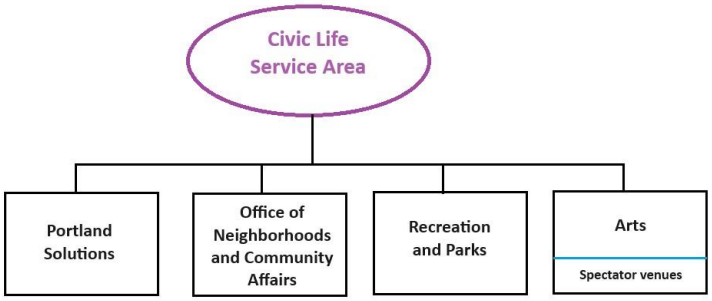
Moreover, based on the recent presentation to neighborhoods, apparently the key figure in the district implementation for Portland Solutions will be a "neighborhood coordinator" who will prioritize, manage and deploy services responsive to neighborhood, councilor and constituent requests. While this might seem like a conceptually convenient organizational structure, my concern is that with such large districts, it sets up the "neighborhood coordinator" to be, at best, an overworked choke point for the entire Portland Solutions effort. At worst, it's a position with too much responsibility with too diffuse of an accountability mechanism and will end up as a focal point for the ire of everybody.

Because the council needs to make some basic budget decisions, I would suggest that a basic level of staffing might be gleaned from the current draft structure, and that basic level be used as a placeholder in the budget for the time being. Meanwhile, the org chart itself should be remanded for more work to define the district-based operations and for more thoughtful engagement with neighborhoods and coalitions after the RFP for District coalitions is released this winter.

b. The redistribution of functions of the Office of Community and Civic Life may be a lost opportunity.

According to the draft organizational chart, "Programs in the Office of Community and Civic Life are reassigned to various organizational units, including Portland Solutions and the Community Affairs team." At a basic level, it appears to me that district-oriented programs end up in Portland Solutions and citywide programs end up elsewhere. But the term "Civic Life" is a useful one for organizing city government, and maybe should not be so easily jettisoned.

For example, **consider the possibility of a sixth "service area" called Civic Life**, that could contain Portland solutions, the remaining centralized (non-Portland Solutions) portion of an "Office of Neighborhoods and Community Affairs," along with otherwise awkwardly positioned bureaus like Recreation and Parks, Arts, and Spectator Venues.



c. The public process has been terrible.

I am writing these comments a scant two days after first seeing new organizational structures being rolled out at a "Civic Life Presentation for Neighborhoods" and one day after the presentation was posted on the Transition website. The Presentation was not widely noticed beyond neighborhood organizations already, justifiably, concerned about the impossibly short comment period for the draft organization chart. More to the point, it isn't clear to me whether these new structures are part of the draft I'm to be commenting on or not.

Organized engagement of neighborhoods and communities on the Portland Solutions and Civic Life portion of the organization chart was essentially non-existent prior to the release of the draft. Then, after the release, neighborhoods and communities faced an impossible deadline to gather more information and respond in a normal fashion with their normal meeting schedules. Meanwhile, it appears that the tight deadlines are driven almost entirely by somewhat arbitrary deadlines on preliminary decisions on a budget that won't be adopted until next spring.

Finally, because the Mayor and Council determined that these organizational structures were beyond the scope of GTAC, there is no formal independent review of the organization chart. The only

deliberative accountability on this org chart will occur at a truncated Council meeting by a Mayor and Council dealing with an extraordinarily full agenda of other important matters to attend to.

Because this org chart is such a consequential step forward, it seems worth the time and effort to consider some of the more difficult elements in a more inclusive and deliberative manner. I understand the argument that this org chart is a draft and that we can change things along the way. But I worry that the more likely scenario is that city blows past this decision point and never returns. Resolvable problems built into this early org chart will simply get baked in and left for unidentified future problem-solvers to attempt to unwind.

2. Council Operations

The draft organization chart shows "Council Operations" as a single program box reporting to an Assistant (not Deputy) Administrator. For fundamental separation of powers reasons, and for charter and practical reasons, I believe this box is incorrectly positioned on the org chart.

Indeed, **"Council Operations" needs to be split into at least two boxes, one reporting to the Auditor, and one reporting to the City Council itself** (probably through the Council President).

As I testified to the Mayor and Council recently, I'm quite concerned that very little thought has been given to how the new City Council will differ from the current one. Particularly in the area of council committees and their operation. A dramatically expanded legislative council will need committee structures and operations beyond those that Portland has been accustomed to. Meanwhile, the Charter (for whatever reason) gives specific ministerial legislative duties to the Auditor.

