

CITY BUDGET OFFICE

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Carmen Rubio, Commissioner
Dan Ryan, Commissioner
Rene Gonzalez, Commissioner
Mingus Mapps, Commissioner
Simone Rede, Auditor



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CITY OF PORTLAND, OREGON

To: Mayor Wheeler
Commissioner Mapps
Commissioner Ryan
Commissioner Rubio
Commissioner Gonzalez

CC: City Council Chiefs of Staff

From: Tim Grewe, Budget Director

Date: October 23, 2023

Subject: Options for Financing Charter Transition Costs

Background

The recommended charter transition proposed organizational chart Resolution has been presented to Council for your consideration. The accompanying Fiscal Impact Statement identified the likely ongoing costs for the elements of the organizational chart that were specifically related to charter reform. In addition, there were one-time costs of charter transition implementation, which included administration staff, changing the voting system, small donor elections, and facilities improvements. The main ongoing costs that are related to the organizational structure include staffing the Council, Mayor, and City Administrator's Office, as well as those associated with the Deputy City Administrators for the new service areas.

The fiscal impact statement identified total ongoing costs of \$23.9 million for these elements of the organizational structure. Of that amount, \$10.9 million is proposed to be funded through the existing budgets for City Council and the Mayor's Office. For the remaining \$13 million, the City Budget Office will present options for funding those costs including through reallocating existing budget appropriation at the work session on October 31. This memorandum letter presents the general options for paying for these costs.

Financial Options for Planned Organization Structure Expenditures

In general, there are three options for covering expenditures related to implementation of the new charter organizational structure for the remaining \$13 million of costs:

1. **Direct realignment:** Some functions included within the organizational chart can be paid for directly by transferring existing budgets that support functions in the current organizational structure that will no longer be required in the new form of government and can be mapped directly on to a new function. An example is transferring the budget supporting the currently vacant Chief Financial Officer position and operations to cover the costs of the Deputy City Administrator of Budget and Finance.
2. **Reallocation of budgeted funds:** Some expenditures can be paid for using existing resources that will be substantially changed in the new form of government. An example would be if we used a current director or deputy director position to fund a Deputy City Administrator position in the new form of government. Another option might be efficiencies in consolidating services such as business operations.
3. **Required New funding:** If there is not existing funding to support the new functions, or if the existing funding is insufficient to cover the entire cost of the new functions, there are two options for how to fund those costs:
 - a. **Require bureaus to absorb the new costs by adding them as a Current Appropriation Level (CAL) target at the beginning of the budget process.** Using this approach would imply less available resources for other city needs. If the item is in the overhead model per financial policy, overhead paying bureaus would be required to absorb roughly 58% of the total cost, with the General Fund absorbing the other 42%.
 - b. **Require that a bureau submit a Decision Package for the additional costs in the requested budget.** This approach would require that the proposed charter transition item be weighed against other city priorities, including those outside of charter transition, for available resources. It would also be subject to the status of the General Fund financial forecast in terms of available resources above CAL.

Conclusion

As indicated above, the options for funding the \$13 million will include direct realignment, reallocation of existing funds, and in some cases new funding. To the degree possible our emphasis will be on using existing resources included within the forecasted budget. Finalization of decisions will be incorporated into the development of the FY 24-25 Proposed Budget. Please let me know if you have questions or require additional information.

Item 926 Amendments Approved by Council, Failed Motions, and Withdrawn Motions

Wheeler Amendment 1

Motion to move Wheeler Amendment 1 related to the Impact Reduction Program: Moved by Wheeler and seconded by Mapps. (Y-4; Gonzalez absent)

Amend page 2 of Exhibit A to remove the bullet point in front of “Impact Reduction Program”, clarifying that the Impact Reduction Program is an independent entity, separate and distinct from the Street Services Coordination Center, reporting to the Portland Solutions Manager.

Wheeler Amendment 2

Motion to move Wheeler Amendment 2 related to the Community Board for Police Accountability and the Office of Community-based Police Accountability: Moved by Wheeler and seconded by Gonzalez. (Y-5)

Amend Exhibit A to establish the Community Board for Police Accountability and the Office of Community-based Police Accountability (Oversight System) as a stand-alone entity in the Community Safety service area, reporting directly to the deputy city administrator for Community Safety.

