



Office of Management and Finance

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City Organization Draft Proposal: Summary

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Introduction

The City Transition team is implementing several charter amendments approved by voters in November 2022. They include replacing the commission form of government with a City Council that focuses on setting policy and a mayor elected citywide to run the City's day-to-day operations in partnership with a professional City Administrator.

In February, Council directed the Chief Administrative Officer (CAO) to recommend a new organizational reporting structure that aligns with these governance changes. Today, we are pleased to share the CAO's draft recommendation, which aligns bureaus and programs under the management of a City Administrator. The CAO will make updates to this draft based on feedback received in September, and Council will consider an updated final recommendation in October 2023.

Below is an overview of the process to date, a summary and high-level explanation of changes in the draft organizational chart, and next steps.

Process to Develop the Draft Recommendation

Since spring, the transition team convened the Executive Leadership Team (ELT), made up primarily of bureau directors, in bi-monthly meetings, periodic retreats, and focused work sessions. Service area teams – bureau leadership and Council offices – met and conducted Programmatic Assessments which explored ways to align and coordinate our work to better serve community and employees. Each team produced two reports.

The transition team also produced two employee engagement reports based on a Citywide survey, analyzed prior community outreach efforts to identify desired public outcomes, developed an equity tool, conducted best practice research, and sought advice from peer cities consultations. In addition, the team collaborated with the City Attorney's Office, City Budget Office, and Bureau of Technology Services to understand the implications of potential recommendations, including potential barriers to implementation, resource needs, or other requirements for success.

The draft recommendation reflects the research and engagement listed above. More information about our process, and background documentation, can be found on the employee intranet and the City website and will be included in the Council resolution.

Change Summary

The recommended organizational chart groups bureaus in service areas with a common focus, establishes Deputy City Administrators to lead them, and creates a new City Administrator office and position. It also responds to community and employee priorities around elevating our equity work; standardizing City policies and processes; aligning bureaus with similar missions, nexus, and focus; fostering greater partnership between bureaus; and creating more coordination in our budgeting and planning processes. This increases accessibility and transparency and helps us be more responsive to our community's needs.

Structural changes reflected in the draft chart include:

- **As required by Portland's City Charter, the addition of a City Administrator (CA)**
 - The Charter amendment created a legislative branch of the City, led by a 12-member City Council elected from districts; and an executive branch of the City, led by a Mayor elected citywide. The Mayor, under the new charter, is required to hire a professional City Administrator to run the day-to-day operations of the city.

- **The addition of the Deputy City Administrator (DCA) and a Citywide Leadership Team**
 - *Deputy City Administrators:* These roles will align the work of the bureaus within their service areas and across the service areas to create Citywide consistency. Many of the challenges we face cannot be solved by a single bureau but require a more holistic and integrated response. Under the leadership of the CA, the DCAs will help create Citywide strategies and goals and enable teams to work with colleagues in other departments more easily. This coordination and consistency will help us be more transparent and accountable for all the services we deliver and break down some of the silos that exist today. The DCAs will also facilitate discussions in each of the service areas about coordination of services, strategic priorities, and which functions, if any, should be housed in the DCA offices.
 - *Citywide Leadership Team:* The City Administrator, Deputy City Administrators, an Assistant City Administrator (ACA), and an Equity Officer will make up the Citywide leadership team. Elevating equity and outward-facing functions under the leadership of the ACA will enable better coordination and service to communities.

- **Bureaus are organized into five service areas led by a DCA who reports to the City Administrator:**
 - *Budget and Finance:* Includes financial operations, many from OMF, including budgeting, which has Citywide implications and coordination needs.
 - *Community and Economic Development:* Includes a number of bureaus, and a to-be-determined structure to establish a single authority over development permitting functions. There is a dotted line from Prosper Portland to the Prosper Commission because, by charter, the Prosper Portland board hires/fires the executive director, and they have their own general council. The dotted line represents accountability to that commission.
 - *City Operations:* Includes central operational functions, largely those from OMF, and includes primarily internal service groups, many with Citywide impact.
 - *Community Safety:* Includes the public safety bureaus plus a team (formerly CSD) that handles community safety business operations such as human resources and accounting and finance. There is a dotted line from the police bureau to the police chief, who will be appointed by the mayor and confirmed by city council in the new form of government.
 - *Public Works:* Places Portland Parks and Recreation alongside Transportation, Water and Environmental Services due to the amount of collaboration between the bureaus and the

benefits of continuing to work closely together on policy, planning and implementation efforts. The City Arts Program is closely connected with Parks and Recreation, so is also located here.