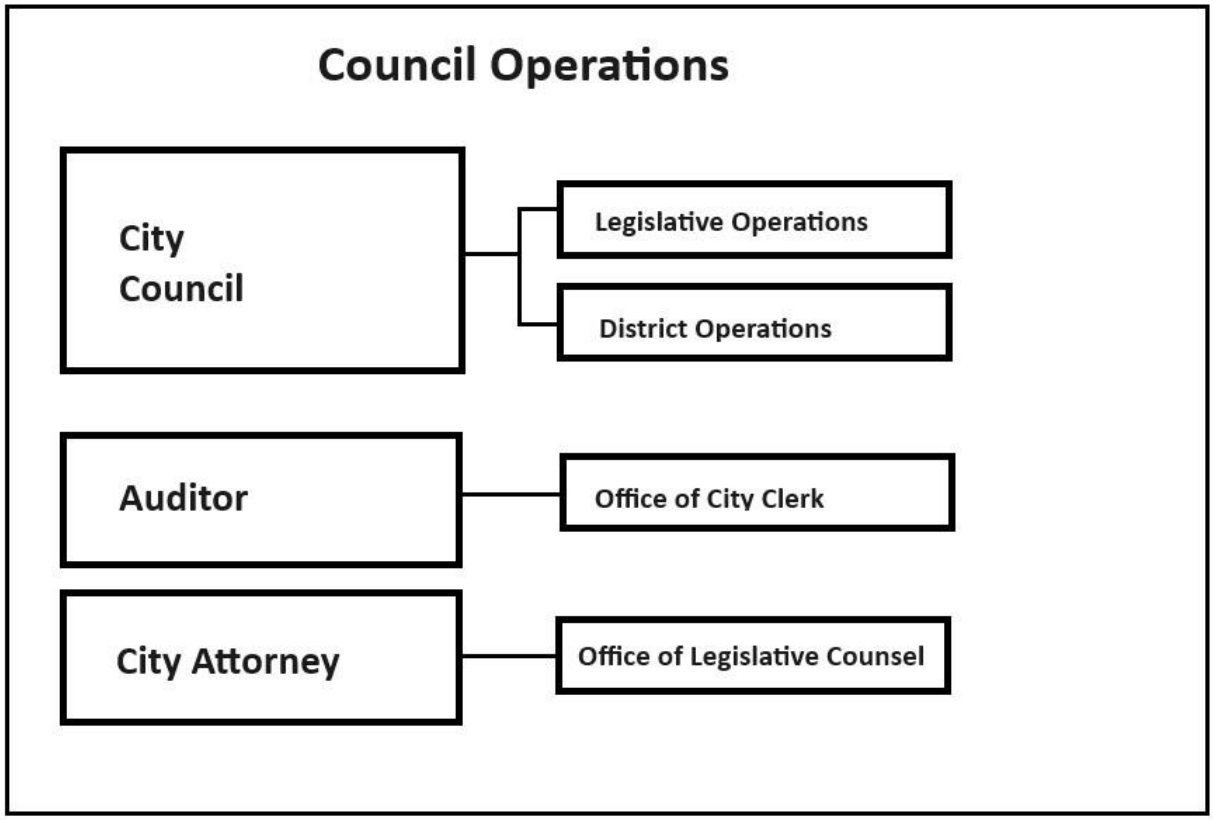
While the executive branch, nominally through the City Administrator, can and should manage the HR and payroll and budget duties, etc., for the legislative branch, the legislature itself needs to maintain its independence in hiring, firing and the reporting structure of legislative staff. That said, there will be essentially four types of staffing in "Council Operations:"

- The first type would be permanent ministerial and support staff for the operation of the council through the Charter-mandated City Clerk, who reports to the Auditor. Therefore the "City Clerk's office" belongs in its own org-chart-box attached to the Auditor.

- The second type would be permanent staffing related to legislative. not ministerial, operations for the council and its committees. As a matter of separation of powers but also basic supervision, these staffers should work for the full council itself, probably through a "legislative director" or equivalent who reports to the council or council president. This suggests a "Legislative Operations" org-chart-box attached to the City Council.

- The third type would be personal (district) staff allocated to the offices of individual council members (and probably some additional staff to the office of Council President). This suggests a second "District Staff" box attached to the City Council.

- The fourth type would be legal staffing, including positions like bill drafters, legislative counsel, committee counsel, and parliamentarian. This legal staff, however, probably needs to report to the City Attorney's office.



Because finer details of this staffing seem to be unresolved at this point, and because committee structures are not yet written into code changes. **I would recommend that the org chart simply reflect the structure described above, and the budget recommendation reflect the rough staffing levels, but the details of the legislative staffing be remanded for further refinement and engagement with the public** around the expectations for the new expanded legislative council.

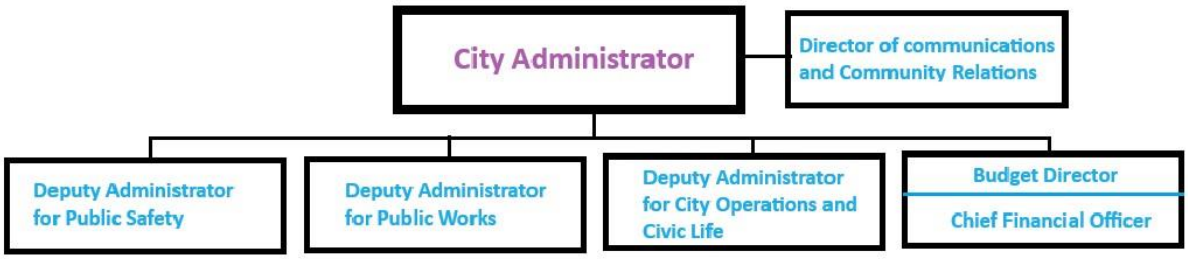
3. Additional Comments

a. Budget and Finance in the City Administrator's portfolio

Although I don't necessarily disagree with the need for Deputy Administrators in the org chart, I think the City Administrator might be capable of managing some service areas directly, without a deputy. Specifically, the budget and finance service area, presumably with highly functioning bureau heads, could report directly to the City Administrator without the deputy intermediary.

b. Reducing the number of Deputy/Assistant Administrators

Again, I don't disagree with the need for Deputy or Assistant Administrators, but I can understand the criticism that there might be too many or that it might be too expensive or that it makes city administration top-heavy. So, again assuming highly functioning bureau heads, the deputies are more likely to be trackers, trouble-shooters, and traffic cops, but *not* ultimate decision-makers. Deputies would filter the most important decision-making *up* to the City Administrator, but otherwise they would only be coordinating bureau heads, or pushing decisions back *down* to the bureau heads. This reconsideration of the role makes eliminating the surplus deputy administrators easier. See, for example this top layer:



(In this scheme, "Community and Economic Development" could remain a service area under one of the deputies – City Operations or Public Works could be appropriate -- or the bureaus could be redistributed to other service areas under this smaller set of deputies.)

c. Uncertainties in accountability structures

The problem with an ambiguous role for Deputy Administrators is just one example of accountability problems in the proposed organization chart. A *decision-making* deputy, sandwiched between the City Administrator as chief decision-maker, and bureau heads as bureau-level decision-makers, would be essentially a redundant decision-maker. But it also would attenuate the accountability for the decisions. Even so, there remain a number of uncertainties in how to draw a line of accountability from the bureaucracy to the Portland public.

For example, a huge unknown in this organization will be the nature of the relationship between the mayor -- and their deputies -- and the City Administrator. Where, for example, would a theoretical "Director of Performance and Innovation" be best situated? The mayor's office or the City Administrator's? Might some of the functions in "community relations," like the "engagement officer" or "communications officer" be better in the mayor's office which must necessarily be more attuned to the electorate?

A Mayor who faces the voters will be incentivized to have a stronger sense of *accountability* than a City Administrator insulated by design from voters. I don't have particular recommendations, necessarily, but I worry that this org chart, with its built-in "Leadership Team" (which does not include

the mayor's office), skews power to the unelected Administrator, leaving Portland with a Mayor who may be even weaker than we have now.