Rubio Amendment 1: Moving Chief Sustainability Officer to City Administrator

Motion to move Rubio Amendment 1 to move the Chief Sustainability Officer to report directly to the City Administrator in the organizational chart: Moved by Rubio and seconded by Gonzalez. (Y-5)

Amend Exhibit A to add “Chief Sustainability Officer” in the City Administrator section of the organizational chart, similar to the Equity Officer.

Rubio Amendment 2: Permitting / Development

Motion to move Rubio Amendment 2 to update Exhibit A to combine “Permitting” and “Development Services” into one line to read “Permitting and Development Services”: Moved by Rubio and seconded by Ryan. (Y-5)

Amend Exhibit A to combine “Permitting” and “Development Services” into one line to read “Permitting and Development Services” in the Community and Economic Development service area section of the organizational chart to reflect this City Council’s intention to create one permitting entity per City Council Resolution 37628.

Mapps Amendment 1: Natural Resources

Motion to move Mapps Amendment 1 related to managing Portland’s Natural Resources: Moved by Mapps and seconded by Gonzalez. (Y-Mapps; N-Rubio, Ryan, Gonzalez, Wheeler) Motion failed.

Amend Exhibit A to add “**Natural Resources***” in the Public Works service area section of the organizational chart after Water.

Amend Resolution to add the following whereas and be it further resolved statements:

WHEREAS the City seeks to improve City delivery of climate resilience, environmental justice, ecosystem functions and services, clean water and air, thriving fish and wildlife, and healthy lands. The initial findings from the ongoing assessment directed by Resolution 37609 indicate bureau representatives, advisory boards, and the public, express strong support for a more cohesive unified and responsive natural resource focus and structure with additional effort needed to assess the programming, funding, and thoughtfully engage the public, and

WHEREAS adding Natural Resources to Public Works is a temporary placeholder to ensure the

collective work continues in determining the best final structure and location.

BE IT FURTHER RESOLVED, that City Council directs the Chief Administrative Officer, with the cooperation of City bureaus, hire an external facilitator to continue their work started in March of 2023 to evaluate the potential coordinating, consolidating, or matrixing of natural resources, green infrastructure, urban watershed management, natural areas, urban tree canopy, environmental remediation, climate resilience, and other aligned services. That a workplan be brought to the Chief Administrative Officer and shared with City Council no later than December 20th, 2023. Once the workplan is submitted, the bureaus will begin a thoughtful, structured public process to determine how services can be aligned, including but not limited to coordination, consolidation, and matrixed, a funding plan with current City funding sources, any newly identified funding sources, and its location in the new organizational structure that will best serve the public and the environment, no later than September 30th, 2024.

Ryan Amendment 1: Natural Resources

Motion to move Ryan Amendment 1 related to Citywide Operational Natural Area and Tree Management Unit in the Parks and Recreation Service Area: Moved by Ryan and seconded by Gonzalez. Y-Rubio, Ryan, Gonzalez; N-Mapps, Wheeler

Amend resolution to add the following whereas and be it resolved statements and **amend** Exhibit A:

WHEREAS, Portland Parks & Recreation is the largest operational natural area and tree service provider for the City of Portland. With almost 8,000 acres of natural areas and 1.2 million park trees under its management; 245 full-time permanent staff, 200 seasonal staff; 12 land management and urban forestry maintenance and operations facilities; about \$59 million in annual funding; and the City's largest natural resource community engagement and community stewardship programs; Portland Parks & Recreation has successfully found a balance of protecting the environment and urban forest and connecting Portlanders to nature. Public safety in natural areas is the primary responsibility of Park Rangers, and one our of greatest threats is an urban wildfire, Portland Parks Rangers, Portland Fire & Rescue and PP&R Land Stewardship work together to mitigate urban wildfire threats.

WHEREAS, Portlanders and environmental advocacy stakeholders have repeatedly demanded that the City of Portland prioritize nature in our city, clean rivers and streams, a healthy urban forest and connecting Portlanders to nature. This is not an effort to let certain bureaus invest less in natural resources, but to the contrary, the proposal will ensure the City of Portland is more effective, more efficient, and more coordinated with investments, and all resources will be managed for accountability to the community and the City Council.

