

Natural Resource Service Delivery (NRSD) Workplan

April 30, 2024

Introduction

In November 2022, Portland residents passed Measure 22-228 that changes how residents elect City commissioners (rank-choice voting), the number of City commissioners (from four Citywide council members plus a mayor to 12 district elected council members and a mayor), and other governance changes. As part of this change, the Transition Team created a two-year Roadmap, adopted as Council Resolution 37609. The Resolution directs the bureaus to develop a workplan to be delivered to the City’s Chief Administrative Officer by Fall 2023. It further called for the consideration of services related to “nature, green infrastructure, watershed management, natural areas, urban tree canopy, and other areas of alignment, including a new organizational and reporting structure that reforms and enhances central service delivery, meets regulatory and financial requirements and best practices, and includes community engagement and consideration—in order to directly support the City of Portland’s commitments to addressing homelessness, community safety, economic recovery, and livability.”

Background

Beginning in March 2023, the Bureau of Environmental Services (BES), Portland Parks and Recreation (PP&R), the Portland Water Bureau (PWB), the Portland Bureau of Transportation (PBOT), and the Bureau of Planning and Sustainability (BPS) formed an interbureau team to implement the direction in Resolution 37609. The interbureau team have conducted and completed the following to date:

- Participated in three Director workshops to develop an initial project vision, identify problem statements, review the results of an initial inventory assessment completed as part of the discovery phase, and consider opportunities for service delivery improvements;
- Completed a discovery phase, which included gathering information about how the five bureaus currently deliver natural resource services, including an inventory of select, self-identified planning and management documents, programs, external partners, assets, regulations and finance structures that define how the Bureaus currently work together;
- Contracted with ECONorthwest to conduct an inventory assessment and best practices framework based on the discovery phase;
- Presented the ECONorthwest report to the Portland Utility Board (PUB), a joint session of the PPP&R Board and Urban Forestry Commission (UFC), and management and leaders from the partner bureaus;
- Contracted with Catalysis, LLC to conduct employee and advisory board/committee surveys on the results of the ECONorthwest report and presentations;
- Received and reviewed 80 pages of public comments (152 respondents) on the potential development of a new natural resources organizational unit.

- Conducted two workshops with Subject Matter Experts (SMEs) from the five stakeholder bureaus and representatives from PP&R Board, PUB, and UFC to review and update the draft workplan.

Natural Resources Service Delivery Director Workshops (BES, BPS, PBOT, PWB, and PP&R)

In April, June, and October 2023, the five participating bureau Directors and their SMEs convened for facilitator-led workshops to identify high level problems and opportunities, define what services were in and out of project scope for this effort, and develop a vision for improved service delivery.

*Figure A. Problem Statements and Opportunities for Improvement
Derived by Service Delivery Workshop Participants*

What is the problem/opportunity we are addressing?

Problem: Unclear ownership of natural resources work and distribution of related services.

Opportunity: Shared goals and clarity of purview between bureaus; natural resources not owned by any particular bureau; responsibility and care for community resources is distributed among many bureaus, causing confusion among community and staff; all parties should be contributing towards a shared implementation strategy.

Problem: Public understanding and navigating natural resource systems.

Opportunity: Create cohesive framing and vocabulary across work units.

Problem: Inequitable distribution of natural resources services.

Opportunity: Contribute to Portland’s recovery by emphasizing and restoring what our City is known for – its blue and green spaces.

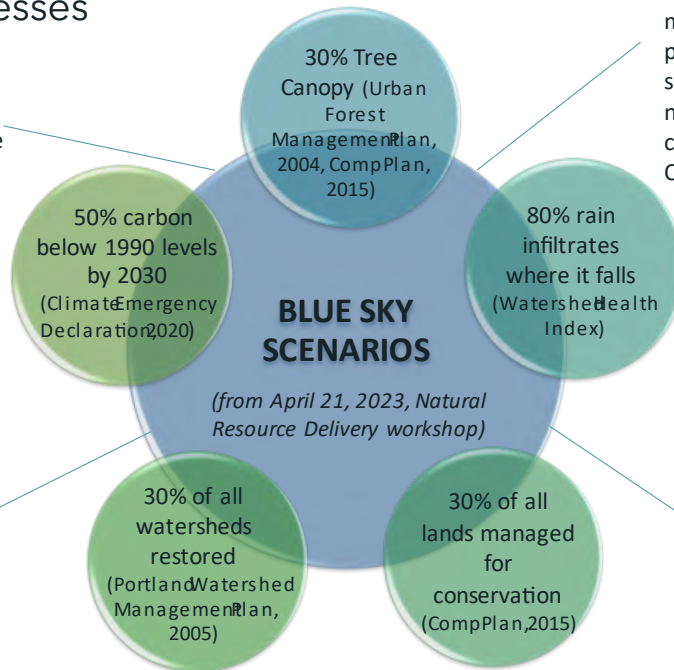
The Directors also participated in a visioning exercise, responding to the question, “what does an integrated natural resource service delivery model look like for Portland, our employees, and the public?” The results of that discussion informed a Blue Sky scenario brainstorming session, which has served as the team’s “north star” throughout the effort.

Figure B. Vision for Improved Natural Resource Service Delivery (Derived from Workshops with BES, BPS, PBOT, PP&R, and PWB Directors and SMEs)

"Blue Sky" brainstorming for new and/or improved processes

Boldly and comprehensively strengthen and grow our systems of green and blue infrastructure improving the quality of all life in Portland.

Deliver a healthy, clean, ecologically diverse system providing wildlife habitat, access to nature, flood storage, and other ecosystem services.



Use this once in a generation moment to create a system that provides world class community service and resources to protect our natural areas, invests in our communities and ultimately meet our City and community goals.

Provide Portland with functional, healthy natural resource delivery and contribute to Portland's recovery.

Discovery Phase and Inventory Assessment

The Bureaus contracted with ECONorthwest to assess a select, self-identified inventory of more than 140 planning and budget documents, reports, and interagency agreements for work units of the five participating Bureaus to inform how the City currently provides natural resources services across Bureaus. ECONorthwest identified the following service/functional categories because of the number of documents shared that show significant coordination and/or management overlap between bureaus:

- Access to nature, environmental education, stewardship, and community gardens;
- Climate resilience;
- Environmental planning;
- Fish and wildlife;
- Green stormwater infrastructure;
- Natural areas;
- Remediation;

- Urban tree canopy; and
- Vegetation.

For each category, a general definition was developed by ECONorthwest, acknowledging that individual bureaus may have distinct and variable definitions. These categories are not comprehensive nor inclusive of all natural resource services currently implemented by the City or designated as in-scope for the purpose this project.

ECONorthwest analyzed this inventory of information, provided a best practices framework, and offered five opportunities for improvement and alignment of natural resource service delivery from least to most impactful:

- Keep the current organizational structure(s) while working to increase equity, consistent with the City of Portland Core Values;
- Consolidate the delivery of natural area services into a single organizational unit;
- Consolidate the delivery of green stormwater infrastructure services into a single organizational unit;
- Consolidate the delivery of tree canopy services into a single organizational unit;
- Create a new natural resources organizational unit.

Concurrently, the broader City Transition Team released a [Phase II Service Area Report](#) that indicated an interest in forming a new natural resources service unit, encompassing climate, watershed management, urban forestry and care, natural areas, and solid waste informed by the NRSD project.

Surveys

In August, the results of the Director workshops and ECONorthwest report were presented to the Portland Utility Board (PUB), PP&R Board, and Urban Forestry Commission (UFC), and approximately 100 managers and supervisors from the five participating bureaus. These participants also received a survey to gather their feedback on the opportunities identified in the ECONorthwest report, what needs to be considered as next steps are identified, and potential challenges that will need to be resolved.

The survey results found:

- The majority of respondents believe the current organizational structure across bureaus should be removed from consideration as an opportunity;
- There is strong alignment between what opportunities resonate most to employees and the public advisory bodies. In general, the following three opportunities resonated the highest (in this order):
 - New natural resources organizational unit
 - Consolidation of natural area services (including planning, acquisition, development, restoration, stewardship, operations, and maintenance)

- Consolidation of urban tree canopy services (including tree planting, maintenance, emergency response, and contracted services);
- There is a desire for clear(er) goals, vision, and priorities for natural resources service delivery in Portland, and a sentiment that this is what should drive any structural change;
- The collection and consideration of community and staff input is integral to the process;
- More detail is needed on a proposed structure, phasing, and implementation in order to make stronger assessments of the opportunities;
- Funding structure and sources were identified as a challenge for every opportunity.

Public Comments

In September, the broader City Transition Team released a draft organizational chart recommendation, which placed PP&R, BES, PBOT, and PWB in Public Works along with a new Natural Resources Organizational Unit, pending the ongoing assessment work described in this memo. They also released a survey inviting feedback from employees and the general public. The Transition Team received 80 pages of comments (152 respondents) regarding the proposed Natural Resources Organizational Unit as well as additional climate considerations (50 respondents), with many comments addressing both. The vast majority of respondents expressed an interest in and support for a new Natural Resources Organizational Unit, along with the following themes:

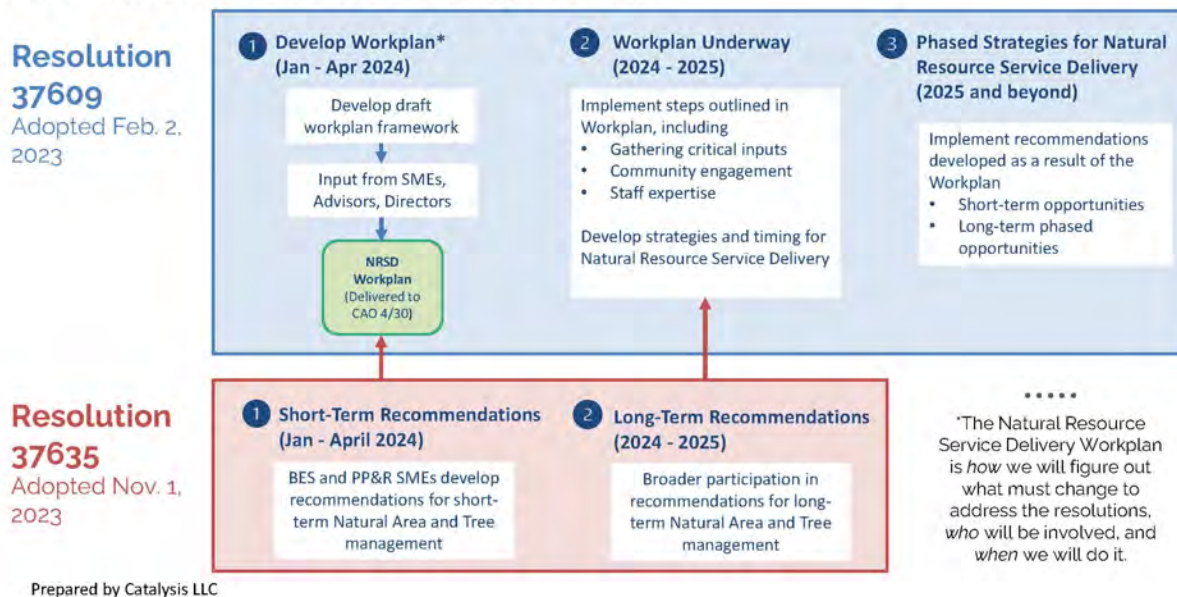
- The City must develop a sustainable funding structure to ensure long-term success and integration into the new governance framework;
- The City needs to comprehensively determine what services are in and out of the new organization's scope, with the deliberate consideration of trees, natural areas, restoration, remediation, biodiversity, environmental education and stewardship, climate adaptation and resilience, environmental justice, etc;
- The City needs to reinvest in green infrastructure practices that have made it a worldwide leader in the field;
- The City needs to plan for and include a robust internal and external engagement strategy.

Resolution 37635

On November 1, 2023, City Council adopted [charter reform resolution 37635](#). Resolution 37635 adopted an updated City structure, which included adding a "Citywide Operational Natural Area and Tree Management" unit to the service area with PP&R, the Portland Children's Levy, and City Arts. The resolution also included continuing the work described above that has been conducted to date to implement Resolution 37609.

Figure C. Resolution 37609 and 37635 Overview and Timeline

Natural Resource Service Delivery Timeline



Project participants

Several teams have been involved in the development of the workplan and will continue to participate as the workplan is implemented. These key team members are described below:

Core Team: BES and PP&R Directors, Project Managers, and consultant

Advisory Bodies: Portland Utility Board, Urban Forestry Commission, and Portland Parks & Recreation Advisory Board

Interbureau Team: BES, BPS, PBOT, PP&R and PWB Directors and subject matter experts

Workplan Team: Subject matter experts from BES, PP&R, BPS, PBOT, and PWB and advisory body representatives

Consultants: Catalysis LLC and ECONorthwest

Below is a table showing responsibilities of these participants for the project, using the MOCHA project management model.

Role	Assigned	Responsibilities
Manager	BES and PP&R Directors	Assigns responsibility and holds owner accountable. Makes suggestions, asks hard questions, reviews progress, serves as a resource, and intervenes if the work is off-track.
Owner	Core Team	Has overall responsibility for the success or failure of the project. Ensures that all the work gets done (directly or with helpers) and that others are involved appropriately. There should only be one owner.
Consulted	Advisory bodies, Interbureau Team	Should be asked for input or involved directly in the project.
Helper	Interbureau Team; Workplan Team; Consultants	Assists with or does some of the work.
Approver	Bureau Directors/ (Deputy) City Administrators/ City Council	Signs off on decisions before finalized.

Attachments

1. Natural Resource Service Delivery Task List

Appendices

1. Natural Resource Service Delivery Director Workshop Summary – April 21, 2023 (Catalysis, LLC)
2. Natural Resource Service Delivery Inventory and Assessment – August 3, 2023 (ECONorthwest)
3. City Transition Phase 2 Service Area Programmatic Assessments – August 4, 2023 (City Transition Team)
4. Natural Resource Service Delivery Assessment Survey Results – September 19, 2023 (Catalysis, LLC)

Natural Resource Service Delivery Workplan

The workplan itemizes the actions the City needs to take in order to implement the direction of Resolutions 37609 and 37635. There are two components - one component is adding Citywide Operational Natural Area and Tree Management to the Vibrant Communities service area with PP&R, the Portland Children’s Levy, and City Arts. The second component is to complete the Natural Resource Service Delivery Assessment begun in response to resolution 37609. The table includes separate sections for the two resolutions. These two parts are not independent – they are part of the same overall effort to improve delivery of natural resource services to Portlanders. The actions outlined in response to Resolution 37635 can be viewed as initial first steps – pieces that were well enough understood that initial steps could be taken in advance of the completion of the overall effort. These steps do not preclude possible additional alignments in the areas of tree canopy and natural area maintenance, and the interim results of those steps may inform the recommendations for overall assessment initiated by Resolution 37609. The following primary deliverables for this process are shown in the table below:

- 1. Refined project scope and vision, and completed inventory and assessment
- 2. Engagement strategy and equity components
- 3. Service Delivery Improvement Proposal
- 4. Budget proposal
- 5. Policy, Rule, and HR updates
- 6. Draft/Update Agreements
- 7. Change Management

The potential timing shown for each deliverable in the table below is approximate and subject to change as the charter transition and this process proceed.

The tasks needed to move forward are also summarized in a task list that was developed in a spreadsheet format. The task list is included as Attachment 1 to this workplan.

OM = [Resolution 37635](#) (includes PP&R and BES; other bureaus potentially involved)

- “City bureaus should align natural area and tree management positions, funding, and services to an “Operational Natural Area and Tree Management Unit.”

NR = [Resolution 37609](#) (see “Environment and Climate” sections), Natural Resources Services Delivery Assessment (includes BPS, BES, PP&R, PBOT, and PWB)

- “Integration of services related to nature, green infrastructure, watershed management, natural areas, urban tree canopy, and other areas of alignment, including a new organizational and reporting structure that reforms and enhances central service delivery, meets regulatory and financial requirements and best practices, and includes community engagement and consideration.”

Primary Deliverables	Key Tasks: Potential timeline	Status	Considerations
1. Refined project scope and vision, and completed inventory and assessment	OM1: Summer 2024 - Winter 2024 <ol style="list-style-type: none"> Clarify the scope of Operational Natural Area and Tree Management (roles, work performed, asset types, public/private property) Convene task groups focused on natural area management and tree management Identify all city tree and natural area management programs and services potentially impacted (PBOT, PWB excluding Bull Run) 	<ul style="list-style-type: none"> Tree canopy and natural areas groups convened in January 2024 	<ul style="list-style-type: none"> Identification of City stakeholders Timeline for proposed changes Existing and potential budget constraints Relationship of OM and NR Relationship with City climate and sustainability goals Relationship of this work and broader City transition
	NR1: Summer 2024 - Summer 2025 <ol style="list-style-type: none"> Create project team and steering committee Develop charter to guide process Clarify and/or refine vision statement(s) and “Blue Sky Scenario” Develop problem statements, where issues are currently housed, and scale of the problem Identify which “natural resource” services are in scope Inventory existing natural resource programs and services, where they currently live, and roles and responsibilities Collect stakeholder accounts of how work has been done/implemented to date Assemble system maps that identify natural resources in City bureau purview as well as other public agencies or local entities (e.g., non-profits; homeowners association tracts) Identify community access/connection to natural resources Expand document inventory and assessment, (i.e., collect more documentation from five stakeholder bureaus including agreements, budget and finance documents, external partnerships, permits, planning documents, program descriptions, and regulations) Research precedents/models/best practices from other cities or jurisdictions Develop glossary with definitions of terms (e.g., “natural areas; green stormwater management”) Define decision-making processes and decision-making authority for each deliverable Develop prioritization strategy 	<ul style="list-style-type: none"> Not started 	<ul style="list-style-type: none"> Relationship of OM and NR Relationship of this work and broader City transition Relationship to City climate and sustainability goals Existing Bureau service goals How bureaus outside of BPS, BES, PBOT, PP&R, and PWB might be included in process Who does what under current model, what is working well, and pinch points Programs reduced in size and scope to date Clear decision-makers Process and authority for adoption of changes Ensure process leads to progress Issues to be solved and the scale of each “problem” How goals may be influenced or constrained by climate change Clear timeline especially depending which council (current/ future) is in place as it moves forward and relationship to budget cycles Ecosystem function as a whole, not distinct parts

Primary Deliverables	Key Tasks: Potential timeline	Status	Considerations
2. Engagement strategy and equity components	OM2: Winter 2024 – Summer 2024 <ol style="list-style-type: none"> Collect, analyze, and integrate employee and public input collected in 2023 Identify opportunities for advisory body engagement 	<ul style="list-style-type: none"> Analyzed survey data from 2023 reviews of ECONorthwest Report and phases of Transition Team reports Identified advisory body representatives for additional engagement on workplan development 	<ul style="list-style-type: none"> Communications not necessarily the same for all impacted bureaus
	NR2: Begin Summer 2024 <ol style="list-style-type: none"> Develop engagement plan Identify equitable engagement strategies (surveys, meetings, document review opportunities) Define priority communities and desired outcomes Define expectations and roles for different stakeholders Develop meaningful engagement opportunities for City staff, partners, advisory bodies, and community members Develop communication materials Integrate internal and external input into proposals or recommendations 	<ul style="list-style-type: none"> Not started 	<ul style="list-style-type: none"> Clear communications approach for City staff and other partners on the future state, organizational changes, and roadmap Communications not necessarily the same for all impacted bureaus Bureaus have different relationships with public Community engagement should not just be transactional Internal stakeholders understanding of organizational structure (existing and future) How priority communities will benefit from this work How engagement will connect to broader City transition Tie-ins with County library system, public/private golf courses, indigenous community centers
3. Service Delivery Improvement Proposal	OM3: FY 24-25 budget proposals completed February 2024. Additional work during calendar year 2024. <ol style="list-style-type: none"> Define current dependencies within and between bureaus that might be impacted Evaluate regulatory and legal requirements that apply and may be affected by structural changes Determine opportunities for new alignment of staff and programs, how to optimize them, and mitigate any negative impacts Evaluate which teams/staff/positions are affected Develop proposal(s) for operational natural area and tree management 	<ul style="list-style-type: none"> FY 24-25 proposal to shift private-property tree-planting responsibilities from BES to PP&R agreed upon in April 2024 Task group focused on natural area management ongoing 	<ul style="list-style-type: none"> Ensure proposed alignment measures do not preclude further future alignment of natural resource service delivery Influence/effect of Single Permitting Authority

Primary Deliverables	Key Tasks: Potential timeline	Status	Considerations
	<p>NR3: Begin Summer 2024</p> <ul style="list-style-type: none">a. Confirm common vision statement and goalsb. Clarify functions and services such as rivers and streams, groundwater, climate (decarbonization and adaptation), lands, environmental remediation, air quality, invasives management, science, policy, regulatory obligations, education, stewardship, and public accessc. Identify areas of potential alignment where work is underway (e.g., climate action/resilience planning; environmental remediation/Portland Harbor) and identify opportunities to build on ongoing workd. Further define service delivery improvement opportunities from EcoNorthwest report, which may include defining additional opportunitiese. Evaluate regulatory and legal requirements that apply and may be affected by structural changesf. Develop and evaluate alternative structural and non-structural recommendationsg. Evaluate risk associated with alternativesh. Identify opportunities to elevate climate action/resiliencei. Evaluate alternatives using an equity lensj. Develop recommended service delivery improvementsk. Develop performance metrics that reflect community expectations for care for natural resourcesl. Create an implementation plan for the recommended improvements, including a timeline and phasing for incremental improvements, aligned to City budget cycle	<ul style="list-style-type: none">• Initiated	<ul style="list-style-type: none">• Strong, well-funded natural resource programs that are well coordinated and integrated to meet multiple goals (regulatory, public, environmental, health, equity)• Elevate/center nature as essential to people and Portland• Environmental and climate justice• Integration of engagement and equity to proposal• Acknowledge “green” as Portland’s identity and recovery• Ecosystem functions should improve, not just individual components or species• Public and at-risk communities can thrive in a native, urban ecosystem• Portland (re-)gains national leadership for green infrastructure• Comply with all federal + state environmental regulations while acknowledging that regulatory compliance is the floor, not the target/goal• Achieve City contribution to salmon recovery (Endangered Species Act)• Gaps in areas that are not currently developed (e.g., air quality, forest carbon, mitigation banking)• Approach should be iterative and nimble and able to adapt to new and evolving information• Structures and systems that exist now should not limit outcomes• Performance metrics are both numeric and narrative (how does work impact lived experiences and eco-health of City)• City needs cross-Bureau coordination (science, policy, compliance, public interface)• Roles and who does what in implementation• Community knows that natural areas are publicly-owned (not the property of a Bureau) and that they serve multiple functions• Clarity for the public in accessing and receiving services• Better understanding of the ecological and social services provided by our collective natural resources