I appreciate the opportunity to comment, and I hope at least some of this is helpful. In any event, I'm happy to answer any questions you may have. Thank you for all of your hard work on this immense undertaking.

Terry J. Harris

MT. SCOTT-ARLETA

NEIGHBORHOOD SOUTHEAST PORTLAND

Dear City of Portland Transition Team,

I am writing to you today on behalf of the Mt. Scott-Arleta Neighborhood Association in southeast Portland. The association is writing to request that the city increase the public comment period for the draft city reporting organization chart and all city ordinances and proposals to at least 30 days, to at least Thursday, October 12th.

Currently, the public comment period still falls short of 30 days despite the recent extension. We do not consider this to be adequate time for residents to read about proposed changes, consider the implications, and generate a shared understanding behind the choices being proposed. Public process is essential to build trust at a time when Portland needs it most.

We understand that the city is under pressure to make decisions quickly and we believe that it is important to give residents a chance to be heard.

We urge you to set the public comment period to at least 30 days. Thank you for your

consideration. Sincerely,

Matchu Williams

Mt. Scott-Arleta Neighborhood Association Chair

Carol Chesarek

Portland, OR 97231

October 5, 2023

Re: Proposed City Org Chart

Dear CAO Jordan and Transition Team,

We understand that you are working to finish an enormous amount of work in a short time. We appreciate your effort and the extended deadline for these comments.

I am a member of the Forest Park Neighborhood Association (FPNA) board, but these are my personal comments. I have participated in Neighbors West-Northwest meetings in various capacities, including serving on their board for over a year, since 2014. I support the Forest Park Neighborhood comments on the proposed Org Chart and Parks.

I am concerned about the proposal to locate new Commissioner offices in District Coalition Offices (DCOs). Commissioners will need security, good ADA access, and support staff. They will also need a degree of privacy for meetings with other elected officials, lobbyists, and citizens. Large numbers of people coming and going all day for meetings with Commissioners could distract DCO staff and reduce security for DCO operations.

What if there are protests at or threats to the local District Offices? Have the folks proposing co-locating the Commissioner's District Offices with the DCOs visited all the DCO offices? Would Commissioner Ryan be willing to move his office to the NWNW Coalition Office? I support Mr. Jordan's proposal that the new Commissioners should be able to decide where their district offices will be located.

The presentations at Monday night's "Portland Solutions" meeting left me with the impression that the people who created the proposal have repeated Commissioner Eudaly's mistake of trying to re-work District coalition offices and neighborhoods without involving DCOs and neighborhoods in key decisions.

Many of the problems that show up in the Portland Insights survey, like department silos, should be resolved by the new city organization together with Portland Solutions in its current as a convener. Portland Solutions is a wonderful innovation, but it is a specific type of hammer for urgent and difficult cross-bureau issues. Many neighborhood issues are not nails. Our primary affinity is with Community Relations. If Portland Solutions tries to be "everything to everyone" it is likely to bog down and be less effective.

Our neighborhood is extremely lucky not to have urgent, large-scale problems with homelessness, crime, and drugs. We don't use Portland Solutions. We have a good understanding of how to work with the city on most issues that concern us, and we share that knowledge with our residents and help them navigate the city.

The proposed Portland Solutions org chart would pair Civic Life with "Homelessness" in the long term, and with Public Environment Management, Impact Reductions, and Street Services Coordination in the short term. This seems like a poor fit for District Coalition offices whose core function is to provide support services to neighborhoods, not solving crime or homelessness.

Duplicating the Portland Solutions structure in every District seems likely to result in duplication of effort, and most of these big problems span District boundaries.

I hope that Civic Life will step back and reconsider whether re-aligning the seven current district offices into 4 is appropriate and necessary, and whether it really needs to be done now. If the impetus for the realignment is to put the new Commissioner offices into DCO offices and implement the current Portland Solutions proposal, realignment should wait on a more thorough discussion with DCOs and neighborhoods, as well as election of new Commissioners. There will be enough structural change happening at the city without adding this realignment. I don't actively oppose realignment to 4 DCOs, but I'm not sold on the idea and the realignment will be very challenging.

The idea that each DCO board will set up subcommittees that match the old coalitions seems to contradict the purpose of the realignment. The 3 or 4 SE neighborhoods from SEUL who are now part of District 4 will lose valued connections to other SE neighborhoods. A new NWNW Board with about 40 neighborhood representatives seems unwieldy.

If Portland Solutions continues as a city-wide problem convener, it can ensure that the current urgent multi-bureau problems it is solving continue to get attention through the city transition – that will be a substantial challenge. The transition may result in new problems.

What our neighborhood needs from the city are stable, competent support services provided through our coalition (see the attached list). Civic Life currently seems to be trying to push more administrative work onto neighborhoods under the guise of teaching us new skills. This makes our work harder, not easier.

Our neighborhood board doesn't have the bandwidth to learn new administrative skills and take on related work. We average about 5 banking transactions each year. We don't generally fundraise. But we are now being told that we should learn to do our own simple taxes, which we have relied on experts in the NWNW office to do for us for at least the last 23 years. We don't have anyone with time to update our web site. NWNW staff used to (when they had free time) make simple updates to our web site for us. Now we are told we need to learn Wordpress (we have people on our board who know this tool already) and do all our own web site updates. The impression is that we are being "helped" by being given these added responsibilities, but they

are added burdens that make it harder to do outreach and programs for our residents. Some of these support services, like tools for archival of public records, could probably be provided more efficiently by the city for all DCOs.

These are the support services we rely on our coalition office for:

- Archival of public records, both automatic and manual, including email
- Public notice for our elections
- Administer online and in-person elections. For online elections: create the election web page with neighborhood input, link to the online membership form, collect votes and check them against our membership list, send us the results in spreadsheet form. For in-person elections, check driver's licenses or other id against the membership list, print ballots, count votes and report results. Having the coalition office perform this service ensures impartiality – board members are not counting votes for themselves or peers.
- Until recently, we relied on NWNW to do all our banking, this provided us with independent oversight, checks and balances.
- Online membership sign-up
- Maintain our membership list.
- Set up and maintain neighborhood email lists, including aliases for President, Board, Land Use
- Taxes and corporate filings (we are a 501-c-3).
- Insurance – D&O, liability
- Public calendar with our meeting information
- Small grants program
- Fiscal sponsor
- Zoom license
- Consistent USPS mailing address for the neighborhoood
- Shared supplies, like trash-grabbers and occasional use of the office copier
- The coalition had a helpful DEI/social justice task force
- The coalition office sponsors two stormwater programs
- Coalition meetings and email lists also provide a good way to share information with other neighborhoods.