BE IT FURTHER RESOLVED, add Citywide Operational Natural Area and Tree Management to the service area with Parks & Recreation and the Portland Children's Levy. As part of the FY 2024-25 Budget, all City bureaus should align natural area and tree management positions, funding, and services to an "Operational Natural Area and Tree Management Unit" with Parks & Recreation, not including the Bull Run Watershed management.

Amend Exhibit A to add Citywide Operational Natural Area and Tree Management to service area with Parks & Recreation and the Portland Children's Levy

Ryan / Gonzalez Amendment 1: Renaming of Service Areas

Motion to move Ryan and Gonzalez Amendment 1 related to renaming service areas: Moved by Gonzalez and seconded by Ryan. (Y-Mapps, Ryan, Gonzalez, Wheeler; N-Rubio)

Amend Exhibit A to rename Community Safety service area to Public Safety, and rename Parks & Recreation and Children’s Levy service area to Vibrant Communities.

Ryan Amendment 2: Moving Arts to New Service Area

Motion to move Ryan Amendment 2 related to moving Arts to a new service area: Moved by Ryan and seconded by Gonzalez. (Y-Rubio, Ryan, Gonzalez, Wheeler; N-Mapps)

Amend resolution to add the following whereas statements and **amend** Exhibit A:

WHEREAS, Portland Parks & Recreation, renowned as the City's second-largest patron of the arts, already offers a broad array of programs that honor cultural diversity across various Portland communities. Collaboration is not just about pooling resources; it's about enhancing the impact of each art program, leveraging the City's extensive parks infrastructure to its full potential. It’s about intensifying the impact and presence of arts programs, making them an indelible part of the city's heartbeat, ensuring cultural endeavors are not just supported but are celebrated across Portland.

WHEREAS, Partnership with the **Portland Children’s Levy** introduces in a transformative era of opportunity to enrich the City’s educational landscape. By working together with PCL, the Office of Arts & Culture can fine-tune grant programs that inspire local organizations and schools to create and adopt arts education initiatives. Through synergies with PCL, the Arts and Education Access Fund will be better equipped to foster capacity-building efforts for educators, artists, and community groups engaged in providing arts education programs.

WHEREAS, unifying the service area as a collaborative powerhouse, the Office of Arts and Culture, Portland Parks and Recreation, and the Portland Children’s Levy will break new ground, cultivating a lively cultural ecosystem where the arts flourish as the pulsating core of Portland's community life.

Amend Exhibit A to move "Arts" from Community & Economic Development to the service area with Parks and Recreation and the Children’s Levy.

Gonzalez Amendment 1: Service Management

Motion to move Gonzalez Amendment 1 related to service management: Moved by Gonzalez and seconded by Mapps. (Y-Mapps, Rubio, Ryan, Gonzalez; N-Wheeler)

Amend resolution to add the following be it resolved statement:

BE IT FURTHER RESOLVED, the Council expresses their understanding that the Mayor and Commissioners should be the commissioners in charge of the following Service Areas beginning July 1, 2024 through December 31, 2024, consistent with charter authorities and subject to the Mayor’s intent to maintain authority over the Police Bureau:

- Budget & Finance – Ted Wheeler
- City Operations – Ted Wheeler
- Community & Economic Development – Carmen Rubio

- Public Safety – Rene Gonzalez
- Vibrant Communities – Dan Ryan
- Public Works – Mingus Mapps

Nothing precludes the Mayor or Commissioners from initiating streamlining, integration, or other development of their respective Service Area prior to July 1, 2024.

The Mayor and each Commissioner-in-Charge may designate a deputy (each a “Designated Deputy”) to administer their respective Service Areas, to report to their respective Commissioner-in-Charge and designate such administrative responsibilities as such Commissioner-in-Charge deems fit in their sole discretion. Such delegation is revocable at any time.

Each Designated Deputy shall cooperate and support the CAO in planning for operation of the new form of government effective January 1, 2025.

Gonzales Amendment 2: Reservation of Authority

Motion to move Gonzalez Amendment 2 related to reservation of authority: Moved by Gonzalez and seconded by Ryan. (Y-Mapps, Rubio, Ryan, Gonzalez; N-Wheeler)

Amend resolution to add the following be it resolved statement:

BE IT RESOLVED, nothing in this resolution constitutes a delegation of authority by commissioners to the CAO or interim City Administrator and commissioners reserve all legislative and executive power set forth in the city charter, including budget authority and individual executive oversight over bureaus, office and key functions.