Primary Deliverables	Key Tasks: Potential timeline	Status	Considerations
4. Budget proposal	OM4: FY 24-25 budget proposals completed February 2024. Additional work during calendar year 2024. <ul style="list-style-type: none"> a. Evaluate legal constraints to existing funding streams b. Identify alternative sources of funding (local, state, federal, other) c. Develop estimates for ongoing maintenance based on meeting standards/ expectation and resources/ skills/ equipment needed d. Identify funding sources for included positions e. Prepare to update Intra-Agency Agreements (IAAs) or other agreements for transferring funds, if needed f. Incorporate preferred alternative into Mayor’s FY 24-25 Proposed Budget g. Develop proposed budget for any additional improvements proposed after Mayor’s FY 24-25 Budget is adopted 	<ul style="list-style-type: none"> • Council work session completed February 1, 2024 • FY 24-25 proposal to shift private-property tree-planting responsibilities from BES to PP&R agreed upon in April 2024 • Task group focused on natural area management continues to meet 	<ul style="list-style-type: none"> • Consider revenue sources that will move with staff/programs and associated constraints and challenges • Minimize rollover of natural resource programs • Identify incremental improvements phased to align to budget realities • Connection, resource competition between OM and NR • Connection to broader City effort • What existing funding sources are applicable • Budget in anticipation of climate change related events
	NR4: Begin Summer 2024 <ul style="list-style-type: none"> a. Analyze existing funding streams and limitations b. Identify potential funding streams not currently supporting natural resource services c. Develop a sustainable funding strategy d. Identify alternative, outside funding opportunities e. Develop risk management strategy to avoid legal non-compliance 	<ul style="list-style-type: none"> • Initiated 	<ul style="list-style-type: none"> • Consider all available funding opportunities, existing and potential new sources • Address existing agreements between leaders (Directors, CAO, Commissioners) • Treaty rights of local tribes • Position body of work so it doesn’t compete for resources of other City priorities • Keeping budgets connected if pulled from different service areas • Role of advisory bodies (e.g., PUB, Sustainability and Climate Committee) • What existing funding is applicable • Connection, resource competition between OM and NR • Budget in anticipation of climate change related events • Five to ten year “growth” plan
5. Policy, Rule, and HR updates	OM5: Summer 2024 - Spring 2025 <ul style="list-style-type: none"> a. Update City policies and rules related to the new proposed structure as needed 	<ul style="list-style-type: none"> • Not started 	<ul style="list-style-type: none"> • Build on past collaborative Integrated Pest Management (IPM) work between bureaus • Local, state, and federal nexus • Land ownership, permits

Primary Deliverables	Key Tasks: Potential timeline	Status	Considerations
	NR5: Begin Summer 2024 <ol style="list-style-type: none"> Update City policies and rules related to proposed service delivery improvements as needed Develop new City policies as needed 	<ul style="list-style-type: none"> Not started 	<ul style="list-style-type: none"> Enterprise system that captures info, data Commitment on how to insert recommendations in City Code Local, state, and federal nexus Land ownership, permits
6. Draft/Update Agreements	OM6: Summer - Winter 2024 <ol style="list-style-type: none"> Update existing agreements and/or draft new agreements to ensure bureau needs are met Review and amend any 3rd party agreements to ensure existing responsibilities and liabilities are assigned appropriately 	<ul style="list-style-type: none"> Agreements already exist for some sites 	<ul style="list-style-type: none"> Build on existing Natural Area Collaboration effort between BES and PPR
	NR6: Begin Fall 2024 <ol style="list-style-type: none"> Identify agreements impacted by proposed changes Update agreements where necessary to ensure bureau needs are met and responsibilities and liabilities are assigned appropriately Review and amend any 3rd party agreements to ensure existing responsibilities and liabilities are assigned appropriately 	<ul style="list-style-type: none"> Initial inventory of existing agreements is completed. 	<ul style="list-style-type: none"> Consider both internal City agreements and 3rd party agreements including deeds and labor union contracts
7. Change Management and Communications	OM7: Winter - Summer 2024 <ol style="list-style-type: none"> Initiate communication by BES and PP&R Directors 	<ul style="list-style-type: none"> Initial communications implemented by BES and PP&R Directors to affected staff, including staff meetings, emails, and workshops 	<ul style="list-style-type: none"> Ensure opportunities for meaningful input and connection between communications plan and engagement plan If/how existing programs and structures will be compromised by a new organizational structure Person/people-centered approach Messaging and language should be in simple terms and accessible Ongoing Linkage to City transition Kickoff of 311 for public inquiries Tie-ins with existing partners (e.g. County library/public health, ODOT, Trimet, indigenous community centers) Advisory bodies involvement






Primary Deliverables	Key Tasks: Potential timeline	Status	Considerations
	<p>NR7: Begin Summer 2024</p> <ul style="list-style-type: none">a. Identify communications teamb. Identify strategies for clear, timely, and transparent communicationc. Create a communications plan, including timeline for rollout to different tiers of staff, public, etc.d. Ensure connections between communications plan and engagement plane. Ensure clear and regular communication to those directly affected by outcomes and process, as well as those close to the work but not directly involved in the processf. Conduct ongoing communication to stakeholders (internal and external) throughout the process (implement the plan)	<ul style="list-style-type: none">• Initial communications implemented by BES and PP&R Directors including meetings and workshops	<ul style="list-style-type: none">• It is critical to manage the human side of potentially impactful changes to City staff and the community• If/how existing programs and structures will be compromised by a new organizational structure• How do we address the different bureau cultures, the history of distrust, and seed the culture we need for a new entity• Communication approach should build common understanding of how Portland delivers natural resource services• Messaging and language should be in simple terms and accessible• Communication should be ongoing• Linkage to City transition• How community feedback has been incorporated into workplan decisions• Kickoff of 311 for public inquiries• Tie-ins with existing partners• Advisory bodies involvement• Planning for transition of all services, information, processes to new operations will be critical• Inclusion of all potentially affected bureaus







Attachment 1.

Natural Resources Service Delivery Task List

Natural Resource Service Delivery Assessment

	Status	% Complete	Task Name	Estimated Timeline	Assigned to
1			Citywide Operational Natural Area and Tree Management - Resolution 37635		
2			Refined project scope and vision, and completed inventory and assessment	Summer 2024 - Winter 2024	
3	In process	50	OM1: Clarify the scope of Operational Natural Area and Tree Management (roles, work performed, asset types, public/private property)		Interbureau team
4	In process	70	OM1: Convene task groups focused on natural area management and tree management		Interbureau team
5	In process	50	OM1: Identify all city tree and natural area management programs potentially impacted (PBOT, PWB excluding Bull Run)		Interbureau team
6			Engagement strategy and equity components	Winter 2024 - Summer 2024	
7	Complete	100	OM2: Collect, analyze, and integrate public input collected in 2023		Core team
8	Complete	100	OM2: Identify opportunities for advisory body engagement and advisory body representatives		Core team
9			Service delivery improvement proposal	Spring 2024 - Winter 2024	
10	In process	60	OM3: Define current dependencies within and between bureaus that might be impacted		Interbureau team
11	In process	70	OM3: Evaluate regulatory and legal requirements that apply and may be affected by structural changes		Interbureau team
12	In process	50	OM3: Determine opportunities for new alignment of staff and programs, how to optimize them, and mitigate any negative impacts		Interbureau team
13	In process	50	OM3: Evaluate which teams/staff/positions are affected		Interbureau team
14	In process	50	OM3: Develop proposal(s) for operational natural area and tree canopy management		Interbureau team
15			Budget proposal	Spring 2024 - Winter 2024	
16	In process	60	OM4: Evaluate legal constraints to existing funding streams		Interbureau team
17	In process	50	OM4: Identify funding sources		Interbureau team
18	Not started	0	Develop estimates for ongoing maintenance based on meeting standards/ expectation and resources/ skills/ equipment needed		Interbureau team
19	In process	50	Identify funding sources for included positions		Interbureau team
20	In process	50	Identify alternative sources of funding (local, state, federal, other)		Interbureau team
21	In process	50	OM4: Prepare to update IAAs or other agreements for transferring funds, if needed		Interbureau team
22	Complete	50	OM4: Incorporate preferred alternative(s) into Mayor's FY 24-25 Proposed Budget		Interbureau team
23	In process	40	OM4: FY 24-25 Adopted Budget goes into effect with proposed alignments included		Interbureau team
24	Not started	0	OM4: Develop proposed budget for any additional improvements proposed after Mayor's FY 24-25 Budget is adopted		Interbureau team
25			Policy, rules, and HR updates	Summer 2024 - Spring 2025	
26	Not started	0	OM5: Update City policies and rules related to the new proposed structure as needed		Interbureau team
27			Draft/update agreements	Summer 2024 - Winter 2024	
28	Not started	0	OM6: Update all existing agreements and draft new agreements to ensure bureau needs are met		Interbureau team
29	Not started	0	OM6: Review and amend any 3rd party agreements to ensure existing responsibilities and liabilities are assigned appropriately		Interbureau team
30			Change management and communication	Spring 2024 - Summer 2024	
31	Complete	100	OM7: Initial communications completed by BES and PP&R Directors		Core Team
32	Not started	0	OM7: Incorporate additional communications planning for this deliverable into NR7		Core Team
33			Complete Natural Resource Service Delivery Assessment - Resolution 37609		
34			Refined project scope and vision, and completed inventory and assessment	Summer 2024 - Summer 2025	
35	Not started	0	NR1: Create project team and steering committee to guide the work laid out in the workplan		Core team
36	Not started	0	NR1: Develop charter to guide process		Interbureau team

	Status	% Complete	Task Name	Estimated Timeline	Assigned to
37	Not started	0	NR1: Clarify and/or refine vision statement(s) and "Blue Sky" scenario(s)		Interbureau team
38	Not started	0	NR1: Identify barriers to achieving "Blue Sky" scenario(s)		Interbureau team
39	Not started	0	NR1: Develop problem statements and identify where issues are currently housed and scale of the problem		Interbureau team
40	Not started	0	NR1: Identify which "natural resource" services are in scope		Interbureau team
41	Not started	0	NR1: Inventory existing natural resource programs, where they are currently housed, and roles and responsibilities		Interbureau team
42	Not started	0	NR1: Collect stakeholder accounts of how work has been done/implemented to date		Interbureau team
43	Not started	0	NR1: Assemble system maps that identify natural resources in City bureau purview as well as other public agencies or local entities		Interbureau team
44	Not started	0	NR1: Compile inventory of existing management plans		Interbureau team
45	Not started	0	NR1: Identify community access/connection to natural resources		Interbureau team
46	Not started	0	NR1: Expand document inventory and assessment, i.e. collect more documentation from five stakeholder bureaus including		Interbureau team
47	Not started	0	NR1: Research precedents/models/best practices from other cities		Core team
48	Not started	0	NR1: Develop glossary with definitions of terms (e.g. "natural areas; green stormwater management")		Interbureau team
49	Not started	0	NR1: Define decision-making processes and identify decision-making authority for each deliverable		Interbureau team
50	Not started	0	NR1: Develop prioritization strategy		Interbureau team
51			 Engagement strategy and equity components	Begin Summer 2024	
52	Not started	0	 NR2: Develop engagement plan		Interbureau team
53	Not started	0	Identify priority communities and desired outcomes		Interbureau team
54	Not started	0	Identify equitable engagement strategies (surveys, meetings, document review opportunities)		Core team
55	Not started	0	 Develop informational materials for staff and community		Core team
56	Not started	0	Develop project materials to inform staff and community about the project and solicit appropriate feedback		Core team
57	Not started	0	Develop community/staff education tools that explain "natural resources"		Core team
58	Not started	0	Define expectations and roles for different stakeholders		Core team
59	Not started	0	Develop meaningful engagement opportunities for City staff, partners, advisory bodies, and community members		Core team
60	Not started	0	NR2: Integrate internal and external input into proposals or recommendations		Core team
61	Not started	0	NR2: Implement engagement plan		Core team
62			 Service delivery improvement proposal	Begin Summer 2024	
63	Not started	0	NR3: Confirm a common vision statement and goals		Interbureau team
64	Not started	0	NR3: Clarify functions and services such as rivers and streams, groundwater, climate (decarbonization and adaptation), lands,		Interbureau team
65	Not started	0	 NR3: Evaluate alignment work already underway		Interbureau team
66	Not started	0	Identify areas of potential alignment where work has begun		Interbureau team
67	Not started	0	Identify opportunities to build on ongoing work		Interbureau team
68	Not started	0	NR3: Further define service delivery improvement opportunities from the EcoNorthwest report – this may include defining additional		Interbureau team
69	Not started	0	NR3: Evaluate regulatory and legal requirements that apply and may be affected by structural changes		Interbureau team
70	Not started	0	NR3: Develop and evaluate alternative structural and non-structural recommendations, including how to optimize them and mitigate		Interbureau team
71	Not started	0	NR3: Define current dependencies within and between bureaus that might be impacted		Interbureau team
72	Not started	0	NR3: Evaluate risk associated with alternatives		Interbureau team
73	Not started	0	NR3: Identify strategies to elevate climate action/resilience		Interbureau team

	Status	% Complete	Task Name	Estimated Timeline	Assigned to
74	Not started	0	NR3: Evaluate opportunities using an equity lens		Interbureau team
75	Not started	0	NR3: Develop recommended service delivery improvements		Interbureau team
76	Not started	0	NR3: Develop performance metrics that reflect community expectations for care of natural resources		Interbureau team
77	Not started	0	NR3: Create an implementation plan for the recommended improvements, including a timeline and phasing for incremental		Interbureau team
78			 Budget proposal	Begin Summer 2024	
79	In process	20	 NR4: Analyze existing funding streams		Interbureau team
80	In process	20	Identify how natural resource services are funded currently		Interbureau team
81	In process	20	Evaluate limitations on current funding streams		Interbureau team
82	In process	20	NR4: Identify potential funding streams not currently supporting natural resources services		Interbureau team
83	Not started	0	NR4: Identify alternative/outside funding opportunities		Interbureau team
84	Not started	0	NR4: Develop funding risk management strategy		Interbureau team
85	Not started	0	NR4: Develop a sustainable funding strategy for recommended service delivery improvements		Interbureau team
86	Not started	0	NR4: Update IAAs or other agreements for transferring funds, if needed		Interbureau team
87			 Policy, rules, and HR updates	Begin Summer 2024	
88	Not started	0	NR5: Update City policies and rules related to recommended service delivery improvements		Interbureau team
89	Not started	0	NR5: Develop new City policies as needed		Interbureau team
90			 Draft/update agreements	Begin Fall 2024	
91	Not started	0	NR6: Identify agreements impacted by recommended service delivery improvements		Interbureau team
92	Not started	0	NR6: Update existing agreements where needed and draft new agreements to ensure bureau needs are met and responsibilities and		Interbureau team
93	Not started	0	NR6: Review and amend any 3rd party agreements to ensure existing responsibilities and liabilities are assigned appropriately		Interbureau team
94			 Change management and communication	Begin Summer 2024	
95	Not started	0	NR7: Identify communcations team		Core Team
96	Not started	0	NR7: Identify strategies for clear, timely, and transparent communication		Communications Team
97	Not started	0	NR7: Explore opportunities to create a "brand" for natural resources in the City		Communications Team
98	Not started	0	 NR7: Create a communications plan, including timeline for rollout to different tiers of staff, public, etc.		Communications Team
99	Not started	0	Ensure connections between communications plan and engagement plan		Communications Team
100	Not started	0	Ensure clear and regular communication to those directly affected by outcomes and process, as well as those close to the work but		Communications Team
101	Not started	0	NR7: Conduct ongoing communication to stakeholders (internal and external) throughout the process/implement communications plan		Communications Team
102					

Appendix 1.

Natural Resource Service Delivery Director Workshop Summary – April 21, 2023 (Catalysis, LLC)



City of Portland Natural Resource Delivery Workshop Summary

April 21, 2023

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Participants

Bureau of Environmental Services

Dawn Uchiyama, Director

Ken Finney, Natural Systems Manage

Chenoa Philabaum, Community Partnerships Delivery Manager

Bureau of Planning and Sustainability

Donnie Oliveira, Director

Vivian Satterfield, Chief Sustainability Officer

Bureau of Transportation

Tara Wasiak, Director

Wendy Cawley, Interim Deputy Director

Katie Root, Asset Manager

Parks & Recreation

Adena Long, Director

Angie DiSalvo, Science, Outreach, and Planting Manager

Rachel Felice, City Nature Manager

Water Bureau

Gabriel Solmer, Director

Sarah Santner, Resource Protection and Planning Director

Facilitators

Chris Wallace Caldwell, Catalysis LLC

Jamila Dozier, New Theory Consulting

Kyle Yoshioka, Catalysis LLC



Introduction

City of Portland bureau leadership and subject matter experts convened to develop a preliminary vision for a coordinated natural resource delivery model for the city per City Resolution 36709 to:

- Build a common understanding around the City's natural resources
- Cultivate a shared responsibility for developing a future vision
- Determine next steps towards developing recommendations

MONTH	MILESTONE
March	Establish project structure
March	Secure consultant
March – May	Compile inventory materials <ul style="list-style-type: none"> • Organizational charts • Regulations • Budget and finance • Programs and assets • Partnership agreements • Planning and management documents
April	Visioning/Scoping workshop with BES, BPS, PBOT, PP&R, PWB Directors and Subject Matter Experts
May	Draft inventory report
June	Finalize inventory report
June – September	Survey organizational management structures
June – September	Alternatives analysis
September	Deliver Work Plan to CAO

Work plan from Shannah and Laura

City Resolution 37609

Environment & Climate

BES, PP&R, PWB and PBOT will establish a process that results in a **work plan delivered to the City's Chief Administrative Officer by Fall 2023**. The work plan should include details and timelines for integrating services related to:

- nature
- green infrastructure
- urban watershed management
- natural areas
- urban tree canopy

and other areas of alignment, including:

- a new organizational and reporting structure that reforms and enhances central service delivery
- meets regulatory and financial requirements and best practices
- and includes community engagement and consideration

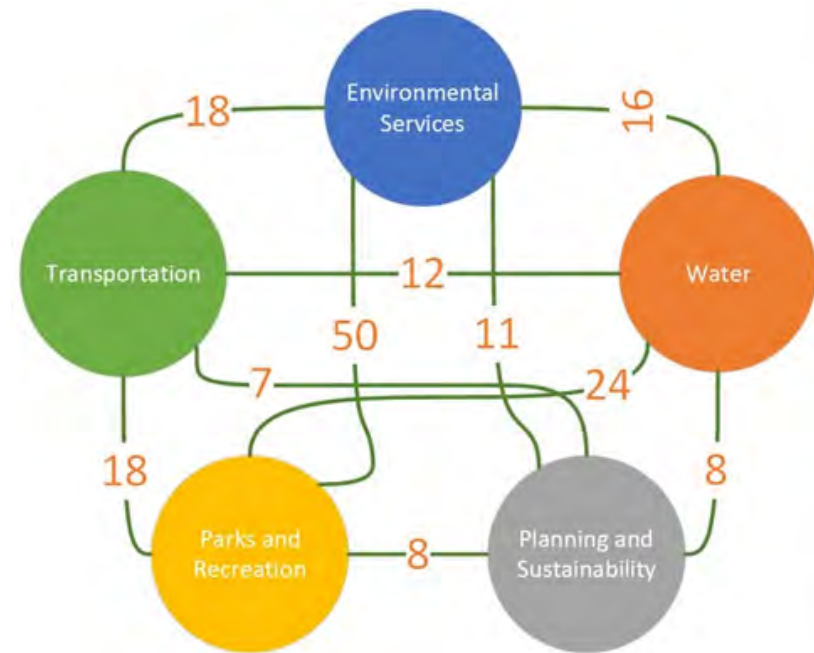
-- in order to directly support the City of Portland's commitments to addressing homelessness, community safety, economic recovery, and livability.

Natural Resource Service Delivery Snapshot

Inventory to Date

Total Records	137
Agreements	54
Planning documents	28
External partnerships	48 (in 5 records)

Interbureau Connections



Inventory Themes:

Trees • Green streets • Climate resilience • Access to nature • Planning • Mitigation • Stewardship • Landscaped areas • Portland Harbor • Regulations • Invasive Species • Wildlife habitat • Natural areas • Fish habitat • Community gardens • Flood storage • Stormwater • Clean water

Foundations

Facilitators shared input collected from advance meetings and surveys described unique opportunities granted by this workshop:

- "This will allow us to boldly and comprehensively strengthen and grow our systems of green (and blue) infrastructure . . . improving the quality of life (all life) in Portland."
- "The project has the potential to further develop, coordinate, and elevate the city's Climate mitigation and resilience actions."
- "This assessment provides a real chance to stop tweaking around the margins and use this once in a generation moment to create a system that provides world class community service and resources to protect our natural areas, invests in our communities . . .to ultimately meet our City and community goals."
- "The city will be on the same page (all bureaus) as to what the work is."
- "We have accurate information, inventory, and maintenance ownership related to natural resources and appropriate funding, planning and resourcing."