In the past, the NWNW office also provided:

- Updates about city budget and budget process
- Basic advice about navigating legal issues
- Help understanding ONI standards and city rules

One additional service the city could provide that would be extremely helpful is to provide us with a USPS mailing list for all homes in our neighborhood. Forest Park Neighborhood does at least one mailing per year to neighborhood homes, but we don't have a good way to add new

homes to the list. This means our certainty of reaching every resident (which is important for equity) diminishes a little every year.

Thank you for your consideration.

Carol Chesarek

Board Member, Forest Park Neighborhood Association

Your Urgent Attention is Requested!

4. Subject: **Recommended Revisions to Draft City Organization Chart**

Date: October 5, 2023

Dear City Transition Team, Mayor Wheeler, and City Commissioners

From: Rod Merrick, Co-chair Eastmoreland NA Livability and Landuse Committee and past President ENA

Writing on my own behalf, I appreciate the thought that is being given to an orderly transition under a disorderly timeline and with minimal public input. Among many others, however, the designation of one of Portland's great assets, its neighborhood and business associations and coalitions, under "Portland Solutions" is entirely misguided and needs to be reassigned in time for the report to Council for reasons discussed below.

History:

Neighborhoods and their associations are primarily charged with a mix of livability concerns and community engagement specifically relating to land use and communications and additionally to transportation, public safety, parks, culture and environmental issues. They were intended to enhance connections with city agencies and city policies. Their formal institution 50 years ago has been fundamental to Portland's rejuvenation and reputation for livability. The unsuccessful attempt to dismantle them by some city leaders has been counterproductive and resulted in increasing distrust especially in those unfunded neighborhoods unable to sustain themselves.

During the 2023 Neighborhood Summit, representatives of 64 neighborhood associations came together to signal their resolve to work together to share concerns and set priorities. We were assured that relations with city government and support for the work and services they provide would be repaired.

The Problem with Portland Solutions:

Portland Solutions is appropriate for addressing transient issues such as graffiti removal, socially disruptive behavior, noise and environmental pollution and the like. Issues that likely involve multiple

agency solutions and may require special focus. While the NAs may be one conduit for communicating such concerns, and may be partners in addressing the issues, they are not intended to be responsible for monitoring results or resolving the problems.

5. Alternatives

Seattle and San Diego have more appropriate assignments. The Seattle org chart (attached) indicates a division dedicated to "Livable and Inclusive Communities." This includes neighborhoods, economic development, housing, planning & community development, construction and inspection (permitting). While this may be an over large portfolio with some of the other components, it is worth noting.

6. Recommendations

Given the current Portland organization chart, the City and it's communities would be better served by grouping neighborhood associations and district coalitions under the Deputy City Administrator for Community and Economic Development. Neighborhood associations seek to improve both the livability and economic well-being of our neighborhoods. Many neighborhood associations partner with local business organizations for street fairs, neighborhood cleanups, information dissemination, community outreach, and more. We maintain websites and produce newsletters, engage civic participation through

elections, provide information and access to local and government resources. We help with emergency preparation and disaster response. We sponsor community events, assist with maintenance of public spaces and gardens, sponsor picnics, music, walking tours, and events that inclusively help both locals and visitors enjoy Portland's diverse neighborhoods.

7. Conclusion

We ask that neighborhood associations and district coalitions be placed under the Deputy City Administrator for Community and Economic Development where they can be most effective in continuing to develop their essential role, enhancing civic engagement and livability for all who reside, work, and recreate in Portland.

With Appreciation,

Rod Merrick, AIA

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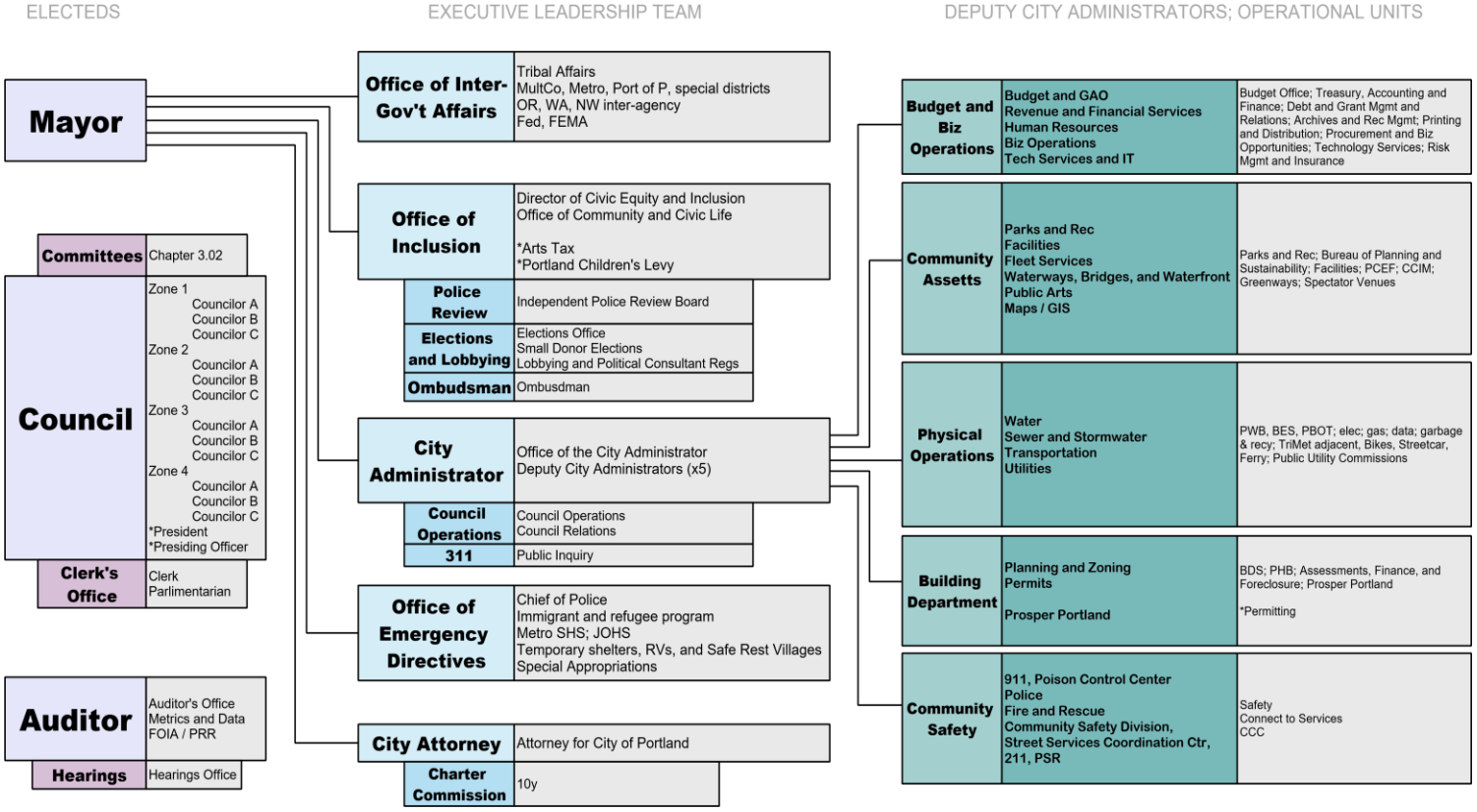
CITY ORGANIZATION - DRAFT 1.025