Ryan Amendment 3: Approval of Interim CAO

Motion to move Ryan Amendment 3 related to approval of Interim City Administrator: Moved by Ryan and seconded by Gonzalez. (Y-Rubio, Ryan, Gonzalez; N-Mapps, Wheeler)

Amend resolution to add the following be it resolved statement:

BE IT FURTHER RESOLVED, in the event an Interim City Administrator is hired before January 1, 2025, Council directs that a member of each Council member’s staff will be involved in the hiring process.

Gonzalez Amendment 3: Transition and Authority for Council

Motion to move Gonzalez Amendment 3 related to transition of authority for Council: Moved by Gonzalez and seconded by Ryan. (Y-Mapps, Rubio, Ryan, Gonzalez; N-Wheeler)

Amend resolution to add the following be it resolved statement:

BE IT RESOLVED, the City Charter affirms the authority of Commissioners-in-Charge related to executive and legislative powers, including oversight of assigned responsibilities until January 1, 2025. In addition, City Council recognizes that a transition period related to roles and responsibilities is needed. Before July 1, 2024, the Mayor’s office shall lead a discussion with Commissioners-in-Charge regarding roles and responsibilities, particularly related to budget and policy, that will inform how Commissioners-in-Charge, and any interim City Administrator or deputies work together for the final six months of 2024.

Gonzalez Amendment 4: Transition

Motion to move Gonzalez Amendment 4 related to organizational chart effective date: Moved by Gonzalez and seconded by Ryan. (Y-5)

Amend resolution to add the following be it resolved statement:

BE IT FURTHER RESOLVED, the organizational chart, as it relates to the service areas and interim Deputy City Administrators, shall become effective on July 1, 2024. Adoption of the organization chart does not constitute budget authorization or approval for positions set-forth in the organization chart.

Gonzalez Amendment 5: Authority of Chief Administrative Officer:

Motion to move Gonzalez Amendment 5 related to the authority of the Chief Administrative Officer: Moved by Gonzalez and seconded by Ryan. (Y-Rubio, Ryan, Gonzalez; N-Mapps, Wheeler)

Amend resolution to add the following whereas statements and amend the be it resolved statements as follows:

WHEREAS Portlanders expect the existing city council to continue to administer the city effectively until the new form of government becomes effective on January 1, 2025.

WHEREAS it is essential that the City continue to be focused on the multitude of challenges facing the city, including public safety, drugs, shelter, and housing and that in order to address such challenges, the mayor and each commissioner must be able to pursue such efforts without disruption from CAO; and

Strike	Replace
BE IT FURTHER RESOLVED that the CAO is authorized, in consultation with city council as appropriate, to prioritize implementation of the new organizational structure over other proposed or ongoing City work to ensure timely progress on the transition; and	BE IT FURTHER RESOLVED that the CAO is instructed to identify and report to council conflicts between ongoing city work and implementation of the new organization structure authorized,
BE IT FURTHER RESOLVED that the CAO and the project sponsor of the Technical Implementation Team are authorized to act on the Team’s steering and technical committee’s recommendations, as well as to assemble and direct the resources necessary to implement organizational change; and	BE IT FURTHER RESOLVED that the CAO and the project sponsor of the Technical Implementation Team are authorized to act on the Team’s steering and technical committee’s recommendations, as well as to assemble and direct the resources with the Budget & Finance and City Operations service areas necessary to implement organizational change; and

<p>BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, identify and align program and reporting structures within and across service areas to enable budgeting and technical implementation; and</p>	<p>BE IT FURTHER RESOLVED that the Budget Office is hereby directed to organize the 24/25 budget in alignment with the new organization chart.</p> <p>BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, identify, and align program and reporting structures within and across the Budget & Finance and City Operations service areas to enable budgeting and technical implementation.</p> <p>BE IT FURTHER RESOLVED that council offices will work in good faith to support and the new form of government effectiveness on January 1, 2025, and shall manage their respective Service Areas accordingly;</p>
<p>BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, consider the appropriate distribution of resources to advance citywide equity, communications, and engagement; and</p>	<p>BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, identify and report to council recommendations on the appropriate distribution of resources to advance citywide equity, communications, and engagement; and</p>
<p>BE IT FURTHER RESOLVED that the CAO will report to council on progress made to implement the organizational structure no later than March 29, 2024.</p>	<p>BE IT FURTHER RESOLVED that the CAO will report to council on progress made to implement the organizational structure and the progress of Charter reform implementation on a monthly basis.</p>

Ryan Amendment 4: Council Chambers & Workspace Construction

Motion to move Ryan Amendment 4 related to Council Chambers and workspace construction: Moved by Ryan and Gonzalez. Motion withdrawn. No vote called.