Participants were then asked to collectively address the following questions:

1. What is the problem/opportunity we are addressing?
2. Preliminary exploration of what is in scope and what is not
3. Clarify shared language

Foundations

1. What is the problem/opportunity we are addressing?

Problem: Unclear ownership and distribution of responsibilities

Opportunity: Emphasize shared goals while refining clarity of scope, purview, and coordination between bureaus

Inputs

- Not owned by any particular bureau
- Responsibility and care for community resources is distributed among many bureaus, causing confusion among community and staff
- Caring for natural assets and systems is complex, encompassing sometimes competing needs
- Create shared responsibility for natural resource assets across the city, including unintended impacts rather than siloing assets and interests
- Coordinated approach to maintenance/protection for natural areas
- Have common goals that are identifiable
- All participants feel part of something meaningful and impactful
- All parties contributing to a shared implementation strategy
- Clear and logical roles and responsibilities (including level of investment)
- Opportunity to learn strategies from one another resulting in consistency
- Change in form of government – organize for the benefit of NR management
- Align service delivery – who and how coalesced around what and why?
- Elevate and connect subject matter experts and resources

Foundations

1. What is the problem/opportunity we are addressing?

Problem: Inefficiencies and redundancies are present in current processes and resource management

Opportunity: Efficiently allocate and manage resources/funding in service of protecting natural areas

Inputs

- More effective sequencing/planning of projects between bureaus and roles
- Reduce redundancies, funding efficiencies, un-silo our work
- Maximize use of resources (experts, financial)
- Improve efficiency, timeliness, navigability for public
- Provide and fund right level of service to protect natural spaces
- Chance to work on inefficiencies, redundancies
- Better and more cohesive use of resources
- Optimizing effectiveness of (scarce) existing resources/funding
- Eliminate redundancies
- Efficiently deliver services while maintaining assets
- Better delivery of resources is essential to recovery and adaptation to coming change
- Solutions oriented – but existing resources we can strengthen, protect, grow
- Inefficiencies/duplication of efforts
- Strengthen/grow/protect natural systems delivery and management resources

Foundations

1. What is the problem/opportunity we are addressing?

Problem: Public has difficulty understanding and navigating natural resource systems

Opportunity: Create cohesive framing and vocabulary across departments to increase navigability and access

Inputs

- Outreach, education
- How do we refer to land when we address the public? Framing
- Build community understanding of the purpose of NR and GI within the city
- Alignment with how bureaus and city see these
- Purposes aligned with community
- Community lacks clarity with how to navigate our systems
- Green infrastructure focus aligns with how the city thinks of nature in the built environment – define these and how they interact

Foundations

1. What is the problem/opportunity we are addressing?

Problem: No clear route for identifying and integrating community needs and expectations

Opportunity: Explore methods to identify community needs to provide Portland with functional, healthy natural resource delivery, and contribute to Portland's recovery

Inputs

- What are and how can we meet community expectations?
- Respond to / invest in community interests while protecting our most valuable resources, allowing us to restore/return to being industry leaders in what we do in service of the resolution
- Knowing and understanding community expectations
- Provide Portland with functional healthy natural resource delivery
- Contribute to recovery of Portland (green and blue spaces are a positive part of Portland's identity)
- Responsibility for and care of our communities

Foundations

2. Preliminary exploration of what is in scope and what is not

In Scope

Green Infrastructure, Maintenance, and Related Services

- Stewardship
- Green infrastructure
- Ecosystem services
- Street trees
- Greenspace maintenance responsibility alignment
- Recovering damaged green spaces/maintaining occupied or not being used for intended purposes
- Vegetation management
- Tree canopy (street trees and main)
- Bioswales
- Green streets
- Undeveloped/Park-like spaces
- Street tree maintenance
- Care for trails
- Tree canopy
- Stewardship of green built infrastructure
- Integrated pesticide management
- Portland Harbor (note: already highly regulated by other bodies)
- Nature patches within developed parks
- Neighborhood parks
- Hydroparks
- Invasive species management
- Equity driving NR maintenance regimes
- Environmental research

Community Engagement, Equitable Access, Education

- Community engagement
- Environmental education
- Audience delivery
- Watershed education
- Intentional access to natural spaces
- Equitable access to nature
- Opportunities for community education, job training, employment

Bureau Administration, Management, and Funding Acquisition

- External partnerships
- Creative funding opportunities
- Demonstrating progress
- Future plans and agreements
- Code
- Place procurement
- Land/natural area acquisition (urban growth boundary)*
- PCEF
- Consolidation of services
- Organizational structure and decision making
- Contracting equity – who gets resources?

* Also listed as "Unsure"

Foundations

2. Preliminary exploration of what is in scope and what is not

Out of Scope

- Bull Run Watershed
 - Who and how it's managed bc of function – and is important NR delivery asset
 - No decision making around it, but think of it as asset
 - Education around Bull Run is in scope
 - Consider existing community engagement
- Private property
 - Trees and natural resources during development (BDS SMEs weigh in on this)
 - Open space tracts (private property)
 - Conservation easements
 - City resources used to manage invasive species on private property
 - Stormwater facilities installed by the city on private property (e.g. rain gardens)

Unsure/More Consideration Needed

- Environmental remediation (e.g. superfund sites)
- Trees/Natural area acquisition
- Non-public right of way (within natural spaces that we don't own)
- Who or what are we solving for?

Foundations

3. Clarify shared language

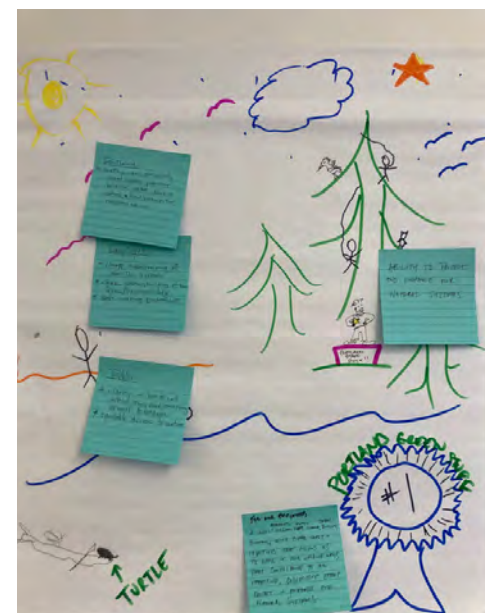
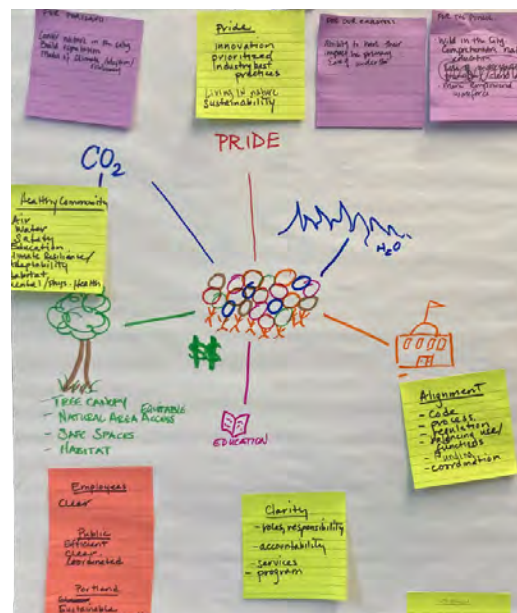
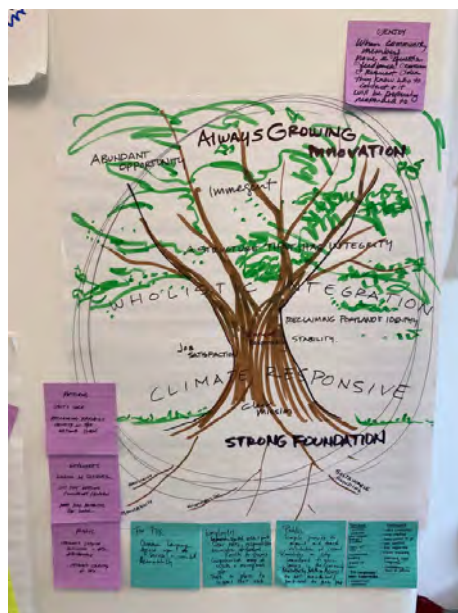
Words that need a common definition, or those with different definitions by bureau

- Natural areas
 - Define spectrum/continuum
 - Set service level expectation
- Resilience
- Programs
- Services
- Sustainability
- Green infrastructure
 - Define spectrum/continuum
 - Stormwater assets
 - Distinguish human-built
 - Integration of humanity into nature rather than operational/extractive posture toward of nature
- Green streets (Portland branded)
- Bioswales
- Stormwater soils
- Integrated pest management
 - Invasive species
 - Define work around these areas
- Adaptive management
- Vegetation management

Future Vision

In small groups, participants created posters to represent a vision for the future of Natural Resource Service Delivery. They responded to the following prompts:

What does an integrated natural resource service delivery model look like for Portland? For our employees? For the public?



Future Vision Posters

What does an integrated natural resource service delivery model look like for Portland? For our employees? For the public?

For Portland

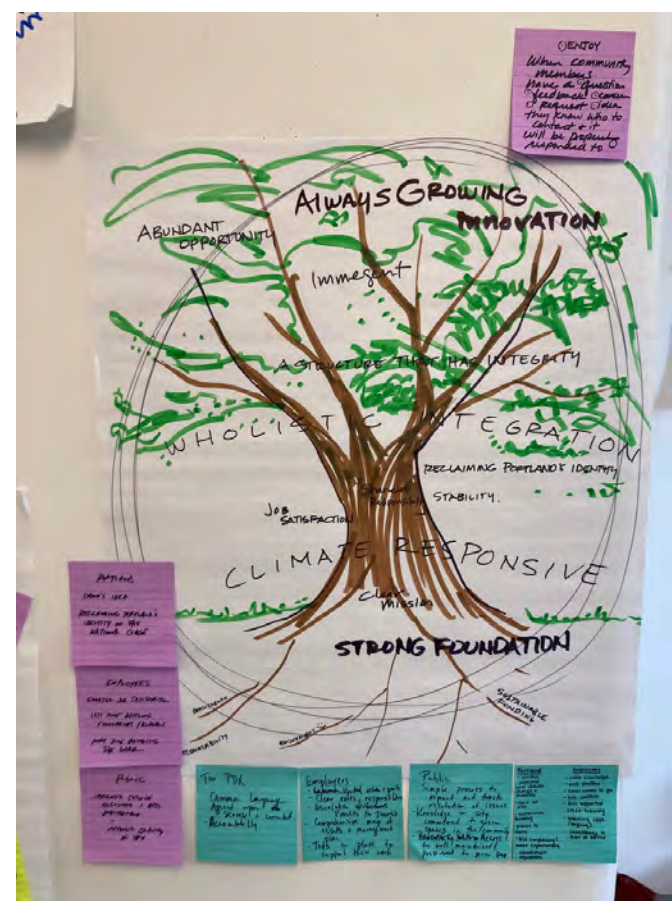
- Reclaiming Portland's identity on the national stage
- Common language
- Agreed upon service + commitment
- Accountability
- Access
- Protected from climate change+disaster
- Ease of use
- Sustainable funding
- Places to learn
- Less complaining/Meet expectations
- Connections
- Reputation

For Employees

- Greater job satisfaction
- More time advancing the work
- Less time battling bureaus
- Common, united vision and goals
- Clear roles and responsibilities
- Escalation process for issues
- Comprehensive map of assets and management plan
- Tools in place to support their work
- Value knowledge
- Well-staffed
- Know where to go
- Less conflict
- Feel supported
- Cross-training
- Learning opportunities (ongoing)
- Consistency in level of service

For the Public

- Simple process to report and track resolution of issues
- Knowledge of city commitment to green spaces in their community
- Access to well-maintained/preserved green spaces



Future Vision Posters

What does an integrated natural resource service delivery model look like for Portland? For our employees? For the public?

For Portland

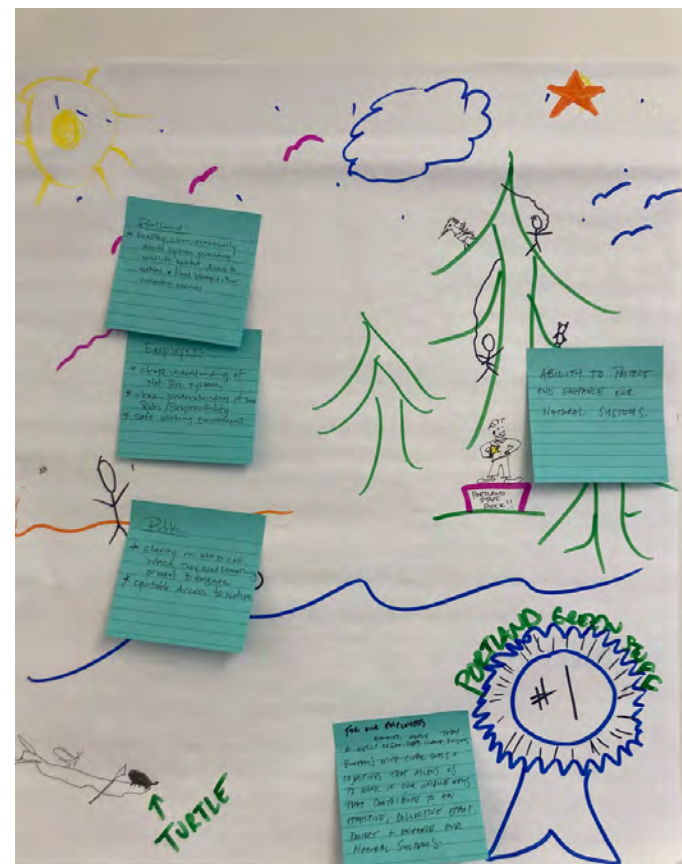
- Healthy, clean, ecologically diverse system providing wildlife habitat, access to nature, flood storage, and other ecosystem services

For Employees

- Clear understanding of natural resource system
- Clear understanding of roles and responsibilities
- Safe working environment
- A well resourced, highly organized team with clear goals and objectives that allow us to work in our unique ways that contribute to an effective, collective effort
- Protect and enhance our natural systems

For the Public

- Clarity on whom to call when they need something or want to engage
- Equitable access to nature



Future Vision Posters

What does an integrated natural resource service delivery model look like for Portland? For our employees? For the public?

For Portland

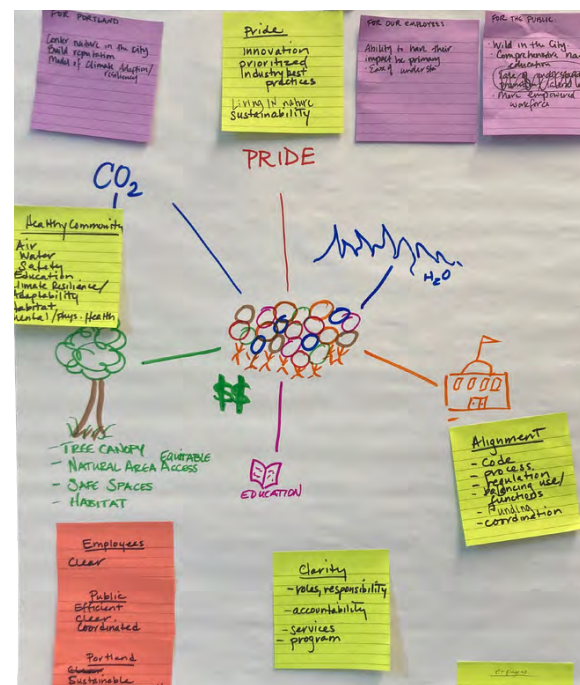
Sustainable
Industry best practices
Accountable
Innovative
Prioritized
A shared vision
Permitting which supports vision
Pride
Safety
Center nature in the city
Build reputation
Model of climate adaptation/resilience

For the Public

Efficient
Clear
Coordinated
Clarity for where to go for services (e.g. renting a park, reporting a landslide on a hike)
Consistent interactive expectations (bathrooms, fences, interpretive signs)
Efficient use of funds
Accountability
Services and programs
Wild in the city, living in nature
Comprehensive nature education
More empowered workforce
Healthy communities (air, water, safety)
Education
Climate resilience
Mental and physical health
Sustainability

For Employees

Clear
Clarity on who to ask
Clear roles and responsibilities
Alignment of codes, processes, regulations
Balances use with function
Coordination across bureaus
Funding
Ability to have their impact be primary
Ease of understanding
Pride
Innovation
Industry best practices



Blue Sky Scenario Planning

Following the vision activity, participants convened to discuss what could be done to achieve these preliminary visions. In the course of the discussion, several topics emerged. These included: **planning, design, program or project delivery, maintenance and operations, public engagement, information/systems management (including data and technology), funding, and organizational/management structure.**

Ultimately, three areas of work were determined to be the most critical to investigate:

1. Information/Systems Management

2. Funding

3. Organizational/Management Structure

Participants formed small groups around these areas to draft responses to these questions:

- What is the new or improved process (high-level)?
- What are the opportunities created by this?
- What are the major changes that would need to happen?

1. Information/Systems Management

Group members: Ken Finney, Angie DiSalvo, Katie Root

What is the new or improved process (high-level)?

- Keep managing data and improving on the quality of the data while quickly prioritizing the implementation of a universal asset management system for natural areas
- Why?
 - Unique assets that require specialized data and systems requirement
 - Assets that 'grow' in value vs. Depreciation like other assets
 - Standard work plans for maintenance and preservation of the natural assets
 - Providing a mobile system that allows for field access to data

What are the opportunities created by this?

- Effectiveness & Efficiencies
 - We will be able to collectively maximize our resources and collaborate effectively with shared, accessible data
 - Improve the efficiency and reduce redundancies by having centralized services
 - Accurate information allows for field staff to focus on their field work vs. having to be an information source to central management
 - Over time, less IT investment and resources needed by centralizing the data systems
 - Extreme weather event tracking and impacts of the climate event
- Improved Service Delivery
 - Centralized data can help inform and improve service delivery, track performance, and assessing functional values, which can then inform future plans (what's working)
 - Identify opportunities where service providers can be more comprehensive in delivering services to all natural lands in a central space vs. just servicing their bureau's lands
 - Define and track consistent levels of service across defined asset classes
 - Able to show to the public that the lands are well managed will build more public trust (planned maintenance maps, performance standards)

What are the major changes that would need to happen?

- Collaborative IT strategy and funding commitment
- BTS prioritization
- Comprehensive change management to implement the training and implementation across the city

2. Funding

Group members: Sarah Santner, Chenoa Philabaum, Donnie Oliveira, Rachel Felice

What is the new or improved process (high-level)?

- In order to maximize the limited funding resources we have, we could consider another effective service delivery model
- Possible models to consider:
 - Natural Resource Delivery funding would be consolidated at some level (following this path for exercise)
 - Responsibility for assets / different work streams is grouped by type of associated funding (color of money model)
- Different groups who bring different funding streams collaborate
- Solving for what is needed and finding the right amount of appropriate funding that is eligible for that
- Asset management – are we deferring maintenance and who is responsible for it

What are the opportunities created by this?

- Creativity in funding opportunities
- Funding would follow function and design
- Optimization- when we pick a priority, we stick with that the priority and have the resources to see it through to implementation
- Ability to leverage different resources, specifically when grant matches are needed to attract federal or other large funding options
- May get us beyond the color of money
- Increase potential for public-private partnerships with connection to community
- Long term planning for our existing assets- endure these assets have a future that we know how to sustain them and manage them
- Opportunity to be more strategic for planning a large number of assets
- Public works? Create a structure not from the 1930's but that folks will look at and feel revitalized. Ignoring the "where" of where consolidation may live but how it is completed

What are the major changes that would need to happen?

- Identify how relationships would accomplish the regulatory needs, access to nature, address climate action, livability
- Centralization at some level
- Clarity around color or money and their restrictions
- Snacks are good

3. Organization/Management Structure

Group members: Gabe Solmer, Adena Long, Dawn Uchiyama, Vivian Satterfield, Wendy Cawley

What is the new or improved org structure?

- Unconstrained by \$\$ or color of money
- Consolidation of funding
- Alignment of Operations & Maintenance
- Integration of strategy & planning
- Organize by work type by service areas, e.g. Maintenance, Education, Trees, Stewardship, Community Engagement,
- Shared work plans

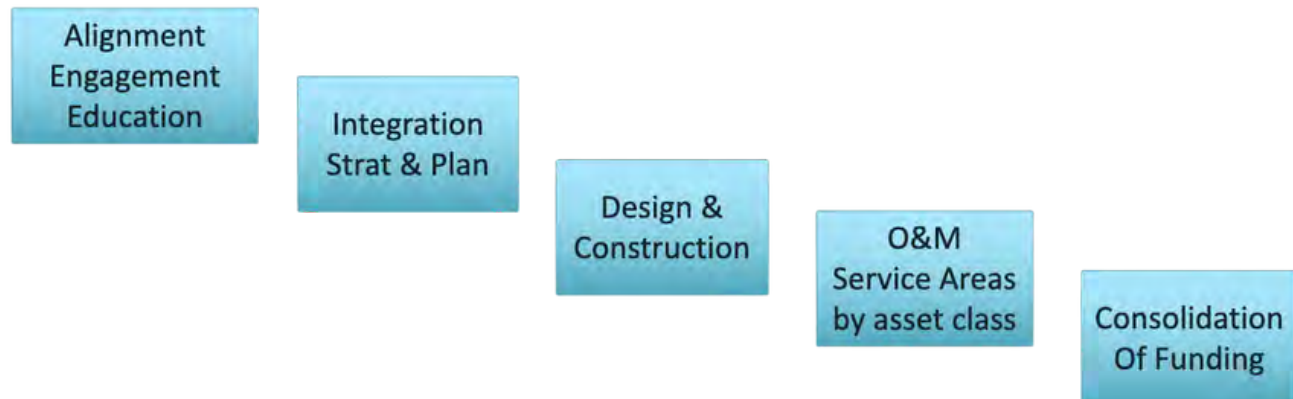
What are the opportunities created by this?

- Consolidation, Alignment, Integration
- Create efficiencies around Capital Project Delivery
- Example: Create prioritized lists for each service area and then align projects in the top third
- How do all bureaus know about upcoming projects?

What are the major changes that would need to happen?

- Consolidating funding & adequate funding

Management Structure Flow Chart



What Do We Each Need? What Do We Each Offer?