Forest Park Neighborhood Association
C/O Neighbors West Northwest
2257 NW Raleigh
Portland, Oregon 97210

October 5, 2023

Re: Proposed City Org Chart

Dear CAO Jordan and Transition Team,

We understand that you are working to finish an enormous amount of work in a short time. We appreciate your effort and the extended deadline for these comments.

- Thank you for moving Neighborhoods back under the City Administrator
- We urge you to put Neighborhoods into Community Relations with the other community engagement work. We should not report to Portland Solutions.
- District Offices for the new Commissioners don't need to report into the same group as Neighborhoods – they serve as an intermediary between the political and administrative, a unique function in this new structure.
- We strongly support keeping Parks in what is currently called "Public Works."

Forest Park Neighborhood is grateful that the city has recognized that "Neighborhoods" should report into the Chief Administrator and not the Mayor.

8. Neighborhoods Should Report Into Community Relations

We strongly oppose having "Neighborhoods" report into Portland Solutions. Portland Solutions is a smart and effective approach to solving urgent city problems that brings together diverse functions to create and implement solutions. But it functions as a convener, not an administrator. It is more political than administrative. We don't believe it is the right administrator for Neighborhoods. Neighborhoods need stable, competent support services and effective communications on a wide range of topics from the city.

Portland Solutions is focused on "*four priorities: community safety*, *livability*, *homelessness and economic recovery."* Neighborhoods serve many functions that are outside the Portland Solutions scope. Our neighborhood includes a broad swath of unincorporated Multnomah County in addition to land in the city. We work not only with Portland, but also with Multnomah County, Metro, and the state legislature. We advise residents about voter registration, ODOT projects, rural burn bans and invasive species.

Taking on day-to-day management could distract Portland Solutions from its focus on specific urgent cross-bureau problems. We hope the need for Portland Solutions will fade over time, but if it has direct reports it may be inclined to continue to function instead of dissolving when the urgent problems have been solved.

Neighborhoods, like Parks and Transportation, can continue to work effectively with Portland Solutions without reporting to it.

Neighborhood's primary function is citizen engagement and connecting people to the city and other local governments. We are independent organizations supported by the city. If Neighborhoods report into Portland Solutions, it may lead the city to see us as a tool the city can wield to serve its purposes in solving problems.

We were extremely pleased to read the city's Phase 2 Service Area Report from August. This report has smart analysis with excellent ideas for Civic Life and Neighborhoods in the "Culture and Livability Service Area" team's Working Report.

That report recommends that Civic Life report into the same group as the other public engagement and civic endeavors – we urge you to adopt this recommendation (see page 35 of the report) including the Civic Life role outlined here (we added the underlines):

> 1. Moving Community and Civic Life to City Administrator's Office. While the group continued to find some synergy between Civic Life and our service area, we noted that the overarching goals of Civic Life have a citywide impact on community and neighborhood engagement strategy and policy. In this way, the core value of Civic Life as a neighborhood and community convener and subject matter expert requires a space similar to Equity. We envision a future where service areas have clear guidance on neighborhood and district involvement, Advisory Body engagement, and other general community input policies that have been set by City Council and tailored in strategy by Civic Life. This will become even more important when we consider how best to ensure each service area forms relationships at a district-level and neighborhood-level to meet City equity goals. Civic Life is best poised to set those standards in coordination with Council. We envision an Office Director overseeing other similar engagement and civic endeavors, and preparing policy and engagement standards and approach for approval and distribution by the City Administrator and Deputy City Administrators

We also support the ideas in the "Global Picture" section of the report (page 41):

> • We offer the position that the Office of Community and Civic Life (OCCL) should report to an Office Director within the City Administrator's Office, where they would oversee City advisory bodies, outreach, public health, and other programs that act as the front door to the city for neighborhood and district involvement. The actual programmatic offerings of Civic Life require further investigation and review to determine if they would still fit appropriately within this context, but generally, the desired outcomes for Civic Life are to provide connection between the City government and neighborhoods, districts, and communities of interest. In this way, a unified communications approach with the City Administrator's Office could be well served by a high-functioning neighborhood and district involvement office.

This proposed structure is a better fit for Neighborhoods and these ideas could greatly improve citizen engagement. For example, bureaus currently recruit their own Budget Advisory Committees (BACs).

Even when BACs exist today, they often fall far short of city requirements for public involvement. Being grouped with other communities of interest will make it easier to learn from each other.

Neighborhoods (and District Coalitions that support them) should be in the "Community Relations" group with other communities of interest and public engagement.

The city can add a dotted line connection from Neighborhoods under Community Relations over to Portland Solutions if they want to indicate a relationship.

9. District Offices

Please rename "Districts" in the org chart. We believe "Districts" means the local

District Offices for the new Commissioners, but the name can be confused with District Coalition Offices (DCOs) that provide support services for neighborhoods, like NWNW and SEUL. Both may serve the new Districts, but they are very different functions.