Amend resolution to add be it resolved statement and new Exhibit C as follows and amend resolution title to add “and coordinate Chamber and Council workspace construction” and the word “functions”:

BE IT FURTHER RESOLVED, The Chief Procurement Office is hereby directed to include in the report delivered to Council pursuant to Ordinance No. 191246 a plan with the requirements set forth on Exhibit C.

Exhibit C

1. Highest Priority
 - a. Delivery of district offices by November 15, 2024
 - b. Delivery of new Mayor and City Administrator offices by November 15, 2024
2. Council Chambers & Workspaces Near Chambers

- a. Commencement of Council Chambers shall commence on or after January 1, 2024, provided that such commencement date may be moved to closer in proximity to commencement of council workspaces if will result in a material cost savings.
- b. Commencement of council workspaces near Council Chambers in 24/25 Fiscal Year, with necessary procurement and reservation of subcontractors to begin as soon as possible in the 23/24 Fiscal Year. Commencement date of work is subject to approval by a majority of council of temporary workspace.
- c. Council recognizes that the foregoing may require council meetings to temporarily take place online and in alternative locations during the 24/25 Fiscal year for both the current and new forms of government.

Ryan Amendment 5: Authority to Change

Motion to move Ryan Amendment 5 related to authority to change proposed organizational structure during the upcoming budget process: Moved by Ryan and seconded by Gonzalez. (Y-Ryan, Gonzalez; N-Mapps, Rubio, Wheeler) Motion failed.

WHEREAS, Voters approved a cost estimate from \$900,000 to \$8.7 million in support of Charter Reform.

WHEREAS, the current organizational proposed structure is estimated to cost \$23.9 million in ongoing funds.

WHEREAS, existing Council and Mayor's Office Budgets are \$10.9 million, leaving a \$13 million gap in funding the proposed organizational structure.

BE IT FURTHER RESOLVED, Council reserves the authority to make ongoing changes to Exhibit A during the upcoming budget process.

To the extent that language in the original resolution or exhibits is inconsistent with the amendments adopted by Council today, the amendments shall be controlling.

Final vote to adopt Resolution as amended. Y-Mapps, Rubio, Ryan, Gonzalez; N-Wheeler

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

Resolution

WHEREAS, in November 2022, Portlanders passed Measure 26-228 and changed the City of Portland's government in three primary ways:

- Allowed voters to rank candidates in order of the voter's preference using ranked-choice voting.
- Establish four geographic districts, with three city council members elected to represent each district – expanding city council to a total of 12 members.
- Establish a city council that focuses on setting policy and engaging with community, transitioning day-to-day oversight of bureaus to a mayor elected citywide and a professional city administrator; and

WHEREAS, effective January 1, 2025, Measure 26-228 changed the roles and responsibilities of the mayor and the newly expanded council; and

WHEREAS, council is currently comprised of the mayor and four commissioners, who together exercise all legislative and executive power conferred on the city, including budget authority and individual executive oversight over bureaus, office and key functions assigned to council members by the mayor; and

WHEREAS, in the new form of government, bureaus, offices and key functions will be managed by a professional city administrator rather than individual council members; and

WHEREAS, the transition to a new form of government requires and provides an opportunity for the city to reimagine its high-level organizational structure to improve service delivery for city employees and all Portlanders; and

WHEREAS, in February 2023, council directed the existing chief administrative officer (CAO) to implement Measure 26-228, including establishing a project schedule and strategy for budget management, resource allocation, and funding (Resolution No. 37609); and

WHEREAS, since April 2023, service area teams – including bureau leadership and council offices – have worked to recommend a new organizational structure that groups bureaus and offices to report to a city administrator, elevates key functions, and relocates programs to maximize their support; and