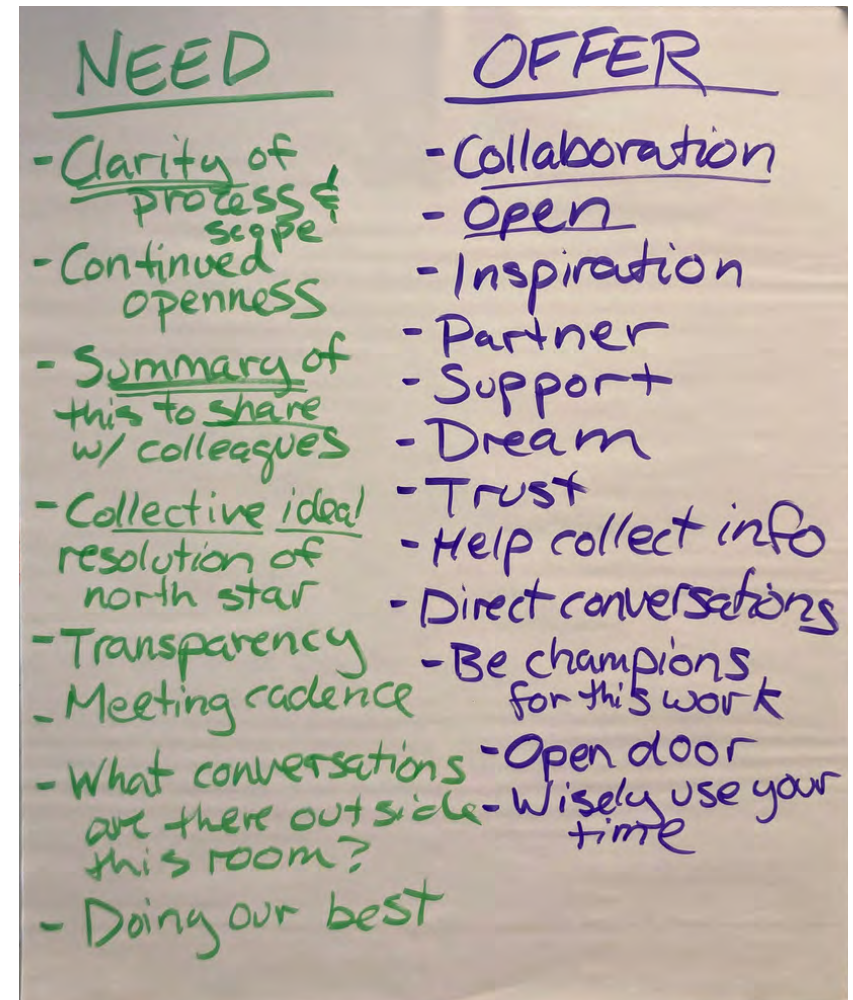
The workshop concluded with a collective sharing of what each person and bureau needs, and what can be offered.

Need

- Clarify of process and scope
- Continued openness
- Summary to share with colleagues
- Collective ideal resolution of north star
- Transparency
- Meeting cadence
- What conversations are happening outside this room?
- Doing our best

Offer

- Collaboration
- Openness
- Inspiration
- Partnership
- Support
- Dreaming
- Trust
- Help collecting input/information
- Direct conversations
- Be champions for this work
- Open door
- Counsel to wisely use your time



Consultant Recommendations

We want to acknowledge the openness and collaborative approach of the group in coming together to tackle a topic that feels both urgent and nebulous.

We appreciate the willingness to take a step back and wrestle with the problem and opportunity that needs to be addressed, and the preliminary sketch of a future vision for this work.

Overall, we believe having strong facilitation working in partnership with project management can ensure productive, inclusive, and collaborative meetings.

A few recommendations that may help guide this process:

- Have a smaller working group refine a working vision that can be used to guide this process. This does not need to be lengthy, but a simple statement on the overall vision. There is a great start on this from the workshop.
- Identify the specific report elements, as best as can be determined now, that are desired for the report in September. This will need to be informed by a realistic assessment of what is possible/reasonable to be accomplished in the timeframe, what will best set the project up for success, what will continue to support meaningful collaboration between the bureaus, and what will ultimately be best for the people of Portland. Being very selective (rather than including all possible elements) will be critical for the fast-paced nature of this project. The discussions from the workshop on problem/opportunity, scope, shared language, and possible scenarios should inform the report contents and development.
- Share and get buy in for the vision and report elements from the Bureau directors and subject matter experts. This is essentially the “what.”
- Concurrently, involve the Bureau directors in identifying who and the how the report elements will be developed – i.e. pacing, who is involved, and how we can remain on track.

Appendix - Work Plan Proposed Process Overview

April 13, 2023

City of Portland Natural Resource Service Delivery Assessment Work Plan Proposed Process Overview

1. Identify Project Participants

Leadership/project structure
Partners & stakeholder groups

2. Set intention and desired outcomes

Include change readiness and relation to public works effort
Workshop with Bureau directors and subject matter practitioners to set scope and desired outcomes
Confirm scope with leadership and partners

3. Discovery/Inventory/Program Assessment & Analysis

Organizational charts: with staff related to natural resource management

Requirements & Regulations: related to natural resource management

Budget and Finance: report related to natural resource management
Identify restricted funds (ratepayers, Parks Levy, etc.)

Programs & Assets:

Land/properties related to natural resource management – acreage and maps

Other natural resource infrastructure (bioswales, trees, green streets)

Partnerships: IAA's, MOUs, agreements, reports/recommendations, financial transfers with PP&R, BES, PBOT, PWB & BPS

category 1: natural resources and land related (priority)

category 2: security, fountains, horticultural/planters

Planning and management documents: UFMP, Climate Action Plan, Stormwater Management Plan, IPM, etc.

4. Collaboratively develop a range of distinct alternatives that meet the intent of Step 2

5. Evaluate alternatives against desired outcomes & select a preferred alternative

6. Craft workplan to implement selected alternative

Timeline/Milestones

02/14/23	Initial meeting with BES and PP&R Director
Week of 03/13/23	Review Process Plan
	Establish project structure
	Discuss consultant support/scope of work
04/17/23	Send advance agenda to workshop participants
04/21/23	Visioning/scoping workshop with PP&R, BES, PWB, PBOT & BPS Directors
Week of 04/24/23	Report outcomes of visioning workshop to Commissioner Offices
Week of 04/24/23	Confirm approach w/Commissioner Offices and City Transition Team
Week of 04/24/23	Preliminary inventory complete
05/01/23-05/12/23	Action Plan Draft Summary Report
05/22/23	Action Plan Final Summary Report
05/01/2023-09/30/2023	Action Plan deliverables
	Survey of organizational management structures for natural system management
	Alternative analysis
09/30/23	Work Plan delivered to CAO
10/01/2023-11/30/2024	Workplan implementation

Appendix - Presentation Slides



City of Portland Natural Resource Delivery Workshop

April 21, 2023

Photo by Shane Rounce on [Unsplash](#)



Appendix - Presentation Slides

Agenda

- Approach & Guideline
- Purpose
- Natural Resource Inventory Snapshot
- Foundations and Shared Assumptions
- Future Vision
- Lunch
- Scenario Planning
- What We Each Need and Offer

Appendix - Presentation Slides

Brainstorming Guidelines

- 1. Defer Judgment**
We want to create a judgment-free zone.
- 2. Listen to Understand**
Listen and build on (rather than tear down) the ideas of others.
- 3. Encourage Innovative Ideas**
Let's not be limited (yet) by what we assume is possible.
- 4. Use "Yes, And" rather than "No, But" statements**
Remember complex ideas can contain multiple truths
- 5. Hold One Conversation at a Time**
Avoid side conversations.
- 6. Community Wisdom**
Nobody knows everything, together we know a lot!



Appendix - Presentation Slides

What we heard from you about process for today

- Meaningful collaboration and strategic deliberations that should not be rushed
- Hope for shared agreement and a tangible commitment to some shared outcomes
- A commitment to having brave conversations
- Candor and collaboration
- An opportunity to pivot

Appendix - Presentation Slides



Why Are We Here?

Appendix - Presentation Slides

Earth Day 2023



Appendix - Presentation Slides

Resolution 37609

BES, PP&R, PWB and PBOT will establish a process that results in a **work plan** delivered to the City's Chief Administrative Officer by **Fall 2023**. The work plan should include details and timelines for integrating services related to **nature, green infrastructure, urban watershed management, natural areas, urban tree canopy**, and other areas of alignment.



Appendix - Presentation Slides



Appendix - Presentation Slides



Today's Purpose

- Build a common understanding around the City's natural resources
- Cultivate a shared responsibility for developing a future vision
- Determine next steps towards developing recommendations

Appendix - Presentation Slides

Natural Resources Service Delivery Work Plan

MONTH	MILESTONE
March	Establish project structure
March	Secure consultant
March – May	Compile inventory materials <ul style="list-style-type: none">• Organizational charts• Regulations• Budget and finance• Programs and assets• Partnership agreements• Planning and management documents
April	Visioning/Scoping workshop with BES, BPS, PBOT, PP&R, PWB Directors and Subject Matter Experts
May	Draft inventory report
June	Finalize inventory report
June – September	Survey organizational management structures
June – September	Alternatives analysis
September	Deliver Work Plan to CAO



Appendix - Presentation Slides



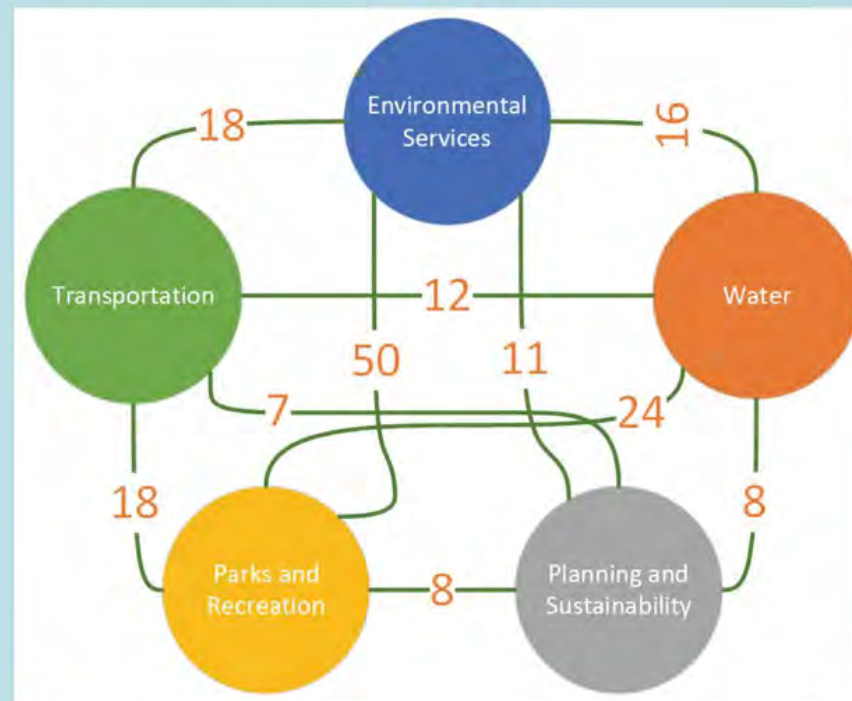
Appendix - Presentation Slides

Natural Resource Service Delivery Inventory To Date

Total Records	137
Agreements	54
Planning documents	28
External partnerships	48 (in 5 records)

Appendix - Presentation Slides

Interbureau connections

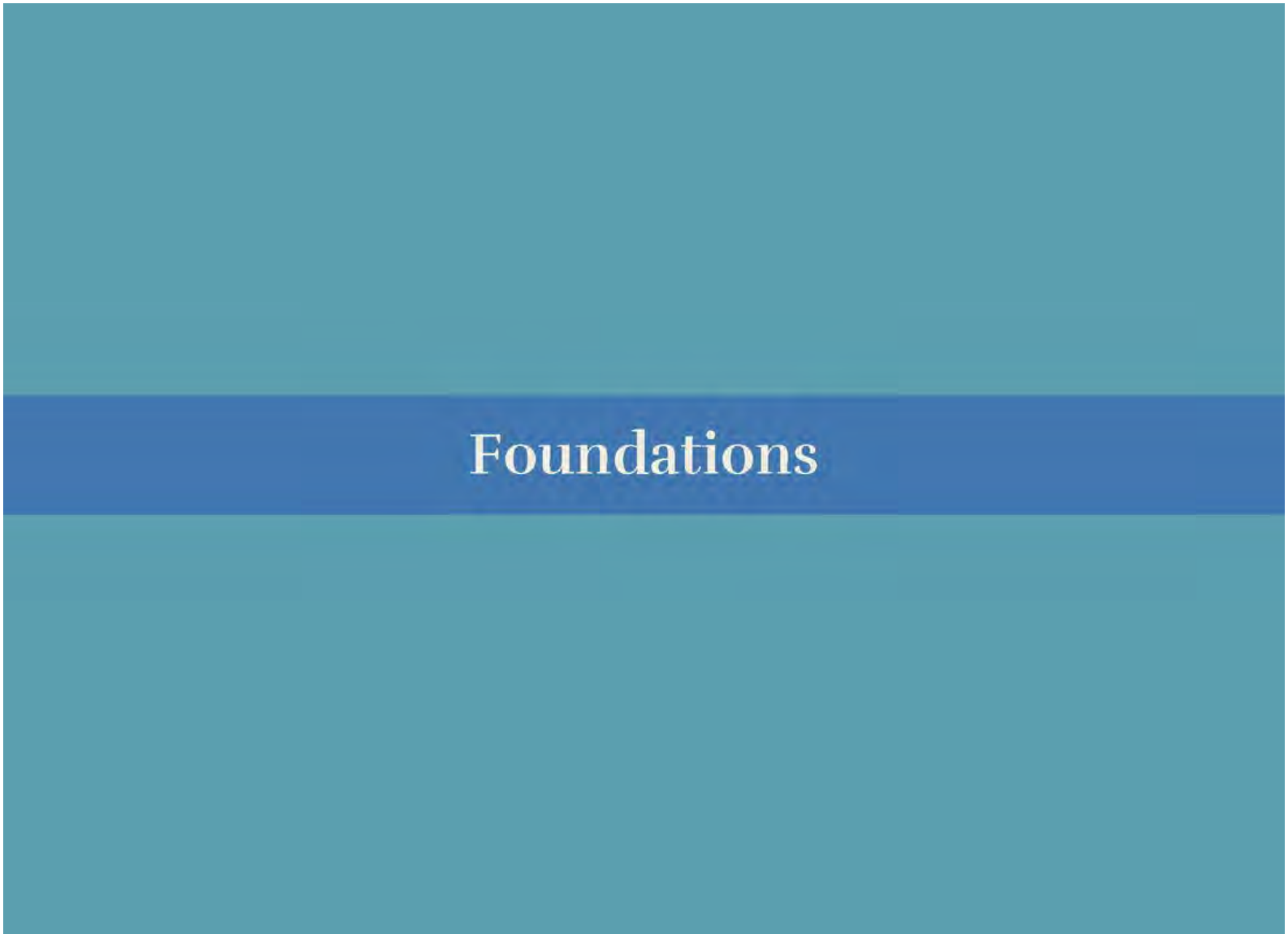


Appendix - Presentation Slides

Inventory themes



Appendix - Presentation Slides



Appendix - Presentation Slides

Opportunities we heard from you


- This will allow us to boldly and comprehensively strengthen and grow our systems of green (and blue) infrastructure . . . improving the quality of life (all life) in Portland.
- The project has the potential to further develop, coordinate, and elevate the city's Climate mitigation and resilience actions.
- This assessment provides a real chance to stop tweaking around the margins and use this once in a generation moment to create a system that provides world class community service and resources to protect our natural areas, invests in our communities . . .to ultimately meet our City and community goals.
- The city will be on the same page (all bureaus) as to what the work is.
- We have accurate information, inventory, and maintenance ownership related to natural resources and appropriate funding, planning and resourcing.

Appendix - Presentation Slides

Shared Foundations

1. What is the problem/opportunity we are addressing?
2. Preliminary exploration of what is in scope and what is not.
3. Clarify shared language



catalysis  LLC

Appendix - Presentation Slides



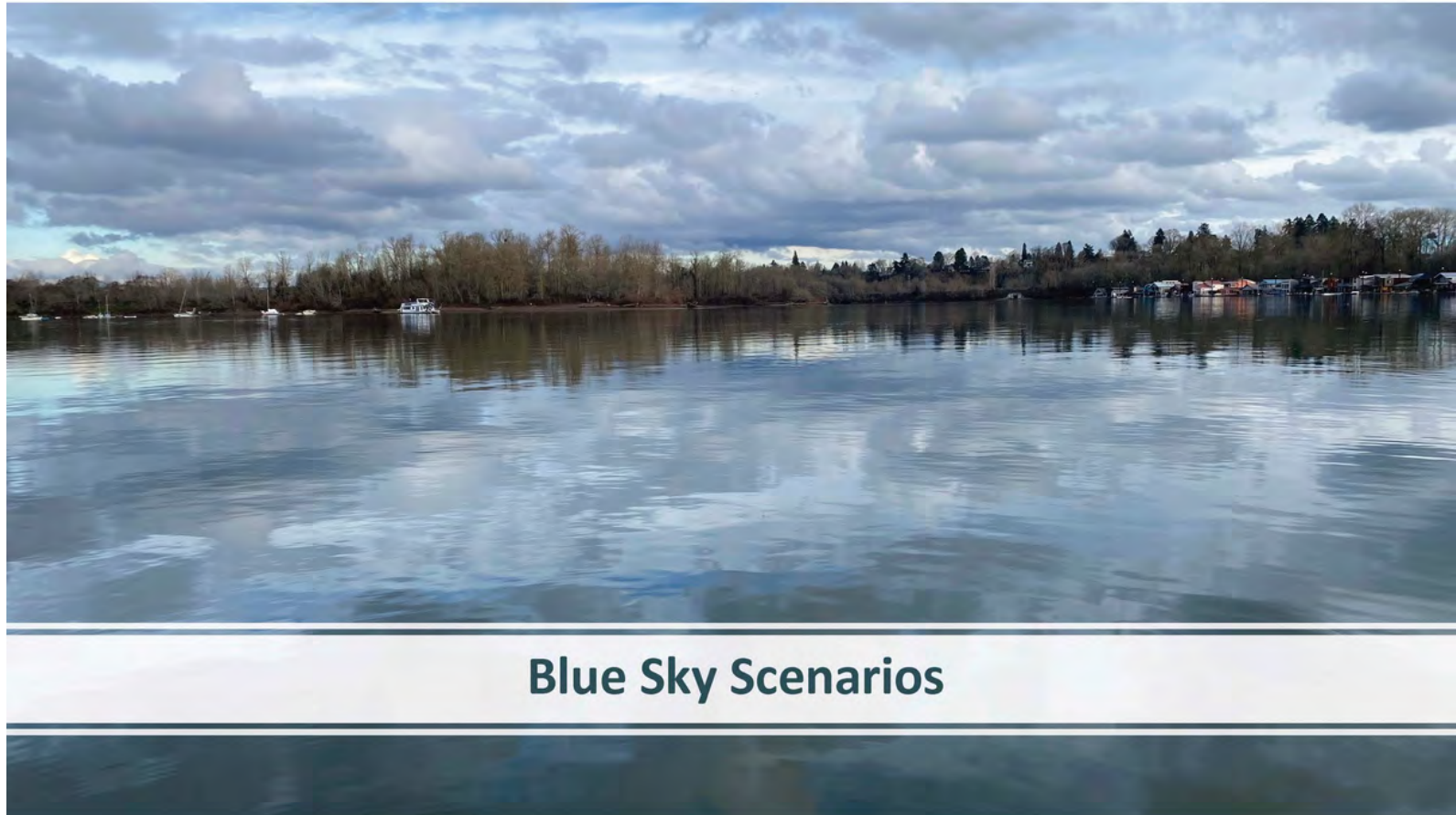
Appendix - Presentation Slides

What does an integrated natural resource service delivery model look like?

- ☐ For Portland?
 - ☐ For our employees?
 - ☐ For the public?
-

1. 2-3 min of silent work time to reflect and jot down ideas before full group brainstorm.
2. Share ideas with each other.
3. With available supplies, create a picture of what this vision looks like.
4. Prepare to present poster with full group.

Appendix - Presentation Slides



Blue Sky Scenarios

Appendix - Presentation Slides

What *could* we do to achieve our preliminary vision?

- ☐ What is the new or improved process (high-level)?
 - ☐ What are the opportunities created by this?
 - ☐ What are the major changes that would need to happen?
-

1. 2-3 min of silent work time to reflect and jot down ideas before full group brainstorm.
2. Identify notetaker who will use PowerPoint template for notes and presentation.
3. Work together to answer each question.
4. Summarize each answer in PowerPoint template.
5. Identify presenter

Appendix - Presentation Slides



**What Do We Each Need?
What Do We Each Offer?**

Appendix 2.

Natural Resources Service Delivery Inventory and Assessment – August 3, 2023 (ECONorthwest)

DATE: August 3, 2023
TO: Adena Long, Portland Parks & Recreation; Donnie Oliveira, Bureau of Planning and Sustainability; Gabriel Solmer, Portland Water Bureau; Dawn Uchiyama, Bureau of Environmental Services; Tara Wasiak, Portland Bureau of Transportation
FROM: Becky Steckler and Mary Chase, ECONorthwest
SUBJECT: DRAFT Natural Resource Service Delivery Inventory and Assessment

Introduction

Background

In November 2022, Portland residents passed Measure 22-228 that changes how residents elect City commissioners (rank-choice voting), the number of City commissioners (from five to 12), and other governance changes. As part of this change, the Transition Team created a two-year Roadmap, adopted as Council Resolution 37609. The Resolution directs the bureaus to develop a work plan to be delivered to the City's Chief Administrative Officer by Fall 2023. The work plan should consider the integration of services related to nature, green infrastructure, watershed management, natural areas, urban tree canopy, and other areas of alignment, including a new organizational and reporting structure that reforms and enhances central service delivery, meets regulatory and financial requirements and best practices, and includes community engagement and consideration—in order to directly support the City of Portland's commitments to addressing homelessness, community safety, economic recovery, and livability. In order to complete the work described in the Resolution, the Bureau of Environmental Services (BES), Portland Parks and Recreation (PP&R), the Portland Water Bureau (PWB), the Portland Bureau of Transportation (PBOT), and the Bureau of Planning and Sustainability (BPS) are undertaking an inventory of information that outlines the way that natural resource services are currently delivered to Portlanders.