- This service area also includes a to-be-determined natural resources grouping. Ongoing conversation between five bureaus (BPS, PBOT, PWB, BES, PP&R) will lead to recommendations for how the City can best approach natural resources and the environment, including climate. This may align with the desired outcome for greater coordination and standardization of related goals, plans, resolutions, and policies that have city-wide impacts. A report from this group is expected soon.

- **Several new or updated programs/functions are added to align services and meet Portland's priorities. They include:**

- A *Portland Solutions* group to respond to community livability concerns in the four new districts, including those currently managed through emergency declarations and 90-day resets. The main focus of Portland Solutions is to provide place-based solutions for houselessness, community livability, and neighborhood priorities with a Citywide need.
- A *Community Affairs* group in the office of the City Administrator which aligns community-facing programs from across the City. This includes programs that directly serve Portland's diverse communities, the Office of Government Relations, and new roles such as a Communications Officer and an Engagement Officer. Co-locating this work in the same department will help us effectively communicate, engage, and be more transparent with communities. This group will develop clear Citywide policies, practices, and guidance for communications and community engagement
- A *Council Operations* group in the office of the City Administrator will support the new 12-member legislative Council, including future committee staffing needs.
- An *Equity Officer* in the office of the City Administrator is a new position that supports the CA in delivering on the City's commitment to equity and anti-racism. Elevating this function can help address concerns about authority, communication, and decision-making.
- A *Communications Officer* in the City Administrators' office will coordinate the City's communications approach and partner with communications teams across bureaus and service areas to support and deliver unified content and messaging.
- An *Engagement Officer*, similar to the Communications Officer, will support standard practice for community engagement, and will coordinate with engagement teams across service areas.
- A *Coordinated Citywide Asset Management* function within the new City Operations service area will implement the recommendations of the Citywide Asset Management Group and develop a practice and methodology of asset management that support strategic Citywide infrastructure planning and management.
- A new *Natural Resources* group within the new Public Works service area, pending an ongoing assessment, as described above.
- A single point of authority for *development permitting*, per August 2023 Council direction, as described above.

- **Office of Management and Finance (OMF) bureaus and programs are reassigned to various organizational units, primarily in the City Operations and Budget and Finance service areas:**

- The Office of the Chief Administrative Officer is dissolved, and programs are reassigned to the service areas listed above.
- The Spectator Venues Program is moved from the Office of the Chief Administrative Officer to the Community and Economic Development service area to align with those similar functions.

- The Procurement Division is moved from the Bureau of Revenue and Financial Services to the City Operations service area to support this critical Citywide business process.
- **The City Arts Program is moved from the Office of the Chief Administrative Officer to the Public Works service area, along with Portland Parks and Recreation, as described above.**
- **Programs in the Office of Community and Civic Life are reassigned to various organizational units, including Portland Solutions and the Community Affairs team, as described above.**
- **The Community Safety Division is renamed Community Safety Business Operations and is moved to the new Community Safety service area, as described above.**
- **The Hearings Officer will return to the City Auditor's office.**

Overall, the CAO's recommendation relocates 26 programs. The most significant change that many bureaus will experience is reporting to an executive branch led by the Mayor and managed by the City Administrator, rather than to a City Commissioner.

The initial work of the City Organization project is at the program offer level. Future phases of the project may include changes below the program offer level. The draft organizational chart represents changes outlined in this memo. If a program is not detailed in the memo in the organizational chart, it remains in its current bureau.

What's Next?

Through September, we invite feedback from community, employees, and council. Then, in October, CAO Jordan will submit a resolution to Council for their consideration. The resolution will include the following:

- A final recommended organizational structure
- A report documenting the process, the equity impacts and benefits, and the implementation plan
- Additional considerations and recommendations

The Council documents will be published by the Council Clerk on October 13 and shared out on the transition webpage.

Once an organizational structure is approved by council, the Transition Team and City leadership will focus on implementation – including prioritization and phasing of the many change elements. A technical implementation team had been assembled, and work is underway now.

This new structure is necessary for us to be successful in the new form of government, but organizational changes by themselves aren't sufficient to help employees, executive and elected leaders, and community thrive in the new model. It will take the whole City working together as we move through these changes, and pursue further improvements, to best serve our communities.