District Offices for new Commissioners will serve as an intermediary between the political and the administrative. They probably need a unique reporting structure that reflects their status. As you finalize this org chart, please consider not only how the new Commissioners and District Offices will communicate with city administration & staff, but also how citizens will. Will Commissioners have a say in how policies and legislation are implemented? The new charter says Council sets policy and the City Administrator implements it.

Today, we (citizens and neighborhoods) can directly approach city staff if we know the right person to talk to. If not, some bureaus offer useful contacts. If those fail, we try to work with the office of the Commissioner responsible for the bureau. After the reorganization, we will still work directly with city staff when appropriate, but would like each department or service area to identify one or more points of contact for each function (such as Urban Forestry within Parks) so we know where to go if a personal contact isn't available for an implementation issue.

Having a single point of contact in the Commissioner's offices that we can work with when we have an issue, together with clearly identified points of contact in each department should work well.

10. Parks belongs in Public Works

We strongly support including Parks & Recreation in "Public Works" with Environmental Services, Natural Resources, Transportation, Water. Including Arts with this group is fine. Perhaps a different name would help this grouping gain support.

A huge part of the Parks budget (and a large budget shortfall) relates to infrastructure ranging from thousands of acres of parkland natural resources to parking areas and swimming pools. This infrastructure has much in common with the other Public Works functions. Better coordination of maintenance and new construction with the other Public Works functions could make the city much more efficient and effective. As you have noted, these bureaus are responsible for valuable Natural Resources that would benefit from cooperative planning and management, particularly for Climate Change.

Reporting to the same Service Area will create more opportunities for sharing knowledge and coordinating projects across these functions.

Thank you for your consideration.

Sincerely,

Leslie Hildula

President, Forest Park Neighborhood Association

October 1st, 2023

To: City of Portland Transition Team

During the Rose City Park Neighborhood Association General Meeting held on September 26, 2023, a presentation was made by members of the City of Portland Transition Team to explain changes to the Portland City form of government as the result of amendments to the Portland City Charter approved by Portland voters in November 2022.

At this meeting, members of the audience, as well as members of the RCPNA board, expressed concern and some confusion at the scope of the changes and the accelerated timeline for adoption of many of these changes. Of particular concern was the proposed organizational chart, and the deadline of

September 30th to submit public testimony concerning the scope and formation of the organizational chart. Since our meeting last week, it is our understanding this deadline has been extended to October 5th.

While we appreciate that extension, Rose City Park neighborhood Association, on behalf of our neighborhood residents, requests that the City of Portland Transition Team further extend the deadline for public testimony on the proposed organizational chart to October 31, 2023, so the board and our residents have additional time to explore the impact and ramifications of the proposed organizational chart on our neighborhood, and have the opportunity to offer additional public testimony to best serve the needs of our neighborhood and our city.

Warm regards,

Zachary Lauritzen

Board Chair

Rose City Park Neighborhood Association

Comments on Nov 1, 2023 Agenda, Item 926
Submi&ed by: Michael Veale

I support the recommended organiza;onal changes to the extent they have been detailed in CAO

Jordan's submission. However, I remain concerned about everything else being deferred to phases 2 (adapt & future improvements) and 3 (future state); par;cularly a number of concerns I have raised in prior submissions to the Transi;on Team.

Thus far, the organiza;on defini;on has spoken to the alignment of boxes on the organiza;on chart. Exis;ng en;;es (bureaus, offices, etc) are in place and can con;nue to func;on as they have but a number of new offices/func;ons are being created with li&le defini;on other than what is included in "Recommended Changes to the City of Portland's Organiza;onal Structure" document.

The referenced "Transi;on Work Plan" implies that proposals for the phase 2 items will **not be started, nor socialized before Jan 2025**. **Figure 1** is a por;on of the proposed organiza;on chart where several of the boxes under the City Administrator are new. I suppose most could muddle along as they are

func;oning en;;es today. However, Council Opera;ons Manager and Community and Civic Life Engagement Officer are new/recons;tuted func;ons. The first would seem cri;cal to a well-func;oning City Council and Execu;ve/Legisla;ve Rela;onship and the second is very visible to the engaged public.

What also worries me is that how the Execu;ve and Legisla;ve bodies will func;on (interrelate and support one another) with their split under the new Charter. To have no view/sugges;ons prior to Jan 2, 2025 implies that both will grope trying to figure out how things should work. I have wri&en about this extensively (see **Figure 2**). I hope the Transi;on process will develop and socialize (including publicly) sugges;ons prior to Jan 2025; in fact, why not in ;me to socialize with the elected between elec;on results and Jan 2025. However, as I stated earlier documenta;on implies phase 2 starts Jan 2025.

I am not yet convinced that projected run-rate expenses will be sufficient if the new Council choses to play a larger role on se^ng policy through a higher level of legisla;ve analyst support staff verses leveraging execu;ve staff based on trusted and effec;ve defined interac;on model between the separated Execu;ve and Legisla;ve branches. As the Council creates commi&ees and their roles developing policy and assessing performance are defined, the ques;on emerges who on the Execu;ve side manages those rela;onships. That will influence staffing and job roles (e.g., DCAs, Council Opera;ons, etc). My advice is have a proposal for Council, where the Execu;ve branch provides most subject/policy support and coordina;on of policy/performance work schedules; as well as sugges;ons on best alignment of commi&ees with relevant DCAs/bureaus.