The Measure requires the City to change the leadership structure of government service delivery, which in turn provides an opportunity to evaluate how government services are organized, and the process for making decisions and providing services. The City must consider not just who is making decisions but seize the opportunity to modernize and improve government service. This inventory analysis is an important step to understanding the natural resource responsibilities of the City and documenting the overlap or connection of services and bureaucracy.

Purpose

This memorandum is an inventory and assessment of natural resources services delivery for BES, PP&R, BPS, PBOT, and PWB. This is a preliminary step to begin to understand areas of overlap and to inform discussions for bureau directors and key subject matter experts (SMEs). Additional work will be necessary for the City to make recommendations to improve service delivery. The final section of this memorandum identifies opportunities the City can take to develop and analyze service delivery options.

Methods

ECONorthwest reviewed nearly 140 planning and budget documents, reports, agreements, and other documentation to develop this inventory and assessment. We then quantified, when possible, the myriad ways that each of the bureaus overlap service delivery and coordinate – both formally and informally. We worked with City Project Managers (PMs) to clarify reported information and to gain additional understanding of the service and coordination. We then developed a Discussion Draft memorandum for presentation to the Bureau Directors and associated staff discussion at a meeting on June 26, 2023. Based on the feedback from that meeting and a subsequent review of that document, ECONorthwest will revise the Discussion Draft and create a Final Inventory Assessment Report.

Limitations

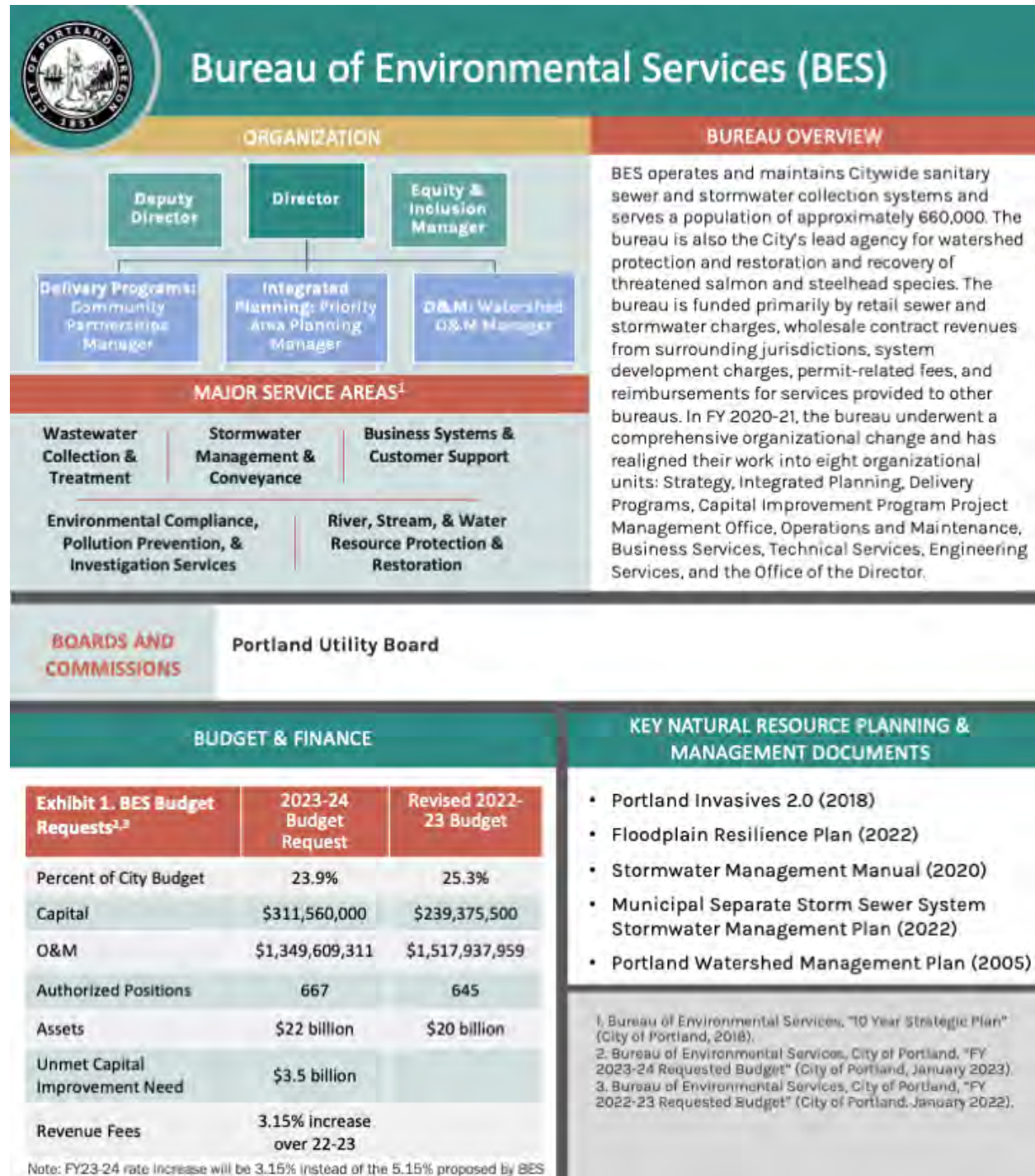
This inventory describes natural resource service delivery activities with overlapping responsibilities between bureaus. It was created through a review of documentation provided in an inventory of nearly 140 documents. While ECONorthwest augmented the inventory with additional resources easily available online, the inventory does not provide a complete picture of all of the work done by the five bureaus. The information in this inventory assessment is only as comprehensive as the inventory itself. Appendix B lists all of the documents included in the inventory.

While this review is informative and an important step in improving natural resource service delivery, documents and reports rarely convey the history, personalities, negotiations, and other considerations that went into developing the documents and getting to agreement by the parties. The bureau directors and many of the key staff have a more nuanced understanding of the issues, expectations, and history that went into creating many of these cooperative agreements and budgets. That nuance is important to ensuring that the City delivers improved public service through this process. This assessment is one of many activities that are necessary to understand existing conditions, identify inefficiencies, and keep focus on improving outcomes.

Inventory Summary

This section provides an overview of each of the five bureaus included in this inventory and assessment. Note that these summaries don't represent all of the work each bureau does, but instead focuses in part on the elements of work that focus on natural resources for this assessment. It then quantifies the formal and informal coordination of planning, resources, programming, and other activities to delivery natural resources service delivery. As part of this, each summary provides an overview of the bureau's most recent annual requests for allocation of the City's budget. However, this is not a comprehensive picture of all funding within the bureaus; bureaus also receive federal, state, and local funds and appropriations that are not reflected here.

Bureau Summaries





Portland Parks & Recreation (PP&R)

ORGANIZATION



MAJOR SERVICE AREAS⁴

Land Stewardship	Recreational Services	Assets & Development
Operations & Strategies	Urban Forestry	Equity & Inclusion

BUREAU OVERVIEW

PP&R is responsible for a diverse portfolio of parks, natural areas, urban forest, and recreation facilities used extensively by Portlanders and visitors. The bureau manages approximately 11,000 acres, 15% of Portland's land area. The bureau operates 154 neighborhood parks, 73 natural areas, 11 indoor and outdoor pools, 14 community and art centers, six golf courses, 120 miles of soft-surface trails, 160 miles of regional trails, and a motor raceway. Additionally, PP&R provides services to Portlanders, including Summer Free For All, adaptive and inclusive recreation programming, management and regulatory responsibility for Portland's forest - over 4 million trees Citywide, emergency tree services in public rights-of-way, and more.

BOARDS AND COMMISSIONS

Portland Parks Board, Parks Levy Oversight Committee, Bond Oversight Committee, Diversity and Equity Committee

BUDGET & FINANCE

Exhibit 2. PP&R Budget Requests ^{5,6}	2023-24 Budget Request	Revised 2022-23 Budget
Percent of City Budget	8.2%	6.9%
Capital	\$462,859,937	\$448,656,485
O&M	\$97,593,045	\$44,949,861
Authorized Positions	770	750
Assets	\$1.5 billion	
Unmet Capital Improvement Need	\$8.9 billion	
Licenses and Permits	\$4,067,462	\$2,756,350

KEY NATURAL RESOURCE PLANNING & MANAGEMENT DOCUMENTS

- Urban Forestry Management Plan (2004)
- Natural Areas Restoration Plan (2015)
- Ecologically Sustainable Landscape Initiative (2015)
- Citywide Tree Management Strategy (2018)
- Portland City Code Title 11 (Trees) and Title 20 (Parks and Recreation)

4. Portland Parks and Recreation, "Portland Parks & Recreation 2017-2020 Strategic Plan" (City of Portland, 2017).
 5. Portland Parks and Recreation Department, "Portland Parks and Recreation FY 2023-24 Requested Budget," January 26, 2023.
 6. Portland Parks and Recreation Department, "Portland Parks and Recreation FY 2022-23 Requested Budget," January 26, 2023.



Bureau of Planning and Sustainability (BPS)

ORGANIZATION



BUREAU OVERVIEW

BPS is a convener and coordinator for complex projects that balance multiple objectives and set the direction for Portland's future. Its work includes strategic planning, land use and development planning, climate and energy programs, utility franchise regulation, livability programs, and technology initiatives. BPS integrates sustainability and equity principles into the core of its work. In collaboration with partners and the community, BPS aligns resources and actions for the next generation of urban strategies that will achieve the Council's priority goals. The bureau's work is in service to promoting a more equitable, healthy, prosperous, and resilient city. The bureau is committed to advancing racial equity internally and externally to benefit Black people, Indigenous people, immigrants and refugees, and People of Color.

MAJOR SERVICE AREAS⁷

Equitable Community Development	Open Source Data Collection & Technology	Garbage, Recycling, & Compost Collection
Neighborhood, Economic, Historic & Environmental Planning	Climate Action, Energy Efficiency & Renewable Energy	

BOARDS AND COMMISSIONS

Planning Commission, PCEF Committee

BUDGET & FINANCE

Exhibit 3. BPS Budget Requests ^{8,9}	2023-24 Budget Request	Revised 2022-23 Budget
Percent of City Budget	6.2%	4.8%
Capital	N/A	N/A
O&M	\$428,763,130	\$449,357,020
Authorized Positions	135.70	138.70
Assets	N/A	N/A
Unmet Capital Improvement Need	\$4.03 million	
Licenses & Permits	\$3,857,163	\$3,881,686

KEY NATURAL RESOURCE PLANNING & MANAGEMENT DOCUMENTS

- 2035 Comprehensive Plan (Updated 2020)
- Climate Emergency Work Plan (2022)
- PCEF Climate Investment Plan (2023)
- Floodplain Resilience Plan (2022)
- Portland City Code Title 33 (Planning and Zoning)

7. Bureau of Planning and Sustainability, "Strategic Plan 2021-2024" (City of Portland, 2021).
 8. Bureau of Planning and Sustainability, City of Portland, "Bureau of Planning and Sustainability, FY 2023-24 Requested Budget," January 26, 2023.
 9. Bureau of Planning and Sustainability, City of Portland, "Bureau of Planning and Sustainability, FY 2022-23 Requested Budget," January 26, 2022.



Portland Bureau of Transportation (PBOT)

ORGANIZATION



MAJOR SERVICE AREAS¹⁰



PBOT's job is to connect people to the places they want to go. PBOT's system of roads, sidewalks, bike lanes, transit, and trails get Portlanders from place to place easily, safely, and sustainably. Portland's efficient, safe, and sustainable transportation system serves as a foundation for the high quality of life Portlanders enjoy. PBOT manages a \$18 billion transportation system with many elements. Some are large-scale pieces of infrastructure valued in the hundreds of millions of dollars. Others, like streets signs or sidewalk corners, support a mobile and connected city in smaller, but no less vital, ways. The number and variety of the assets in PBOT's portfolio explain the wide-ranging and multifaceted nature of our work. The bureau is proud to contribute to our city's high quality of life by maintaining and operating these assets well.

BOARDS AND COMMISSIONS

Bureau & Budget Advisory Committee

BUDGET & FINANCE

Exhibit 5. PBOT Budget Requests ^{11,12}	2023-24 Budget Request	Revised 2022-23 Budget
Percent of City Budget	7.4%	8.4%
Capital	\$254,509,565	\$199,254,462
O&M	\$386,656,631	\$312,021,430
Authorized Positions	1,061.90	1,043.90
Assets	\$18 billion	
Unmet Capital Improvement Need		
Revenue Fees	4.5% reduction in FY 2024-25	

KEY NATURAL RESOURCE PLANNING & MANAGEMENT DOCUMENTS

- 2035 Transportation System Plan (2020)
- PBOT Strategic Plan (2018-2022)
- Portland City Code Title 16 (Vehicles and Traffic)

10. Portland Bureau of Transportation, "Moving to Our Future: 2019-2024 Strategic Plan" (City of Portland, 2019).
 11. Portland Bureau of Transportation, "Requested Budget FY 2023-2024 Requested Budget" (City of Portland, January 2023).
 12. Portland Bureau of Transportation, "Requested Budget FY 2022-2023 Requested Budget" (City of Portland, January 2022).



Portland Water Bureau (PWB)

ORGANIZATION



MAJOR SERVICE AREAS¹³

System Reliability & Engineering Standards	Resource Protection & Planning	Regulatory Compliance	Public Health & Water Quality
Drinking Water System Operation & Maintenance	Customer Service	Financial Planning & Affordability	Communications, Outreach & Equity

The Water Bureau's 600 employees work together to deliver clean, delicious water to almost a million people in the Portland area. The bureau protects and actively manages two water sources, the Bull Run Watershed and the Columbia South Shore Well Field. Staff members install and maintain the City's water infrastructure, including mains, dams, reservoirs, tanks, pump stations, valves, and hydrants, and is responsible for testing and treating the water to make sure it's safe to drink. The bureau manages billing for the combined sewer/stormwater/water bill and offers financial assistance to income-qualified customers. Bureau leadership prioritizes planning and adaptability to ensure excellent water quality, ample supply, reliable infrastructure, top-line customer service, and strong environmental stewardship for generations to come.

BOARDS AND COMMISSIONS

Portland Utility Board, Equity Committee

BUDGET & FINANCE

Exhibit 4. PWB Budget Adopted ^{14,15,16}	2023-24 Budget Adopted	Revised 2022-23 Budget
Percent of City Budget	17.5%	13.3%
Capital	\$290,052,451	\$97,555,000
O&M	\$912,957,362	\$845,901,338
Authorized Positions	670.70	639.70
Assets	\$16.3. billion	
Unmet Capital Improvement Need	\$60 million	
Revenue Fees	7.9% increase over 22-23	

KEY NATURAL RESOURCE PLANNING & MANAGEMENT DOCUMENTS

- Defensible Space Plan (in progress, 2024)
- Portland Water Bureau Integrated Vegetation Management Plan (2022)
- Water Management and Conservation Plan (2020)
- Portland City Code Title 21 (Water)

13. Portland Water Bureau, "Strategic Plan: A Five-Year Risk Management Approach" (City of Portland, August 2018) and Portland Water Bureau Staff.
 14. Portland Water Bureau, "Water Bureau FY 2023-24 Requested Budget," (City of Portland, January 26, 2023).
 15. Portland Water Bureau, "Water Bureau FY 2022-23 Requested Budget," (City of Portland, January 26, 2022).
 16. Portland Water Bureau Staff

Service Delivery Coordination and Overlap

Inventory Overview

The data that we analyzed for this memorandum includes 141 documents related to natural resources and service delivery between these five City of Portland bureaus and their partners. These documents provide a snapshot of bureau operations, and likely comprise a thorough but incomplete inventory. These documents were categorized based on the related services as well as by the bureaus involved in or impacted by each document. The Bureau of Environmental Services is connected to the greatest total number of records (99), followed closely by Portland Parks and Recreation (94). Environmental Planning (33), Natural Areas (23) and Green Stormwater Infrastructure (22) account for the largest categories of information. This inventory of records indicates the volume of coordination needed between these agencies, but individual records vary from short agreements for routine or specific services to more complex and extensive interagency work. A complete list of the documents that were submitted for this analysis are included in Appendix A.

Exhibit 6. Total Documents by Bureau and Topic Area

Source: City of Portland

Note: Because bureaus have overlap in these documents, the number of entries in each topic area row will not add up to the total number shown on the left side column.

Total Records by Topic		Total Records by Topic by Bureau				
		BES	PP&R	PBOT	PWB	BPS
Access to Nature, Environmental Education, Stewardship, & Comm Gardens	14	7	10		4	
Climate Resilience	3	3	3	2	3	3
Environmental Planning and Policy	33	20	14	12	12	14
Fish and Wildlife	12	12	10	7	6	3
Green Stormwater Infrastructure	22	22	14	9	3	2
Natural Areas	23	15	19	3	7	1
Remediation	7	7	4	3	2	3
Urban Tree Canopy	12	6	9	3	1	
Vegetation	15	7	11	6		1
Grand Total	141	99	94	45	38	27

Interagency Overlap

Across all bureaus, the greatest share of documents are agreements which detail aspects of operations, management, and capital assets. These documents range in their complexity and duration, and generally show how funding flows from one organization to another. These were the basis of developing our assessment of funding flows between organizations, with additional information included from other document types that include quantitative metrics about funding, staff contributions, and partnerships. Some of these documents also provide more qualitative descriptions of relationships between agencies. Planning documents, regulations,

and organizational charts provide context for shared standards, goals, and processes which we describe in this memorandum.

Exhibit 7. Documents Reviewed by Type and Bureau

Source: City of Portland

Note: Because bureaus have overlap in these documents, the number of entries in each topic area row will not add up to the total number shown on the left side column.

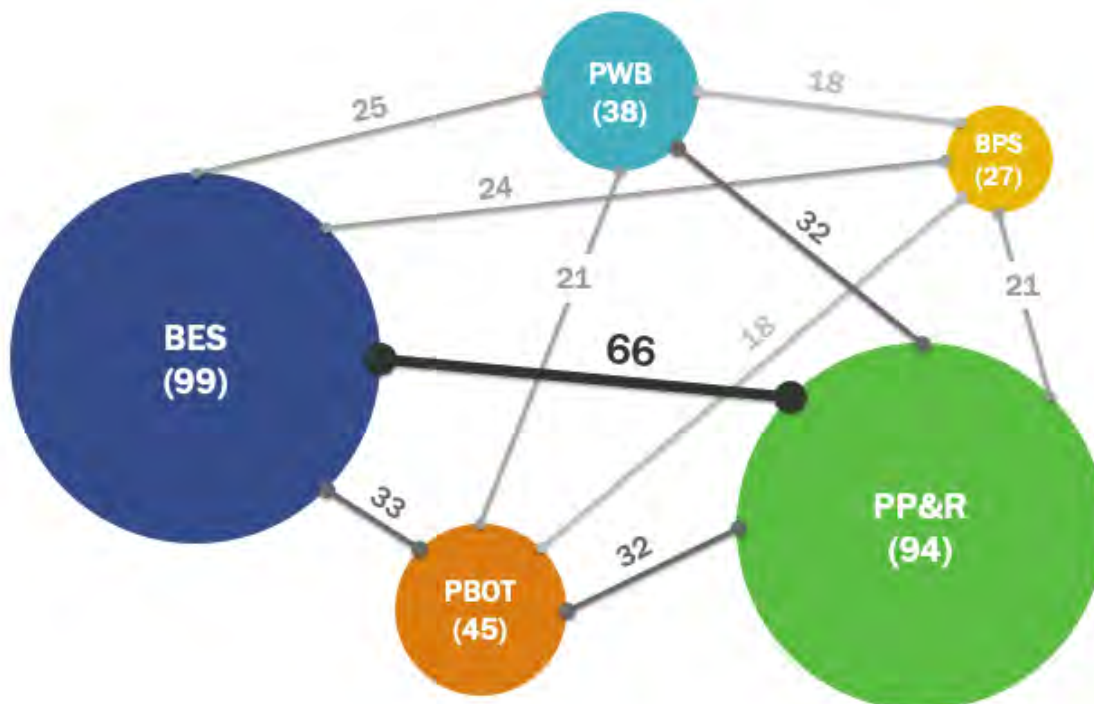
Total by Document Type		Total by Bureau by Document Type				
		BES	PP&R	PBOT	PWB	BPS
Agreements	60	50	50	16	12	6
Asset Management	7	3	3	1	1	
Budget and Finance	3		2	2		1
External Partnerships	13	9	2	1	1	
Organization	5	1	1	1	1	1
Permit	2	2	2	2	2	
Planning	14	10	14	7	9	9
Programs	22	13	11	9	8	6
Regulations	15	11	9	6	4	4
Total	141	99	94	45	38	27

Overall, the greatest overlap in total shared records analyzed is between the BES and PP&R, which share nearly a quarter of their associated documents. The BPS, PBOT, and the PWB all have fairly strong associations with BES and PP&R bureaus as well, as shown in Exhibit 8.

Exhibit 8. Total Documents Shared Between Bureaus

Source: City of Portland

Note: Because bureaus have overlap in these documents, the number of entries will not add up to the total number shown in the total for each bureau.



Funding Flows

BES generally provides the largest amount of funding for shared natural resource delivery documented in this inventory, both in the form of services delivered directly and payments to other bureaus for services, as shown in Exhibit 9. Green stormwater infrastructure is the resource that receives the largest portion of this funding from BES, as well as environmental planning, remediation, vegetation, and natural areas. PBOT also provides a significant amount of funding, particularly for vegetation and urban tree canopy services. PWB and BPS primarily provide funds for resources directly related to their respective missions, including water infrastructure and environmental planning.

While PP&R provides a relatively smaller amount of funding to these shared services, much of the funding from other bureaus flows to PP&R to pay for services related to green stormwater infrastructure (nearly \$3 million). External grants and funding from Portland's Office of Management and Finance (OMF) also go towards these shared services, accounting for approximately \$1.7 million for environmental planning, vegetation, and natural areas.