WHEREAS, as directed, the CAO has proposed an organizational structure, attached as Exhibit A, based on feedback from the service area teams, city employees and Portlanders; and

WHEREAS, the proposal advances the City's core values by creating equity, engagement and communications officers directly under the city administrator; creating deputy city administrators to ensure citywide standards and practices; grouping budget and finance functions together; and increasing transparency and accountability around city functions; and

WHEREAS, implementing the proposal will be a significant technical and cultural effort, requiring changes to systems and ways of working together; and

WHEREAS, adoption of the proposed organizational structure approximately fourteen months before the new form of government is effective will allow the city, led by the CAO and a Technical Implementation Team, to execute the proposal in a thoughtful, effective way while simultaneously continuing work on urgent citywide needs; and.

WHEREAS, Portland Parks & Recreation is the largest operational natural area and tree service provider for the City of Portland. With almost 8,000 acres of natural areas and 1.2 million park trees under its management; 245 full-time permanent staff, 200 seasonal staff; 12 land management and urban forestry maintenance and operations facilities; about \$59 million in annual funding; and the City's largest natural resource community engagement and community stewardship programs; Portland Parks & Recreation has successfully found a balance of protecting the environment and urban forest and connecting Portlanders to nature. Public safety in natural areas is the primary responsibility of Park Rangers, and one our of greatest threats is an urban wildfire, Portland Parks Rangers, Portland Fire & Rescue and PP&R Land Stewardship work together to mitigate urban wildfire threats; and

WHEREAS, Portlanders and environmental advocacy stakeholders have repeatedly demanded that the City of Portland prioritize nature in our city, clean rivers and streams, a healthy urban forest and connecting Portlanders to nature. This is not an

effort to let certain bureaus invest less in natural resources, but to the contrary, the proposal will ensure the City of Portland is more effective, more efficient, and more coordinated with investments, and all resources will be managed for accountability to the community and the City Council; and

WHEREAS, Portland Parks & Recreation, renowned as the City's second-largest patron of the arts, already offers a broad array of programs that honor cultural diversity across various Portland communities. Collaboration is not just about pooling resources; it's about enhancing the impact of each art program, leveraging the City's extensive parks infrastructure to its full potential. It's about intensifying the impact and presence of arts programs, making them an indelible part of the city's heartbeat, ensuring cultural endeavors are not just supported but are celebrated across Portland; and

WHEREAS, Partnership with the Portland Children's Levy introduces in a transformative era of opportunity to enrich the City's educational landscape. By working together with PCL, the Office of Arts & Culture can fine-tune grant programs that inspire local organizations and schools to create and adopt arts education initiatives. Through synergies with PCL, the Arts and Education Access Fund will be better equipped to foster capacity-building efforts for educators, artists, and community groups engaged in providing arts education programs; and

WHEREAS, unifying the service area as a collaborative powerhouse, the Office of Arts and Culture, Portland Parks and Recreation, and the Portland Children's Levy will break new ground, cultivating a lively cultural ecosystem where the arts flourish as the pulsating core of Portland's community life; and

WHEREAS Portlanders expect the existing city council to continue to administer the city effectively until the new form of government becomes effective on January 1, 2025; and

WHEREAS it is essential that the City continue to be focused on the multitude of challenges facing the city, including public safety, drugs, shelter, and housing and that in order to address such challenges, the mayor and each commissioner must be able to pursue such efforts without disruption from CAO.

NOW, THEREFORE, BE IT RESOLVED that the CAO is directed to work cooperatively with city bureaus and offices to implement the organizational structure in Exhibit A and as further explained in the attached Exhibit B (Recommended Changes to the City of Portland's Organizational Structure Background and Summary Report); and

BE IT FURTHER RESOLVED that the CAO will submit to the council for its consideration draft code amendments necessary to ensure City systems – financial, human resources, and otherwise – align with the new organizational structure; and

BE IT FURTHER RESOLVED, add Citywide Operational Natural Area and Tree Management to the service area with Parks & Recreation and the Portland Children’s Levy. As part of the FY 2024-25 Budget, all City bureaus should align natural area and tree management positions, funding, and services to an “Operational Natural Area and Tree Management Unit” with Parks & Recreation, not including the Bull Run Watershed management; and