Figure 1

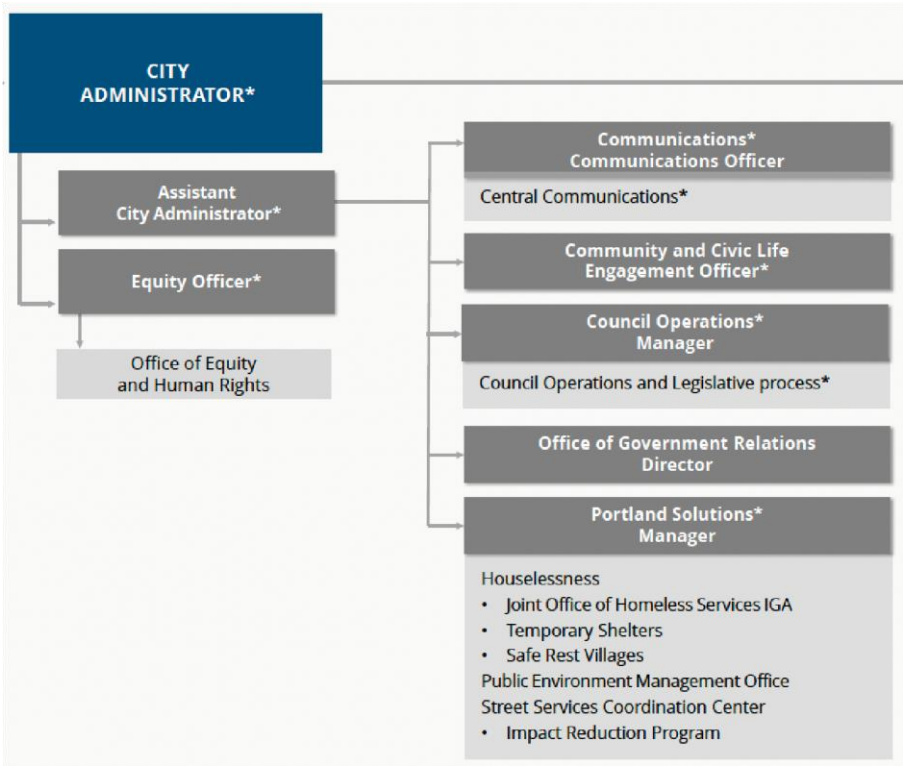
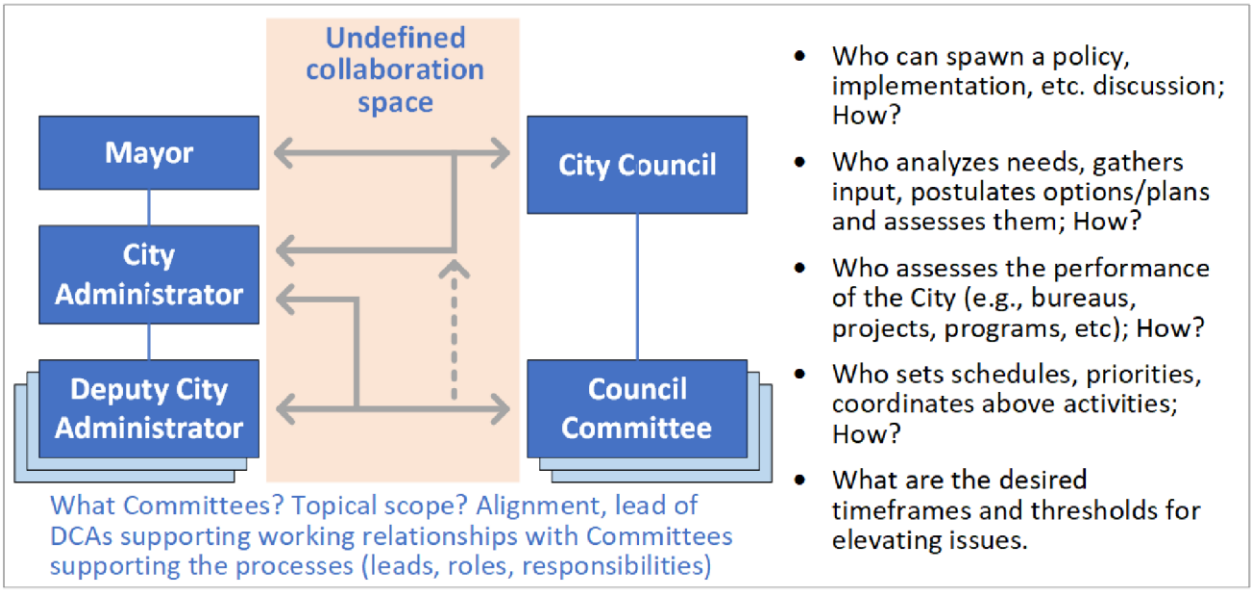


Figure 2



Subject: Agenda Item 926. Charter Transition Team Reorganization Proposal

To: Mayor Wheeler, Commissioner Rubio, Commissioner Gonzalez, Commissioner Mapps Commissioner Dan Ryan C: Government Transition Advisory Committee

Adoption of the Reorganization Plan (as of October 26 2023) and associated budget proposed by The Charter Transition Team is premature; it should be delayed. Alternatives need to be developed and presented along with the full accounting of associated costs. While I appreciate the efforts to prepare for changes that the Portland Charter will require, there is insufficient analysis of the full costs or the pitfalls of the proposed model by criteria that matter. These would include efficient use of taxpayer money and specific areas of improved service delivery, equity, and responsiveness to the pressing need for continuous improvement. This is "just the cost of government" is not reassuring criteria for those responsible for paying the bill.

Ballooning Budgets:
The annual costs for operating City Hall in the reorganization are now estimated to be $13 million above current costs, or 1344% above the low estimate of $.9 million and 120% above the high estimate of $5.9 million provided to the public by the Charter Commission and city staff. The reorganization model needs to aim for parity with existing operating costs.

One time transition costs over 3 years are now estimated to be a low of $12 million to high of $17.7 million excluding facility costs that will certainly run higher than the estimated $7 million. By contrast, the charter commission provided estimates of $4 to $5.9 million. That is three times above the low estimate and three times more than the high estimate and still fails to account for many expenses.

Higher Taxes or Reduced Services: For a city losing population and middle class tax payers and challenged to provide basic services and infrastructure maintenance, the proposed organization chart balloons bureaucracy and robs the budget of critically needed funds. At issue is the cost of operating City Hall under the admittedly problematic Commissioner form of government, under 5 commissioners including the mayor and supporting staff, compared to 51 identified positions that purport to provide equivalent functionality. The budget proposal offers no credible plan to address the problem.

Missing Job Descriptions: The proposed Reorganization Chart fails to define the functional roles that the 12 City Councilors should be expected to play, to explain the need for 34 support staff that they will have at their disposal or to explain the function or need for field offices.

The Mayor is given 5 aides at various levels to oversee the Police and the City Administrator. Since he or she has no legislative role in City Council except as a tie breaker, the position is inherently weak in setting the agenda for the city or participating in legislation unless the City Council is very evenly divided. Beyond a ceremonial role and looking over the shoulder of the City Administrator, what is the mayor expected to do? We are informed that the deputy administrators will insure that everyone works together but their roles are otherwise unclear.