Exhibit 9. Approximate Funding Flows to Resources in Inventory

Source: City of Portland

Note: These do not represent the full budget of agencies or all of their expenditures to other sources; it is an inventory of funding represented in the service delivery project inventory.

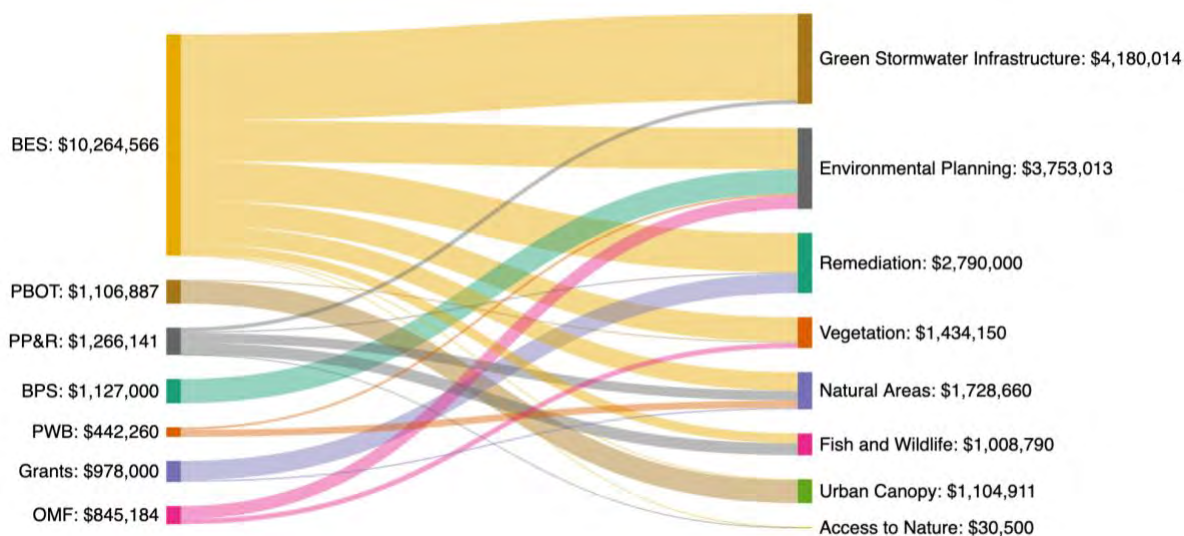
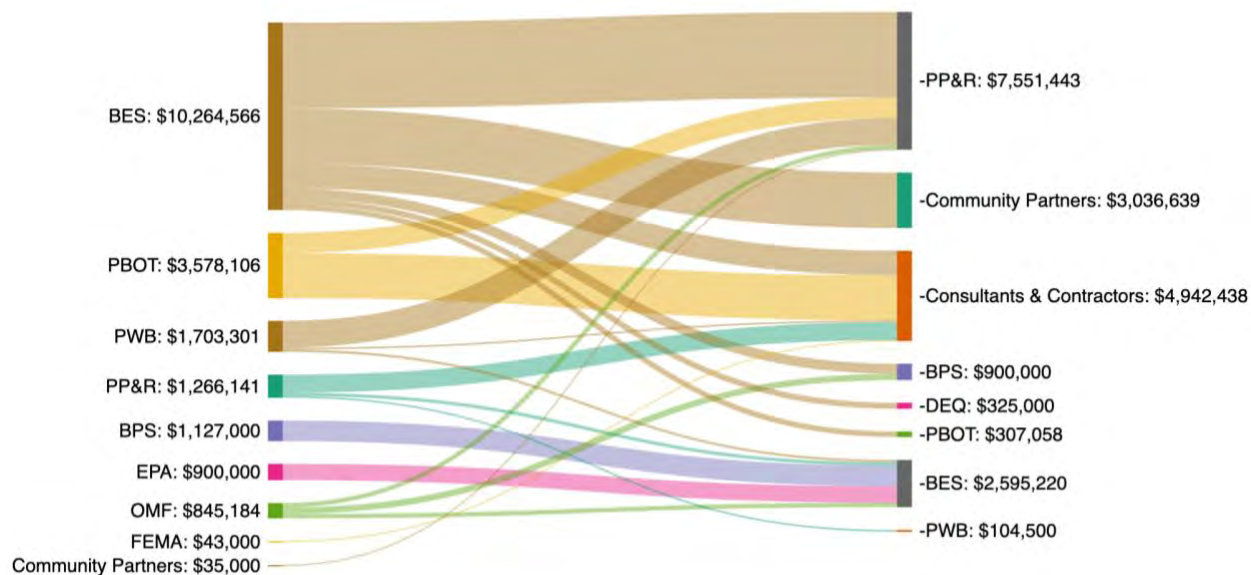


Exhibit 10. Approximate Funding Flows between Agencies in Inventory

Source: City of Portland

Note: These do not represent the full budget of agencies or all of their expenditures to other sources; it is an inventory of funding represented in the service delivery project inventory.



Geographic Distributions

Many of the resources detailed in this inventory are for Citywide services or services in specific applicable areas (such as all public rights-of-way, parks, floodplains, wetlands, overlay zones, brownfields, and so on). Others are connected to geographically specific sites, with clusters

particularly around parks. Many services also tend to be concentrated around major resources like the Columbia Slough, Powell Butte, Forest/Washington Park, and water treatment plants.

Assessment of Service Delivery Inventory

Considerations for Improving Public Service Delivery

This section describes a framework for thinking about improving service delivery. It covers some of the best practices from the literature and considers how other public agencies have achieved reforms. This section also considers concepts such as improving the efficiency of service, more equitable delivery of services, and higher quality of services. It then discusses areas of service delivery with overlap among bureaus: access to nature, environmental education, and stewardship, and community gardens; environmental planning; fish and wildlife, green stormwater infrastructure, natural areas; remediation, urban tree canopy; and vegetation.

Best Practices Literature

As the City of Portland restructures its government services, recent literature on public policy and administration provides direction for improving natural resource service delivery. Over the last several decades, governments at different scales have implemented performance management systems with different budgeting structures that bring together agencies under shared goals and metrics.¹ These are intended to target specific outcomes and organizational goals while tracking progress and results to evaluate the effectiveness of different government initiatives.² This has had some success in improving the quality of government services and outcomes, but also received criticism for a lack of flexibility and ability to adapt to new issues.³

In recent years, adapting to new government processes during the COVID-19 pandemic has provided an opportunity to capitalize on momentum and apply lessons for more equitable and flexible public services coupled with technological advances. This shift has changed how many jurisdictions approach service delivery, including greater emphasis on digital platforms, streamlining communications between agencies and partners, and new approaches to tracking performance metrics.⁴ These innovations come with critical considerations for aligning goals

¹ John Buntin, “25 Years Later, What Happened to ‘Reinventing Government’?,” *Governing*, August 29, 2016, <https://www.governing.com/archive/gov-reinventing-government-book.html>.

² US Department of Commerce, “Performance Management System Definitions,” n.d., <https://www.commerce.gov/hr/practitioners/performance-management/policies/performance-management-system-definitions>

³ John Buntin, “25 Years Later, What Happened to ‘Reinventing Government’?”

⁴ Center for Digital Government, “Cultivating Lasting Transformation: A Go-Forward Plan for Modernizing Government Service Delivery” (KPMG, 2022), <https://papers.govtech.com/A-Go-Forward-Plan-for-Modernizing-Government-Service-Delivery-140957.html>, 2.

between organizations, building internal capacity, providing consistency, allocating funding and resources, sustaining momentum for innovation, and promoting equitable outcomes.⁵

Natural resources have their own set of specific considerations for service delivery which involve complex ecosystems that are delineated according to both natural phenomena and the direct and indirect benefits to communities; these often cross over jurisdictional boundaries and require interagency and intergovernmental partnerships.⁶ While public policy theory is increasingly focusing on more flexible and adaptive systems, management of natural resources also requires objective scientific measures and accountability metrics to ensure adequate institutional capacity to sustainably manage ecological systems, services, and benefits.⁷ As climate change impacts increase, natural resource management will also need to adapt to different approaches for assessing vulnerability to different hazards and allocating resources to best address new challenges.⁸

Measuring improvements to natural resource delivery can be done in several ways, which may sometimes require tradeoffs between different outcomes. Best practices for determining improved service delivery include:

- **Greater efficiency in delivery.** Changes to service delivery methods that reduce costs, level of staff effort, and timelines can more efficiently use public funding and resources, and typically lead to a greater quantity of services provided.⁹ Efficiency in information systems and communication can also be achieved by more clear and consistent internal coordination between partnering agencies and the public.¹⁰ However, a greater volume of services provided does not necessarily guarantee other criteria like quality and equity.
- **More equitable distribution of services.** A more equitable distribution of public resources can address current deficiencies in communities that have been historically underserved by public programs, investments, and processes.¹¹ The tradeoffs between equitable outcomes (which may be more costly) and efficiency (which may be

⁵ Joe Mariani et al., “A New Age of Government Service Delivery,” Deloitte Insights, February 15, 2021, <https://www2.deloitte.com/xe/en/insights/industry/public-sector/new-technology-new-model-public-service-delivery.html>.

⁶ Dianna M. Hogan et al., “Urban Ecosystem Services and Decision Making for a Green Philadelphia,” USGS Numbered Series, Urban Ecosystem Services and Decision Making for a Green Philadelphia, vol. 2014–1155, Open-File Report (Reston, VA: U.S. Geological Survey, 2014), <https://doi.org/10.3133/ofr20141155>, 8.

⁷ Ibid.

⁸ Linda Joyce and Maria Janowiak, “Climate Change in Natural Resource Assessments” (U.S. Department of Agriculture, Forest Service, Climate Change Resource Center, July 1, 2011), <https://www.fs.usda.gov/ccrc/topics/natural-resource-assessments>.

⁹ Teresa Curristine, Zsuzsanna Lonti, and Isabelle Joumard, “Improving Public Sector Efficiency: Challenges and Opportunities” (OECD Journal on Budgeting, 2007), <https://www.oecd.org/gov/budgeting/43412680.pdf>.

¹⁰ Public Sector Research Centre, “The Road Ahead for Public Service Delivery” (PricewaterhouseCoopers, 2007).

¹¹ Office of Equity and Human Rights, “Racial Equity Toolkit” (City of Portland, 2016), <https://www.portlandoregon.gov/oehr/71685>.

insufficient for addressing equity issues) can require a nuanced balance in service delivery from public agencies related to physical distribution, funding allocation, and specific criteria within programs and decision-making.¹²

- **Higher quality services.** Improving services in the context of natural resources can mean improving both ecological services (such as air purification and water filtration) and social benefits (like recreation and improved health outcomes).¹³ Over time, adapting to climate change may change organizations' benchmarks for measuring these qualities.¹⁴ Agencies may define quality services differently, but have shared goals such as prioritizing native plants, reducing greenhouse gas emissions, or other metrics.

As Portland works to improve its service delivery for natural resources, balancing greater efficiency, equitable distribution, and high-quality services will require a careful look at current overlaps and how to align interagency activities for working towards the City's commitments.

Assessment

This section discusses the topics that require the greatest amount of coordination between the five bureaus:

- Access to nature, environmental education, stewardship, and community gardens;
- Climate resilience;
- Environmental planning;
- Fish and wildlife;
- Green stormwater infrastructure;
- Natural areas;
- Remediation;
- Urban tree canopy; and
- Vegetation.

These topics were chosen because of the number of documents shared that show significant coordination and management overlap between bureaus. For each topic, a general definition is provided to describe what is within the scope of the discussion in that section. Individual bureaus may have more specific definitions for these topics that are used within each organization, but these discussions are general across bureaus and therefore the definitions are more general. The definitions in the call-out boxes in each section are an effort to define what we mean by each service delivery area, with the introductory paragraph of each section giving additional context. The bulk of the documentation is on operations and maintenance. According to bureau staff, bureaus often construct capital projects, then enter into joint agreements for management of co-located and/or adjacent sites.

¹² Simon Dietz and Giles Atkinson, "The Equity-Efficiency Trade-off in Environmental Policy: Evidence from Stated Preferences," *Land Economics* 86, no. 3 (August 2010): 423–43.

¹³ Dianna M. Hogan et al., "Urban Ecosystem Services and Decision Making for a Green Philadelphia."

¹⁴ Linda Joyce and Maria Janowiak, "Climate Change in Natural Resource Assessments."

Access to Nature, Environmental Education, Stewardship, and Community Gardens

Current Interagency Services

Improving access to nature, environmental education, stewardship, and community gardens contributes to higher quality of life for Portland residents. City bureaus work to achieve these services with interspersed natural resources in urban neighborhoods and transportation services that make it easier for people to reach natural areas. Programs for environmental education and volunteer stewardship activities help to build community and maintain natural resources.

Access to Nature: Ensures equitable, safe, and well-designed physical and visual access to natural areas while maintaining functions and values of natural resources, fish, and wildlife. In Portland, this includes bodies of water like the Columbia and Willamette Rivers, topographic features like hills and buttes, parks, and recreational activities.¹⁵

For access to nature in Portland neighborhoods, BES and PP&R partner on the Ecologically Sustainable Landscape Initiative (ESLI), which is championed by PP&R as a way to diversify landscapes and improve ecological functions. As part of this program, PP&R improves access to nature through habitat patches in “areas that have low recreational and social value.”¹⁶ Habitat patches may also encompass pollinator gardens, enhancements to urban tree canopy, pocket parks, and other small natural areas. The plan includes performance measures to locate at least two sites in areas with lower incomes and/or higher concentrations of people of color and identifying habitat-deficient areas for investment.¹⁷ In 2022-2023, BES provided \$27,000 in funds to PP&R for ESLI nature scaping projects in these areas, including plants, materials, and landscape installation labor.¹⁸ This includes five specific projects of \$5,000 to \$7,000 in Neighborhood to the River Program (N2R) corridors at John Luby and Woodlawn Parks (Columbia Corridor), Lillis Albina Park (Boise Eliot Corridor), Powell Park (Alder Corridor), and The Fields Park (Tanner Creek).¹⁹ In addition, BES and PP&R collaborated to design, construct, and establish plants in nature patches in Irving Park.²⁰

PP&R, BES, and PWB operate community programs for stewardship and education (see Exhibit 6 for a partial list of external partnerships, sponsors, and grant organizations). PP&R leads a number of partnerships and activities related to environmental stewardship through its Natural Area Stewardship program. In 2021-2022, this included robust community involvement of over

¹⁵ City of Portland, “2035 Portland Comprehensive Plan,” March 2020, <https://www.portland.gov/bps/planning/comp-plan-2035/vision-growth-and-progress/2035-comprehensive-plan-and-supporting>.

¹⁶ Portland Bureau of Parks and Recreation, “Ecologically Sustainable Landscape Initiative” (City of Portland, June 2015), 2.

¹⁷ Ibid 51.

¹⁸ Portland Bureau of Parks and Recreation and Bureau of Environmental Services, “Interagency Service Agreement Ecologically Sustainable Landscapes Program” (City of Portland, August 22, 2022).

¹⁹ Ibid.

²⁰ Bureau of Environmental Services and Portland Parks and Recreation, “Interagency Service Agreement for Irving Park Stormwater Nature Patches” (City of Portland, August 3, 2020).

7,200 volunteers and 99 groups (including four other city agencies) to remove litter from natural areas, clear invasive vegetation, plant trees, and maintain trails.²¹ Additionally, the PP&R Environmental Education program offers programs for youth and adults, including field trips, nature walks for ages 0-6, summer camps, youth volunteer opportunities and a youth employment program. Topics include amphibians, birds, geology, plants, invertebrates, habitats and pollinators among others.²² BES also offers the Clean Rivers Education and water education programs through schools and volunteer opportunities with the wider community, which reaches over 10,000 students annually through hundreds of programs at 73 different schools; BES primarily conducts these programs on sites that are managed by PP&R.²³ PWB also operates education programs addressing water quality topics for students in Portland.²⁴

PP&R operates 60 community gardens which it develops and operates with the help of community volunteers and bureau staff.²⁵ Community gardens are dispersed throughout Portland, with locations in neighborhoods throughout the city, as shown in Exhibit 10, that provide recreation for Portlanders, access to local organic food, and ecological functions. One site is the Native Gathering Garden in Thomas Cully park, a place for community to gather, host cultural celebrations, and engage in Indigenous land practices while working to reclaim the urban forest.²⁶

In this inventory, BES, PP&R, and PWB have several agreements related to community gardens in Kenton, St John's, and Hazelwood which expedite partnerships with community organizations to allow use of public land that meets each bureau's standards.²⁷ In most cases, the land in these agreements is managed by another bureau, with PP&R operating a garden with community partners on land managed by BES or PWB. PWB also operates seven HydroParks throughout the City, mostly in residential neighborhoods.²⁸ The agreement between PP&R and PWB at Sabin HydroPark includes \$3,500 of associated funding from PP&R

²¹ Portland Bureau of Parks and Recreation, "Natural Area Stewardship Annual Report" (City of Portland, June 2022), <https://www.portland.gov/parks/nas/report#toc-fiscal-year-2021-2022>.

²² Portland Parks & Recreation, "Natural Areas Volunteer Stewardship," 2023, <https://www.portland.gov/parks/nas>.

²³ Bureau of Environmental Services, "Clean Rivers Education" (City of Portland, n.d.), <https://www.portland.gov/bes/clean-rivers-education.rea>

²⁴ Portland Water Bureau, "Water Resources Education" (City of Portland, n.d.), <https://www.portland.gov/water/education>.

²⁵ Portland Bureau of Parks and Recreation, "Community Gardens," (City of Portland, n.d.), <https://www.portland.gov/parks/community-gardens>.

²⁶ Portland Parks & Recreation, "Native Gathering Garden," 2023, <https://www.portland.gov/parks/native-gathering-garden>.

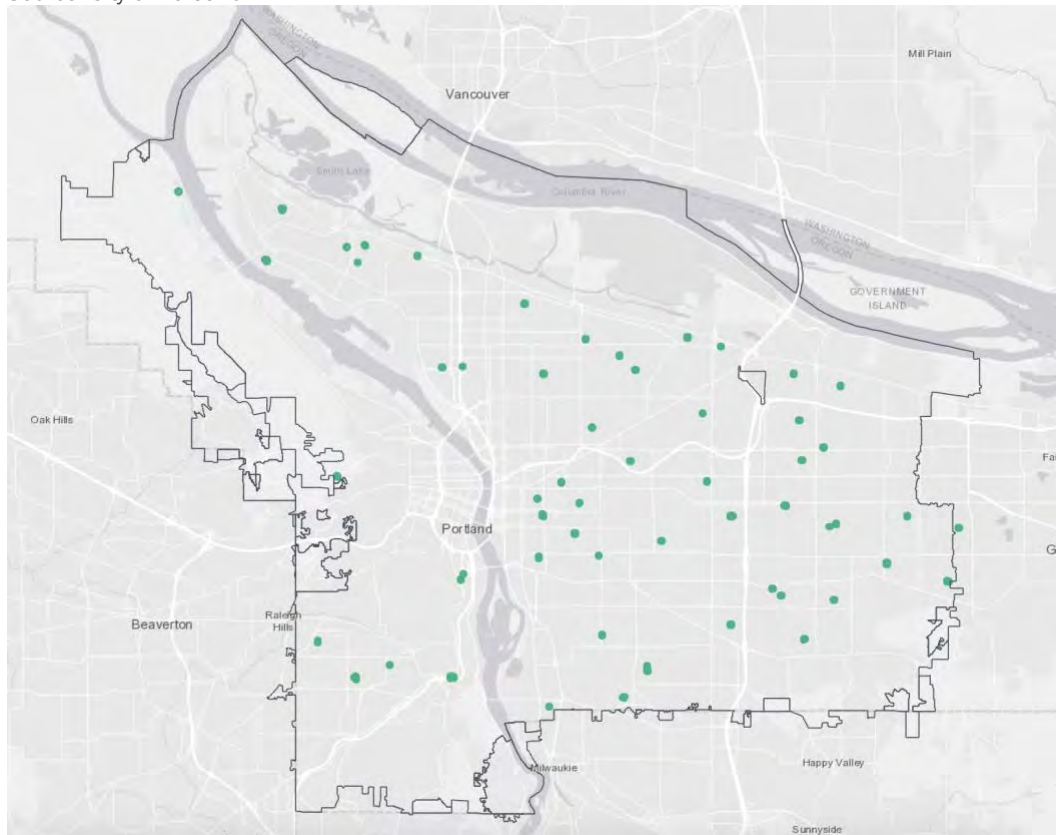
²⁷ Portland Bureau of Parks and Recreation, "Permit Agreement for Johns Community Garden" (City of Portland, September 15, 2011); Portland Bureau of Parks and Recreation, "Permit Agreement for Kenton Community Garden" (City of Portland, September 15, 2011); Portland Water Bureau and Portland Parks and Recreation, "Hazelwood Community Gardens Construction and Maintenance Agreement," June 24, 2008.

²⁸ Portland Water Bureau, "PWB Hydroparks," April 6, 2023.

for recreational facilities located at the HydroPark.²⁹ This garden is co-located with facilities for PWB, including elevated steel tanks for water storage.

Exhibit 11. Map of Portland Community Gardens

Source: City of Portland



²⁹ Portland Water Bureau and Portland Parks and Recreation, "Sabin Community Garden and Sabin Hydropark Construction and Maintenance Agreement," November 20, 2007.

Climate Resilience

Current Interagency Services

Many of the strategies and actions in Portland's Climate Emergency Workplan 2022-2025 overlap with responsibilities of other bureaus. For example, the goal to plant nearly 100,000 acres of trees and other vegetation by 2050 for the purpose of carbon storage will increase the urban tree canopy in Portland parks and natural areas managed by PP&R, green infrastructure managed by PP&R, BES, and PBOT, and other natural and urban areas managed by BES and PWB. Given the increasing risk to natural systems due to climate change and the scale of potential revenues to fund investments and programs across the City, service delivery related to climate will become increasingly important.