BE IT FURTHER RESOLVED, the Council expresses their understanding that the Mayor and Commissioners should be the commissioners in charge of the following Service Areas beginning July 1, 2024 through December 31, 2024, consistent with charter authorities and subject to the Mayor’s intent to maintain authority over the Police Bureau:

- Budget & Finance – Ted Wheeler
- City Operations – Ted Wheeler
- Community & Economic Development – Carmen Rubio
- Public Safety – Rene Gonzalez
- Vibrant Communities – Dan Ryan
- Public Works – Mingus Mapps

Nothing precludes the Mayor or Commissioners from initiating streamlining, integration, or other development of their respective Service Area prior to July 1, 2024.

The Mayor and each Commissioner-in-Charge may designate a deputy (each a “Designated Deputy”) to administer their respective Service Areas, to report to their respective Commissioner-in-Charge and designate such administrative responsibilities as such Commissioner-in-Charge deems fit it their sole discretion. Such delegation is revocable at any time.

Each Designated Deputy shall cooperate and support the CAO in planning for operation of the new form of government effective January 1, 2025; and

BE IT FURTHER RESOLVED, nothing in this resolution constitutes a delegation of authority by commissioners to the CAO or interim City Administrator and commissioners reserve all legislative and executive power set forth in the city

charter, including budget authority and individual executive oversight over bureaus, office and key functions, and

BE IT FURTHER RESOLVED, in the event an Interim City Administrator is hired before January 1, 2025, Council directs that a member of each Council member's staff will be involved in the hiring process; and

BE IT FURTHER RESOLVED, the City Charter affirms the authority of Commissioners-in-Charge related to executive and legislative powers, including oversight of assigned responsibilities until January 1, 2025. In addition, City Council recognizes that a transition period related to roles and responsibilities is needed. Before July 1, 2024, the Mayor's office shall lead a discussion with Commissioners-in-Charge regarding roles and responsibilities, particularly related to budget and policy, that will inform how Commissioners-in-Charge, and any interim City Administrator or deputies work together for the final six months of 2024; and

BE IT FURTHER RESOLVED, the organizational chart, as it relates to the service areas and interim Deputy City Administrators, shall become effective on July 1, 2024. Adoption of the organization chart does not constitute budget authorization or approval for positions set-forth in the organization chart; and

BE IT FURTHER RESOLVED that the CAO is instructed to identify and report to council conflicts between ongoing city work and implementation of the new organization structure authorized; and

BE IT FURTHER RESOLVED that the CAO and the project sponsor of the Technical Implementation Team are authorized to act on the Team's steering and technical committee's recommendations, as well as to assemble and direct the resources with the Budget & Finance and City Operations service areas necessary to implement organizational change; and

BE IT FURTHER RESOLVED that the Budget Office is hereby directed to organize the 24/25 budget in alignment with the new organization chart; and

BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, identify, and align program and reporting structures within and across the Budget & Finance and City Operations service areas to enable budgeting and technical implementation; and

BE IT FURTHER RESOLVED that council offices will work in good faith to support and the new form of government effectiveness on January 1, 2025, and shall manage their respective Service Areas accordingly; and

BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, identify and report to council recommendations on the appropriate distribution of resources to advance citywide equity, communications, and engagement; and

BE IT FURTHER RESOLVED that the CAO will report to council on progress made to implement the organizational structure and the progress of Charter reform implementation on a monthly basis.

~~BE IT FURTHER RESOLVED that the CAO is authorized, in consultation with city council as appropriate, to prioritize implementation of the new organizational structure over other proposed or ongoing City work to ensure timely progress on the transition; and~~

~~BE IT FURTHER RESOLVED that the CAO and the project sponsor of the Technical Implementation Team are authorized to act on the Team's steering and technical committee's recommendations, as well as to assemble and direct the resources necessary to implement organizational change; and~~

~~BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, identify and align program and reporting structures within and across service areas to enable budgeting and technical implementation; and~~

~~BE IT FURTHER RESOLVED that the CAO will, with the cooperation of bureau directors and others as needed, consider the appropriate distribution of resources to advance citywide equity, communications and engagement; and~~

~~BE IT FURTHER RESOLVED that the CAO will report to council on progress made to implement the organizational structure no later than March 29, 2024.~~