Public Engagement: Shouldn't the City Auditor and public be asked to weigh in on plan options? Members of the Government Transition Advisory Committee, who have been largely excluded from oversight of the Reorganization Transition Team, are now charged with the public relations job of educating the public about the charter reform and especially providing "voter education" about the six votes each voter is allowed for 3 City Councilors. There has not been adequate public process on the reorganization plan; there needs to be more. Thanks for your consideration.

Regards from a Concerned Citizen,

Rod Merrick

PS

Misinformation from the now de-commissioned Charter Commission.

- Grossly underestimated the cost for implementing the Charter reform
- Grossly underestimated the cost for sustaining the new form of government

- Misleading voters to believe that the voting system was conventional "ranked choice voting" not a costly complex 19th century philosophy advanced in English speaking countries and largely abandoned in all but one US city and a few college campuses for electing student government.

Conflict of interest: On June 29, 2022 Commissioner Ryan raised the issue of conflict of interest for members of the Charter Commission who might run in the first election under a system they designed, comparing it to a hiring committee that designs a job description and then applies to fill it.

Date: October 30, 2023

To: Mayor Wheeler and Commissioners Gonzalez, Mapps, Ryan, Rubio via cctestimony@portlandoregon.gov

From: Marianne Fitzgerald, Portlander

Re: Agenda Item 926, "Ensure an effective, efficient transition to Portland's new form of government by establishing a coordinated high-level reporting structure for city bureaus, offices and key functions"

The latest draft of the draft organizational chart for the City of Portland baffles me. Like a process flow chart, decisionmaking and chain of command should be straightforward. Instead, the Mayor, City Council and City administrator offices have new layers of administration and new staff positions that will likely lead to confusion and reduced accountability to the people who live, work, play and pay taxes in Portland. The organizational chart graphic itself includes a wall between "Portlanders" and the bureaucrats. We really need more, not less, meaningful civic engagement in decisions affecting the people of Portland. And a more cost-effective way to deliver services that balances the new charter with realistic revenue forecasts and needs.

Overall Structure: This proposal was sold to the voters as an expanded city council run by a professional city administrator, costing $900,000 to $8.7 million annually. In my first cut estimate I counted 14 elected officials; 8 city administrators (1 + 6 + 1); 39 support staff just for the Mayor, City Administrator and City Councilors; and 39 bureau or office directors. Some of these new staff will replace existing city positions but it's still a net increase of at least $13 million/year and likely more. Decisionmakers need to consider costs and impacts on other general fund needs in implementing charter reform. It's not clear how these people in the proposed organizational chart will work together and be held accountable to the people of Portland. And it makes more sense to start lean and add later if needed, than to start with a larger staff now that you will have a hard time cutting later.

City Administrator, Deputy City Administrators, Assistant City Administrator: It's not clear why the organizational chart proposes six service areas and why the staff report differentiates between "inward" and "outward" facing bureaus. All of these services serve the people of Portland. The position of "Assistant City Administrator" implies a lesser importance of the programs assigned to this lesser administrator. That position must serve on an equal basis on the Executive Leadership Team however you classify it. The programs/functions listed under the "Assistant City Administrator" in the draft organizational chart are related to many city services. These programs/functions need to be on the ELT and integrated into bureau services. The staff report language is very directive and does not reflect any role for people in the community to discuss and make recommendations on decisions that affect them.

Accountability. There is no system for handling citizen complaints. How do the people in Portland hold the EIGHT proposed city administrators accountable for delivering services in a cost-effective manner on top of the current bureau structures that already have directors and deputy directors in their organization charts?

New Bureau or Service Area: I strongly support establishing a new Office of Community Grants within the Budget and Finance service area. In the spirit of streamlining government operations, there should be a central place within Budget and Finance to manage the grant system and create a public reporting database. Today this function is scattered among bureaus. The Portland Clean Energy Fund, Community Small Grants, Community Watershed Stewardship Grants, and Neighborhood to the River Grants are just a few. The public cannot track how the city's community grant funds are budgeted and managed today. A streamlined grants administration office could provide more oversight and training regarding the financial management systems that grant recipients should have in place to manage the grant funds and report to the public.

Disability Community. The proposed organization chart perpetuates misguided past decisions that eliminated programs that serve the disability community in Portland. This must change.

Communications and Meaningful Civic Engagement. The City of Portland adopted "Public Involvement Principles" on August 4, 2010 that represents a road map for effective civic engagement. It seems a waste of resources that these principles continue to be ignored or revisited without a data-driven evaluation of their effectiveness. The proposed organizational chart separates "communications" from "civic engagement." While there are some advantages to standardizing how the city's many bureaus, programs and service areas engage with Portlanders about issues, the system should not be one size fits all but instead be flexible depending on the issues and audiences.

District Offices. The district offices are intended to serve the people in the community. Commissioner Ryan made a unilateral decision that district coalitions will align with the new city council districts. Please don't make another unilateral decision regarding the locations of those offices.

City Council President and Vice President. The organizational chart identifies Districts 2 and 3 for these positions, which is not supported by the Charter language. City Council elects its President and Vice President at its first regular meeting of each calendar year. Was this meant to be for illustration only?

Chief of Police and City Attorney. The organizational chart separates the Chief of Police from the Portland Police Bureau but does not separate the City Attorney from the City Attorney's office staff nor the Auditor from the Hearings Office staff. Why? It makes more sense to have the leaders of the bureau and these offices in charge of their staff. The Chief of Police is the leader of the Portland Police Bureau and needs to be aligned with the Portland Police Bureau.

Liaison Roles. The organizational chart has the Mayor responsible for the East Portland Action Plan,

Multnomah Youth Commission, Metro's Joint Policy Advisory Committee on Transportation and Metro Policy Advisory Committee. These liaison roles should be associated with the bureau service areas that they serve in order to avoid confusion about policy positions.

Timelines and Mid-Course Corrections. The ordinance includes a report date of March 29, 2024. As you are developing the recommended budgets for FY 2024-25 you need to consider further changes to the organizational chart to better align with budget resources available.

In summary, the City of Portland's Proposed Organizational Chart is very top-heavy in administration, very unclear regarding how decisions are made, and very expensive to implement.

Please be more inclusive with the people in Portland who must live with the decisions about the future of Portland's government structure for years to come.

Sincerely,

Marianne Fitzgerald

Resident and taxpayer in the City of Portland