Climate Resilience: The City of Portland and Multnomah County defined climate resilience as "...the capability to anticipate, prepare for and recover from climate impacts on public health and safety, the built environment, the local economy and natural resources." ³⁰

Voters created the Portland Clean Energy Fund (PCEF) through the passage of a ballot measure in 2018. PCEF raises the funding necessary to fund clean energy projects with a focus on benefiting frontline communities. The fund, managed by BPS, will distribute about \$750 million between 2023 and 2028 in the following categories:

- Energy efficiency and renewable energy: \$473.9 million
- Transportation decarbonization: \$122.55 million
- Green infrastructure: \$74.8 million
- Climate jobs, workforce, and contractor development: \$45.75 million
- Regenerative agriculture: \$20 million
- Capacity building: \$11 million
- Other carbon reducing projects: \$2 million ³¹

These funds must be used to benefit frontline communities that are most at risk from climate change. Green stormwater infrastructure investments, especially on and adjacent to 82nd Avenue will directly benefit lower income Portlanders. The fund also includes a \$5 million tree canopy maintenance reserve. Tree maintenance costs are highest during the first two years after planting and at the end of life when a tree must be removed and replaced. Pruning, removing, and replacing trees can cost thousands of dollars, ³² a cost that is often prohibitively expensive for low-income residents. PP&R's Urban Forestry Division will administer the Equitable Tree

³⁰ City of Portland and Multnomah County, "Climate Change Preparation Strategy," 2014, <https://www.portland.gov/bps/climate-action/documents/climate-change-preparation-strategy-2014/download>.

³¹ Bureau of Planning and Sustainability and Portland Clean Energy Community Benefits Fund, "Full Draft: Climate Investment Plan - Portland Clean Energy Community Benefits Fund (PCEF) Climate Investment Plan," Government, n.d.

³² Davey Resource Group, "Initial Assessment of the Costs of Managing Street Trees as a Public Asset," June 2009, <https://www.portland.gov/sites/default/files/2020/initial-assessment-of-the-costs-of-managing-street-trees-as-a-public-asset.pdf>.

Canopy strategic program. The 82nd Avenue Street tree expansion project will be administered by PBOT in collaboration with PP&R's Urban Forestry Division.

Environmental Planning and Policy

Current Interagency Services

BES tracks over 100 federal, state, regional, and local regulations and guidance that they and other bureaus must comply with, or, in the case of guidance, strive to achieve.³⁴ Many of the documents in the inventory represent compliance efforts for the City of Portland.

Environmental Planning and Policy. Environmental planning and policy works to ensure that City watershed and environmental health goals are met, along with goals for livable neighborhoods, a prosperous economy, and community equity.³³

The City of Portland has adopted a number of overarching planning documents that serve, in part, to protect and enhance nature resource service delivery. They include the 2035 Comprehensive Plan, specifically Chapter 7: Environment and Watershed Health and Chapter 8: Public Facilities and Services.³⁵ A BPS website links to almost 70 environmental and river planning documents related to resources in the Central City, the Columbia Corridor, the Columbia South Shore, Northeast and Southeast Portland, Northwest Portland, Southeast Portland, Southwest Portland, Willamette River South Reach, Willamette Greenway Inventory, scenic resources, reference materials, and historical documents.³⁶

The Wetlands Inventory Project (WIP) is an ongoing project to map wetlands in the City of Portland.³⁷ The WIP will not only be incorporated into the natural resources inventory for the Comprehensive Plan, it will also be used in wetland land use notifications and environmental and land use permit review, as well as other design technical assistance.³⁸

BES, PP&R, BPS, PBOT, and PWB participated in The Mitigation Action Plan of the City of Portland's 2021 Natural Hazard Mitigation Plan Update.³⁹ The plan describes actions taken before a natural hazard occurs to reduce risks and harms. Projects fall into several categories, including, "...Natural systems protections that minimize harm to people and the built

³³ "Environmental and River Planning Documents | Portland.Gov," accessed June 11, 2023, <https://www.portland.gov/bps/planning/envirom-planning/environment-river-documents>.

³⁴ Bureau of Environmental Services, "Natural Resources Work Group Foundational Drivers Inventory" (City of Portland, May 11, 2021).

³⁵ "2035 Comprehensive Plan and Supporting Documents | Portland.Gov," accessed June 11, 2023, <https://www.portland.gov/bps/planning/comp-plan-2035/vision-growth-and-progress/2035-comprehensive-plan-and-supporting>.

³⁶ "Environmental and River Planning Documents | Portland.Gov."

³⁷ "About the Wetlands Inventory Project | Portland.Gov," accessed June 11, 2023, <https://www.portland.gov/bps/planning/envirom-planning/industrial-ezones/about-wip>.

³⁸ Matt Vesh, "BES's Wetland Inventory Program (WIP) Lines of Service" (City of Portland, June 11, 2023).

³⁹ Portland Bureau of Emergency Management, "The Mitigation Action Plan: The City of Portland's 2021 Natural Hazard Mitigation Plan Update" (City of Portland, April 2022).

environment and restore the functions of natural systems...”⁴⁰ This document describes the many ways multiple bureaus collaborate to become more resilient to natural hazards.

Natural areas and assets managed by BES are part of the stormwater system for the City of Portland. BPS activities related to the development, such as land use planning and land use code development, potentially impact stormwater and sanitary assets and services. BES and BPS entered into an MOU for stormwater and sanitary services coordination and payments in 2020.⁴¹ This close coordination is necessary to preserve the capacity of the existing system and reduce the need to upsize pipes and reduce long-term operations and maintenance costs. The MOU included funding for a 1.0 FTE liaison (paid for by both BES and BPS at varying percentages over the five years of the agreement) as well as BES paying \$400,000 to BPS for work described in the agreement.

External Partnerships

In addition to interagency relationships, BES, PP&R, BPS, PBOT, and PWB work with external partners for service delivery, including a variety of community organizations, as shown in Exhibit 12. PP&R in particular partners with a wide variety of community organizations related to recreation and natural area stewardship. BES and PBOT also partner on several education and community projects throughout Portland related to natural resources. In several cases, organizations are partnering with multiple agencies, including the Johnson Creek Watershed Council, Native American Youth and Family Center, and Friends groups for various parks throughout Portland. Although BPS and PWB do also have several community activities, they had fewer documented with direct connections to delivery of natural resources.

Exhibit 12. Partial List of External Partnerships by Agency

Source: City of Portland

*Indicates that organization receives funding as part of their relationship with the bureau

Bold entries indicate that organizations partner with multiple agencies in this inventory.

NOTE: The organizations in this exhibit are the ones that were included in the inventory documents and likely do not include all agency partnerships.

BES	PP&R		PWB	PBOT	BPS	
<ul style="list-style-type: none">● 82nd Ave Coalition● APANO● Blueprint Foundation● Clean Rivers Coalition*● Coalition for Communities of Color	<ul style="list-style-type: none">● Audubon Society of Portland● BES Clean Rivers Education Program● (The) Blueprint Foundation● Columbia Slough Watershed Council	<ul style="list-style-type: none">● Leach Garden Friends● Lents Neighborhood Livability Association● Lents Springwater Corridor Habitat Restoration Project● Lents Springwater	<ul style="list-style-type: none">● Columbia Slough Watershed Council● Friends of Powell Butte● Friends of Tabor● Johnson Creek Watershed Council	<ul style="list-style-type: none">● Bicycle Advisory Committee● Eastmoreland Neighborhood Association's Tree Committee● Friends of Terwilliger Park● Oregon Walks	<ul style="list-style-type: none">● 7 Waters Cano Family*● Affiliated Tribes of Northwest Indians*● African American Alliance for Homeownership*● Albina Vision Trust, Inc.*● Bethel African Methodist	<ul style="list-style-type: none">● Innovative Housing Inc*● LatinoBuilt; LatinoBuilt Association*● Leaders Become Legends● Meals on Wheels People*● Metropolitan Family Service*

⁴⁰ Portland Bureau of Emergency Management, 3.

⁴¹ Bureau of Environmental Services and Bureau of Planning and Sustainability, “Memorandum of Agreement: Financial Assistance for Land Use, Planning and Sustainability Projects Necessary for BES Sanitary and Stormwater Services FY 21-25” (City of Portland, February 20, 2020).

BES	PP&R		PWB	PBOT	BPS	
<ul style="list-style-type: none">● Connecting Canopies● Creston School*● Depave*● Greater Forest Park Alliance● Ground Score● Henjioji Temple*● Home Forward● IRCO● Jade District● KPTV Clean Water Partners*● Lower Columbia Estuary Partnership*● Native American Youth and Family Center● Neighbors West Northwest*● PCC Sylvania*● POIC● Regional Coalition for Clean Rivers and Streams*● Regional Habitat Connectivity Working Group● State Historic Preservation Office● Synergy Environmental*● Voz● West Multnomah SWCD	<ul style="list-style-type: none">● Crystal Springs Partnership● Estuary Partnership● Explore Washington Park● Forest Park Conservancy● Friends of April Hill Park● Friends of Baltimore Woods● Friends of Caruthers Park● Friends of Columbia Children's Arboretum● Friends of Errol Heights● Friends of Gabriel Park● Friends of Gateway Green*● Friends of International Rose Test Garden Washington Park● Friends of Marquam Nature Park● Friends of Marshall & Maricara Parks● Friends of Mt Tabor Park● Friends of Oak Bottom● Friends of Peninsula Park Rose Garden● Friends of Pier Park● Friends of Powell Butte Nature● Friends of River View Natural Area● Friends of South Park Blocks● Friends of Tanner Springs Park	<ul style="list-style-type: none">Habitat Restoration Project*● Linnton Neighborhood Association● Native American Youth and Family Center*● (The) Nature Conservancy in Oregon● Neighbors West-Northwest● Northwest Trail Alliance● NW Outward Bound Portland● People of Color Outdoors*● Portland Community College Sylvania Habitat Restoration Team● Portland Fruit Tree Project● Portland Garden Club● Portland Japanese Garden● Portland Opportunities Industrialization Center, Inc. and Rosemary Anderson High School*● Portland Parks Foundation*● Rewild Portland● ROSE Community Development*● SOLVE● South Waterfront Association● Southwest Neighborhoods Inc.● Sylvan Highlands	<ul style="list-style-type: none">● Columbia Corridor Association*	<ul style="list-style-type: none">● Pedestrian Advisory Committee● SW Trails	<ul style="list-style-type: none">Episcopal Church*● Bikes for Humanity PDX*● Black Educational Achievement Movement*● Black Food Sovereignty Coalition; Black Futures Farm*● Cascadia Behavioral Healthcare, Inc.*● Center for Intercultural Organizing; Unite Oregon*● Central City Concern*● Community Cycling Center*● Community Energy Project, Inc.*● Community Vision*● Constructing Hope Pre-Apprenticeship Program*● De Rose Community Bridge and Holistic Wellness*● Ecotrust*● El Programa Hispano Catolico*● ELSO Inc*● Ethiopian and Eritrean Cultural and Resource Center*● Familias en Accion*● Forth*● Friends of Trees*● Friends of Tryon Creek; *● Friends of Zenger Farm*● Hacienda Community Development Corporation*	<ul style="list-style-type: none">● Native American Youth and Family Center*● NE STEAM Coalition*● Northeast Coalition of Neighborhoods, Inc.*● Nutrition Garden Rx*● Oregon Native American Chamber*● Oregon Public Health Institute*● Our Streets PDX*● Our United Villages; Rebuilding Center*● Our Village Gardens*● Portland All Nations Canoe Family*● Portland Community Reinvestment Initiatives Inc.*● Proudground*● Rohingya Youth Association of Portland*● Roots and Beats Project*● ROSE Community Development*● Seeding Justice*● Service Employees International Union Local 49*● Street Roots*● The Black United Fund of Oregon, Inc*● The Rosewood Initiative*● Urban League of Portland*

BES	PP&R	PWB	PBOT	BPS
<ul style="list-style-type: none"> • West Willamette Partnership • Wisdom of the Elders 	<ul style="list-style-type: none"> • Friends of Terwilliger • Friends of Tideman Johnson • Friends of Trees • Friends of Wallace Park • Friends of Wilshire Park • Friends of Woods Park • Green Lents • Hands on Portland • Hoyt Arboretum Friends • Johnson Creek Watershed Council • (The) Intertwine Alliance 	<ul style="list-style-type: none"> • Neighborhood Association • The Blueprint Foundation* • Tryon Creek Watershed Council • Westside Watershed Resource Center • Willamette Riverkeeper • Wisdom of the Elders • World Forestry Center 		<ul style="list-style-type: none"> • Immigrant and Refugee Community Organization* • Verde Builds* • Verde* • Williams & Russell CDC* • Worksystems, Inc.*

Fish and Wildlife

Current Interagency Services

A subset of operations and management of natural areas focuses on habitat and wildlife management. BES works with PP&R, PWB, PBOT, and BPS on wildlife management, from species with federal protections, including the Migratory Bird Treaty Act (MBTA) and Bald and Golden Eagle Protection Act; to nuisance species, including the Beaver Management Plan to resolve site-specific nuisance related to flooding, conveyance obstacles, tree damage, and more; and floodplain management to protect salmon habitat.⁴² The City created an Implementation Agreement for Floodplain Management Update to ensure access to the National Flood Insurance Program by demonstrating compliance with the Endangered Species Act.⁴³ The Draft Floodplain Resilience Plan created by BPS in 2022 requires coordination between BPS and PP&R, PBOT, BES and PWB to reduce the impact of development in the floodplain to protect salmon habitat and increase the number of private and public mitigation banks to provide options to mitigate floodplain development.⁴⁴ This plan is not yet adopted and planning activities are ongoing.

Fish and Wildlife Habitat Areas. Fish and wildlife refers to wild fish and vertebrate species found throughout the City of Portland. It includes city efforts to comply with the Endangered Species Act.

⁴² The Bureau of Planning & Sustainability, "Floodplain Resilience Plan: Proposed Draft," Government (Portland, OR: City of Portland, August 2022).

⁴³ Bureau of Environmental Services et al., "Floodplain Management Update Program Work Plan - Implementation Agreement" (City of Portland, December 12, 2019).

⁴⁴ The Bureau of Planning & Sustainability, "Floodplain Resilience Plan: Proposed Draft."

Green Stormwater Infrastructure

Current Interagency Services

PP&R and BES share the bulk of the overlapping services provided for green stormwater infrastructure. Few of the entries in this analysis involve funding for PWB to implement green stormwater infrastructure and none include BPS.

BES is generally the agency which regulates stormwater through its policies including the City's Stormwater Management Manual, Municipal Separate Storm Sewer System Monitoring Plan and Stormwater Management Program, Total Maximum Daily Load (TMDL) Implementation Plan, and annual status reports. These documents guide green stormwater management in the City of Portland including specific design requirements for green streets, prioritization of green streets implementation sites, green stormwater facility planning, and community greening.⁴⁶ In some cases, BES also partners with private property owners for stormwater controls. BES also coordinates with the Oregon Department of Environmental Quality (DEQ), which regulates urban stormwater in Oregon.⁴⁷ Annual reporting documents progress in key activities and accomplishments, noting the progress of specific projects and tacking for citywide initiatives like green street enhancements, vegetation, retrofits, and strategic landscaping for stormwater management.⁴⁸

Green Stormwater Infrastructure: Natural and built assets that mimic natural systems including plants and soil, that provide vital ecological services to increase sustainability, resiliency, and livability. Watersheds, forests, and wetlands manage stormwater naturally and are part of Portland's green infrastructure.⁴⁵

Exhibit 13 below shows the distribution of BES's Green Streets stormwater infrastructure improvements, which prioritize areas where there is a need to "reduce stormwater runoff flowing into the sewer system, protect water quality in nearby streams, and protect properties from sewer backups."⁴⁹ The concentration of many of these improvements are in residential neighborhoods. BES leads placement and maintenance of improvements for this program, and coordinates with volunteers through the Green Street Steward program.⁵⁰

⁴⁵ Bureau of Environmental Services, City of Portland, "Green Infrastructure," n.d., <https://www.portlandoregon.gov/bes/34598>.

⁴⁶ Bureau of Environmental Services, "2020 Stormwater Management Manual," (City of Portland, December 2020); Bureau of Environmental Services, "Municipal Separate Storm Sewer System Stormwater Management Program Document," (City of Portland, November 2022); Bureau of Environmental Services, "Municipal Separate Storm Sewer System Stormwater Management Monitoring Plan" (City of Portland, November 2022); Bureau of Environmental Services, "TMDL Implementation Plan" (City of Portland, September 2022).

⁴⁷ Oregon Department of Environmental Quality, "National Pollutant Discharge Elimination System Municipal Separate Storm Sewer Systems Phase I Individual Permit," October 1, 2021.

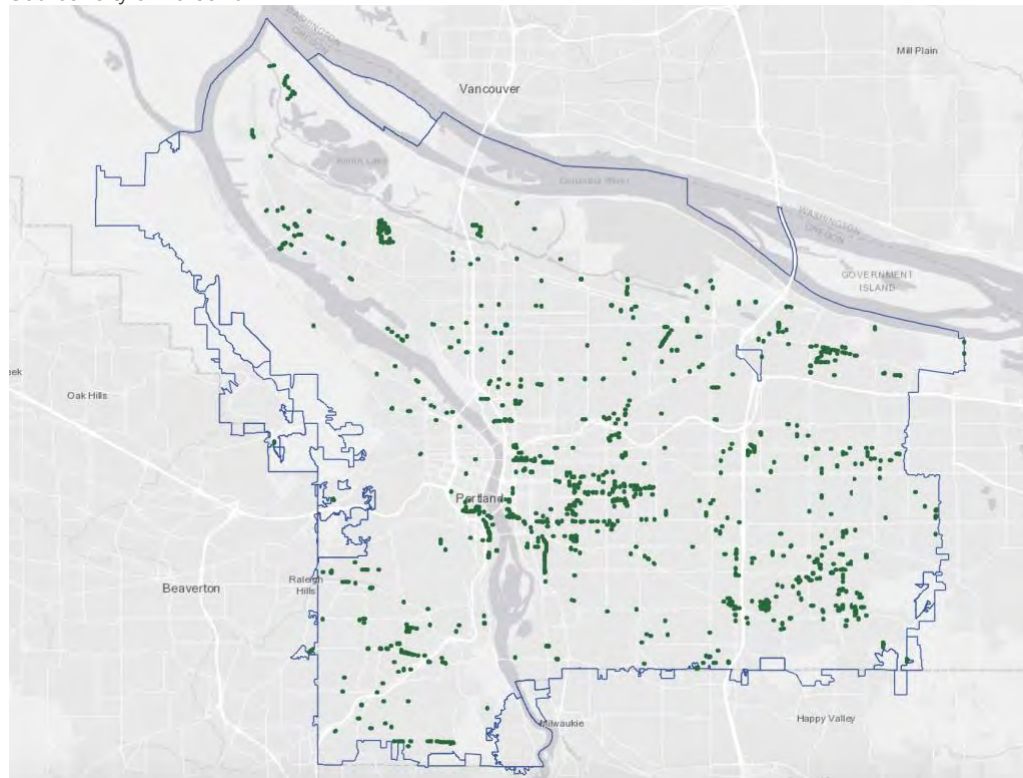
⁴⁸ Bureau of Environmental Services, "TMDL Implementation Plan Annual Report No. 13" (City of Portland, November 1, 2022).

⁴⁹ Bureau of Environmental Services, "About Green Streets," (City of Portland, n.d.), <https://www.portland.gov/bes/stormwater/about-green-streets#:~:text=Green%20streets%20help%20prevent%20combined,backups%20into%20streets%20and%20basements>.

⁵⁰ Ibid.

Exhibit 13. BES Green Streets Improvements

Source: City of Portland



PP&R and BES currently have eight agreements for green stormwater infrastructure in this inventory, which cover Citywide services and resources (like vegetation, mulch and logs across properties)⁵¹ at specific sites, including Willamette Park,⁵² Washington Park,⁵³ N. Burlington Avenue,⁵⁴ Albert Kelly Park,⁵⁵ the Columbia Greenway,⁵⁶ and the Columbia Boulevard Wastewater Treatment Plant.⁵⁷ BES funding to PP&R for various agreements related to stormwater management, plant procurement, and other services totals approximately \$2.9 million, while funds to PBOT were much lower (approximately \$300,000) for stormwater

⁵¹ Bureau of Environmental Services and Portland Parks and Recreation, "Interagency Service Agreement BUD 5" (City of Portland, November 10, 2022); Bureau of Environmental Services and Portland Parks and Recreation, "Interagency Service Agreement BUD 5" (City of Portland, October 21, 2021).

⁵² Bureau of Environmental Services and Portland Parks and Recreation, "Interagency Service Agreement for Oak Grove in Willamette Park" (City of Portland, February 16, 2018).

⁵³ Bureau of Environmental Services and Portland Parks and Recreation, "Interagency Service Agreement for 4033 SW Canyon Road, Washington Park" (City of Portland, February 16, 2023).

⁵⁴ Bureau of Environmental Services and Portland Parks and Recreation, "Interagency Service Agreement for Stormwater Improvements at N Burlington Avenue and Willamette Blvd" (City of Portland, August 24, 2020).

⁵⁵ Bureau of Environmental Services and Portland Parks and Recreation, "Interagency Agreement for Albert Kelly Park Stream Daylighting" (City of Portland, August 22, 2017).

⁵⁶ Bureau of Environmental Services and Portland Parks and Recreation, "Interagency Service Agreement for CBWTP, Columbia Greenway, Pump Stations and Other Sites Managed by BES" (City of Portland, November 10, 2022).

⁵⁷ Ibid.

improvements (including those from the Percent for Green program). BES and PP&R are also collaborative, providing funding to outside consultants and contractors on projects in Willamette Park and Irving Park, with respective contributions of \$268,000 and \$184,000.⁵⁸

The largest collaboration between PBOT, BES, and PWB related to green infrastructure improvements in this inventory are along SW Capitol Highway between Multnomah Village to West Portland, which is funded by a combination of Fixing Our Streets local gas tax, Transportation System Development Charges (TSDCs), state funds from OR House Bill 5006, and funding from BES and PWB for a combined total of \$22 million.⁵⁹

BES also allocates funds towards community partners for Citywide green stormwater infrastructure. The bureau has a team for Integrated Solutions Delivery (ISD) in the Community Partnerships Division, which works to deliver capital projects by engaging and involving communities in the work.⁶⁰ Programs include financial support through the Neighborhood to the River (N2R) Grant Program (grants up to \$20,000) and Native Plant Certificates (\$100 for individuals or \$500 for community groups).⁶¹

The N2R Grants Program funded \$165,000 in community grants and was matched with \$425,000 from FY 2019-20 through FY2022-23.⁶² In 2023, a new proposal would increase the program to allow \$100,000 allocations for an overall cap of \$500,000.⁶³ BES also works with community partners and private property owners Citywide on several initiatives, including the Private Property Retrofit Program (PP&R) which implements small-scale stormwater retrofit projects, including but not limited to rain gardens, drywells and pervious pavers to reduce stormwater flows and infiltrate stormwater runoff on site.⁶⁴

⁵⁸ Jennifer D and Colleen Mitchell, "Community Engagement Internal and External Agreements for NR Inventory" (City of Portland, April 7, 2023).

⁵⁹ Bureau of Environmental Services and Portland Bureau of Parks and Recreation, "SW Capitol Highway: Multnomah Village to West Portland" (City of Portland, July 17, 2019).

⁶⁰ Bureau of Environmental Services, "Delivery Programs Group Community Partnerships Division Integrated Solutions Delivery" (City of Portland, n.d.).

⁶¹ Ibid.

⁶² Jennifer Karpis, "N2R Grants Re-Authorization" (City of Portland, March 23, 2023).

⁶³ Ibid.

⁶⁴ Bureau of Environmental Services, "Private Property Retrofit Program (PP&RP)" (City of Portland, n.d.).

Natural Areas

PP&R, BES, PWB, BPS, and PBOT have roles in land acquisition, capital construction, operations and maintenance, programming, planning and other activities. The need for coordination on management, permitting, and programs occurs on sites where facilities are co-located, or facilities and properties are adjacent to each other. For example, the reservoirs located on Powell Butte provide drinking water to City residents and are managed by PWB. They are located in Powell Butte Nature Park managed by PP&R, requiring the two bureaus to work closely together.

Natural Areas: An area of land and water composed of plant and animal communities, water bodies, soil and rock, and which has largely retained its inherent character, but is not necessarily completely natural or undisturbed.⁶⁵

Current Interagency Services

Natural area coordination related to purchases, capital investments, management, access, programming, and safety requires more effort than any other topic assessed as part of this project. Given the significant number of facilities managed by two (or sometimes more) bureaus that are co-located or adjacent, it is logical that Bureau staff would need agreements to clearly delineate responsibilities and expectations.

Approximately 10 of the inventory documents are interagency agreements for the management of natural areas, some of which cover multiple sites. Many of these agreements list in detail the people, committees, timeline, reporting, and operations and maintenance activities of the participating bureaus. For example, PP&R and the BES created a Process Improvement Charter in 2019 to coordinate on a wide range of topics.⁶⁶ The charter established a Steering Committee, a project management team, working groups, and described the use of subject matter experts and consultants. The Charter, “aims to establish common foundational principles and collective goals, including a shared implementation strategy to provide improved quality of natural resource service delivery with increased efficiency and cost-effectiveness.”⁶⁷

BES and PP&R created a memorandum of understanding (MOU) for Natural Area Management Services in 2019.⁶⁸ Staff from both BES and PP&R developed a Natural Areas Cooperative Management Agreement that describes maintenance activities, roles and responsibilities, financial commitments, and functional goals for each site. In addition, each site also gets a Long-term Goals and Objectives Planning Template and Annual Work Plan. Six-month status reports are created and reviewed by line staff and Bureau directors. The agreement calls for a \$367,500 payment by BES to reimburse PP&R for services related to stormwater services for FY

⁶⁵ Portland Parks and Recreation Department, “Portland Urban Forestry Management Plan” (City of Portland, March 2004), <https://www.portland.gov/trees/plansandreports>.

⁶⁶ Portland Parks and Recreation Department and Bureau of Environmental Services, City of Portland, “Portland Parks and Recreation-Bureau of Environmental Services Process Improvement Project Charter” (City of Portland, September 12, 2019).

⁶⁷ Portland Parks and Recreation Department and Bureau of Environmental Services, City of Portland, 2.

⁶⁸ Bureau of Environmental Services and Portland Bureau of Parks and Recreation, “Memorandum of Agreement (MOA) between the Bureau of Environmental Services (BES) and Portland Parks & Recreation (PP&R) for Natural Area Management Services.”

19-20. Most recently, PP&R and BES created an Interagency Agreement for Natural Areas Operations and Maintenance to delineate operations and maintenance responsibilities when one bureau acquires a property, but it is managed in part or whole by the other bureau.⁶⁹ This agreement identified management responsibilities for 11 sites.

PP&R and the PWB have a history of coordinating at sites with parks and water storage and facilities are co-located. They created a MOU for Powell Butte Nature Park (PBNP) in 2007⁷⁰ and updated it in 2017.⁷¹ These agreements outline how often staff from the bureaus will meet to discuss activities, general communication protocols, coordination with neighborhood groups and other stakeholders, and the process for PWB to pay PP&R \$114,000 annually for work performed. The PWB is designated as responsible for water assets and PP&R for habitat management, recreational use, and volunteer programming (in coordination with PWB staff).

Mt. Tabor is another property where PP&R and PWB have co-located facilities. City Council has passed ordinances to describe ownership and management of the facilities.⁷²

“Portland Parks & Recreation is responsible for establishing, safeguarding, and restoring parks, natural areas, public spaces and the urban forest of the City, ensuring ecological health, and providing sustainable access, stewardship, and education to the community. Environmental Services is responsible for the health of Portland’s watersheds by managing wastewater, stormwater, and surface water, which includes acquiring, restoring, and maintaining natural assets to protect public health and the environment.

While each bureau has a distinct mission and charter, there is overlap. Both bureaus have respective authority in the development review and permit process to ensure that public and private investments meet current standards and future needs. Both bureaus invest in operations and maintenance of existing assets as well as new capital improvements to protect the environment and improve quality of life for the community. With high priority projects, programs, and planning efforts underway which require close

⁶⁹ Portland Bureau of Parks and Recreation and Bureau of Environmental Services, “PP&R/BES Interagency Agreement for Natural Areas Operations and Maintenance” (City of Portland, May 23, 2022).

⁷⁰ Portland Bureau of Parks and Recreation and Bureau of Water Works, “Memorandum of Understanding for the Management of Services, Roles and Reimbursement for Work Activities and Operations at Powell Butte” (City of Portland, May 22, 2007). Portland Bureau of Parks and Recreation and Bureau of Water Works, “Memorandum of Understanding for the Management of Services, Roles and Reimbursement for Work Activities and Operations at Powell Butte” (City of Portland, May 22, 2007).

⁷¹ Portland Bureau of Parks and Recreation and Portland Water Bureau, “Memorandum of Understanding” (City of Portland, April 4, 2017).

⁷² Commissioner Saltzman, “Affirm Management Authority for Certain City Property in the Vicinity of Mt. Tabor, Including the Mt. Tabor Yard, Nursery and Long Block,” Pub. L. No. 182457 (2008). Commissioner Saltzman, “Affirm Management Authority for Certain City Property in the Vicinity of Mt. Tabor, Including the Mt. Tabor Yard, Nursery and Long Block,” Pub. L. No. 182457 (2008).

coordination, there is a need for both bureaus to deliver high quality services in a coordinated and mutually-supportive way.”⁷³

Not only do the bureaus work with each other, they also regularly partner with other public and non-profit organizations. Metro Regional Government holds title to natural areas and parks and has designated the City of Portland as a land manager in the Metro-City of Portland Intergovernmental Agreement for Operating Greenspaces provided property management. PWB has retained management of its Hydroparks, which provide access to PWB sites with water towers while at the same time providing park services separate from PP&R.^{74,75}

PP&R and BES coordinate with The Intertwine, a coalition of over 70 public, private, and non-profit partners working to preserve and nurture a healthy regional system of parks, trails, and natural areas in the Portland-Vancouver region.⁷⁶ The City of Portland is a member of the Regional Habitat Connectivity Working Group. While drafting their strategic action plan, the working group determined that they needed to bring in additional individuals and organizations to create a more equitable process and outcomes. Through this process, they created a series of tools and applied a new equity lens. The Strategic Action Plan: Equity Integration Report recommended that the working group incorporate environmental justice into the strategic action plan, measure the impact of engagement and vulnerabilities in data, research, and the science conducted during projects, meaningfully engage with vulnerable residents and use those findings in conservation, management, and stewardship plans, focus planning and policy on issues with the greatest potential to deliver intersectional co-benefits, and work with communities to deliver desired outcomes and benefits.⁷⁷

Twenty-four public entities at the federal, state, regional, and local level in Clackamas, Clark, Multnomah, and Washington Counties entered into a Cooperative Weed Management Area Agreement to address invasive weeds.⁷⁸ Construction and other disturbances also present opportunities to remove invasive species and restore natives. Converting above ground water tanks to below ground reservoirs at Kelly Butte required mitigation, primarily of invasive species.⁷⁹

⁷³ Portland Parks and Recreation Department and Bureau of Environmental Services, City of Portland, “Portland Parks and Recreation-Bureau of Environmental Services Process Improvement Project Charter.”

⁷⁴ Portland Water Bureau and Portland Parks and Recreation, “Sabin Community Garden and Sabin Hydropark Construction and Maintenance Agreement,” November 20, 2007.

⁷⁵ Portland Water Bureau, “PWB HydroParks” (City of Portland, April 6, 2023).

⁷⁶ “Regional Habitat Connectivity Working Group | The Intertwine,” accessed June 3, 2023, <https://www.theintertwine.org/projects/regional-habitat-connectivity-working-group>.

⁷⁷ Regional habitat Connectivity Working Group, “Strategic Action Plan Equity Integration Report,” Government (Portland, OR: City of Portland, July 15, 2022).

⁷⁸ Cascade Pacific—Resource Conservation and Development et al., “Clackamas, Clark, Multnomah, Washington Cooperative Weed Management Area Memorandum of Understanding,” nd.

⁷⁹ Portland Water Bureau, “Kelly Butte Water Bureau Revegetation Plan” (City of Portland, ND).

BES manages sponsorships and outreach to multiple organizations including the Clean Rivers Coalition (\$5,000 annual sponsorship and in kind), the Regional Coalition for Clean Rivers and Streams (\$5,000 annual sponsorship and in kind), the KPTV Clean Water Partners investment (\$5,000 annual contribution), and the Regional Habitat Connectivity Working Group (in kind) (see Exhibit 12). Through these partnerships, the bureau leverages regional efforts to raise awareness, change behavior, and direct investments to clean water and habitat connectivity behaviors and projects—all of which help the City meet regulatory requirements under the Clean Water Act, Endangered Species Act, etc. The clean water coalitions and partnerships are included in BES' Stormwater Management Plan.

Remediation

Current Interagency Services

The City of Portland has an estimated 910 acres of potential brownfields, which impact the availability of land for housing and other resources particularly in neighborhoods facing residential displacement pressures.⁸¹ Remediation of brownfields and superfund sites requires some interagency cooperation but work towards the goal of restoring these areas is primarily led by BES in cooperation with state and federal agencies. In 2001, the City designated BES as the lead bureau (in cooperation with BPS) for the Portland Harbor Superfund Site in cooperation with the US Environmental Protection Agency (EPA) and Oregon Department of Environmental Quality (ODEQ).⁸² In 2021, the City authorized funding for additional public involvement programs around the site (\$300,000) as well as \$1.5 million for community grants for the project's remedy design phase.⁸³ BES is also the lead agency for coordination with DEQ and the EPA on remediation of the Columbia Slough, including sediment cleanup and reduction of contaminant concentrations.⁸⁴

Remediation. The restoration and enhancement of resources and/or functional values lost as the result of contamination.⁸⁰

Although BES has been the lead for coordinating with state and federal agencies on major projects (as designated by the City), it works with other agencies to address brownfields and potential redevelopment sites. Through an Interservice Agency Agreement, BES received \$170,000 from PP&R for a variety of services around park acquisition, including oil tank decommissioning, testing for hazardous materials, environmental records searching, and more.⁸⁵ In more dispersed brownfield sites throughout the City, BES applied for and won a \$500,000 EPA Brownfield Assessment grant for Phase I and II Environmental Site Assessments

⁸⁰ Portland Code 33.910 Definitions

⁸¹ City of Portland Brownfield Program, "EPA Region 10 FY2022 Brownfields Assessment Cooperative Agreement" (City of Portland, August 9, 2022).

⁸² City of Portland, "Ordinance 35962: Portland Harbor Superfund Site" (City of Portland, February 8, 2001).

⁸³ City of Portland, "Ordinance 190616" (City of Portland, December 1, 2021).

⁸⁴ Bureau of Environmental Services, Oregon Department of Environmental Quality, "2021 Intergovernmental Agreement Oversight of Columbia Slough Sediment Remedial Action" (City of Portland, January 1, 2021).

⁸⁵ City of Portland, "Interagency Service Agreement," (City of Portland, 2022).

(ESAs), technical assistance, cleanup planning, and ODEQ oversight to eligible property owners on sites with real or perceived contamination.^{86,87} Targeted areas for this work have focused on underserved areas with housing challenges, including East and North/Northeast Portland which have historically been negatively impacted by planning and displacement pressures.⁸⁸

Urban Tree Canopy

Current Interagency Services

A healthy urban tree canopy provides many benefits for clean air, stormwater management, mitigation of urban heat island effects, wildlife habitat, and mental and physical wellbeing. Trees in the right-of-way provide shade and make it more pleasant to walk, bike, and take transit. Portland is home to approximately 4.3 million trees, including 2.9 million on private property, 1.2 million in parks, and 218,000 street trees.⁹⁰ However, Portland's urban tree canopy does not cover all areas of the City equally; there is a strong geographic correlation between income and tree canopy coverage and significant barriers for communities of color, low-income, refugee, and immigrant communities' access to these services.⁹¹

Urban Tree Canopy: The complex system of trees in and around human settlements ranging from rural communities to densely populated metropolitan areas. Canopy cover is the area directly beneath the crown and within the dripline of a tree or shrub. It includes both public and private trees and provides a general picture of the urban forest.⁸⁹

PP&R, BES, and PBOT all maintain trees in different environments, including parks and natural areas, in the right-of-way, and in collaboration with private property owners. PP&R and BES have a reciprocal agreement for tree planting on different types of sites Citywide, which was formalized in 2019 and specifies that "BES will plant trees on private properties primarily in commercial, industrial and multifamily zones... PP&R will plant trees along streets, on private property, at public schools, in Parks, and on City owned or managed sites."⁹² This agreement also includes a mutual commitment to prioritizing areas "that are low canopy, low income, and have a high proportion of BIPOC residents"⁹³ to advance equitable outcomes.

⁸⁶ City of Portland Brownfield Program, "EPA Region 10 FY2022 Brownfields Assessment Cooperative Agreement."

⁸⁷ US Environmental Protection Agency, "Cooperative Agreement" (City of Portland, September 13, 2016).

⁸⁸ Bureau of Environmental Services, "City of Portland EPA Site Assessment Application FY 2022: Narrative Information Sheet" (City of Portland, November 19, 2021).

⁸⁹ Portland Parks and Recreation Department, "Tree Canopy Monitoring: Protocol and Monitoring from 2000-2020" (City of Portland, February 2022), <https://www.portland.gov/trees/tree-canopy-forest-management>.

⁹⁰ Portland Parks and Recreation, "About Urban Forestry" (City of Portland, n.d.), <https://www.portland.gov/trees/about-urban-forestry#:~:text=Our%20urban%20forest%20consists%20of,2.9%20million%20private%20property%20trees>.

⁹¹ Portland Parks & Recreation and Portland State University, "Growing a More Equitable Urban Forest: Portland's Citywide Tree Planting Strategy," December 2018.

⁹² Bureau of Environmental Services and Portland Parks and Recreation, "Memo of Understanding for Citywide Tree Planting" (City of Portland, September 2022).

⁹³ Ibid.

Between bureaus, there is already some collaboration in tracking and measuring impacts of urban tree canopy. Metrics for success in this agreement are tracked through annual reporting of number, location, and species of new trees. These also include quality based on industry standards, maximizing the percentage of trees planted which are “large or medium form, evergreen, and native,”⁹⁴ promoting “species diversity and resiliency to climate change, pests and pathogens, and other threads.”⁹⁵ PP&R maintains an inventory of trees across Portland and measures the quantity, structural value, carbon storage and sequestration, stormwater interception, and air pollution removal in City parks.⁹⁶

For ongoing maintenance, BES and PBOT both pay PP&R for several services annually. BES spends approximately \$88,000 combined on these joint services, including tree pruning, removal, and planting.⁹⁷ PBOT’s annual total for services paid to PP&R related to urban forestry was \$1,049,911 in 2021-2022 for a wider variety of services,⁹⁸ including major streetscape projects, small sidewalk repair tree mitigation projects, low impact design (LID) projects, and street plazas.⁹⁹

BES also partners with five primary active organizational partners (Connecting Canopies, Depave, Jade District, Voz, and the 82nd Avenue Coalition) and private contractors to plant and maintain trees located on commercial, industrial, and multifamily residential properties across Portland.¹⁰⁰

⁹⁴ Ibid.

⁹⁵ Ibid.

⁹⁶ Portland Bureau of Parks and Recreation, “Tree Inventory Project,” 2023, <https://pdx.maps.arcgis.com/apps/webappviewer/index.html?id=b4671f4591144530b1c590731923b182>.

⁹⁷ Bureau of Environmental Services, “Interagency Service Agreement” (City of Portland, October 21, 2021); Portland Parks and Recreation, “Interagency Service Agreement” (City of Portland, October 22, 2021).

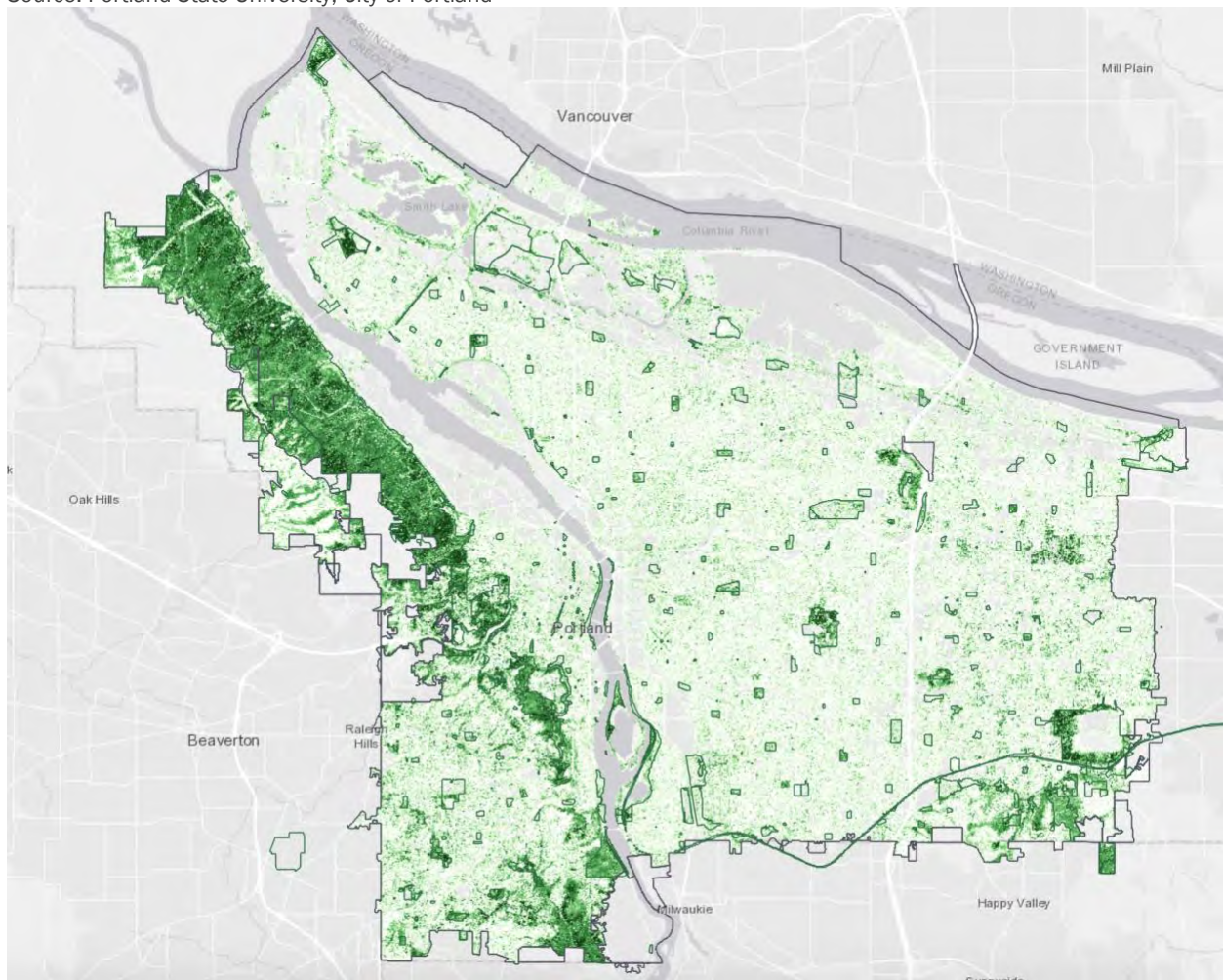
⁹⁸ Portland Bureau of Transportation, “PBOT Budget/Actuals to Urban Forestry,” 2022.

⁹⁹ Matt Krueger, “Re: Natural Resources Service Delivery Assessment Inventory,” April 24, 2023.

¹⁰⁰ Matt Krueger, “Re: Natural Resources Service Delivery Assessment,” April 24, 2023.

Exhibit 14. Map of Urban Tree Canopy and Park Boundaries

Source: Portland State University, City of Portland



Many groups have programmatic permits with PP&R's Urban Forestry department for revegetation and urban tree canopy. PP&R regulates and issues programmatic permits for tree work to a number of agencies including other bureaus and internal workgroups. For example, PWB has an existing permit agreement with PP&R for tree management activities not related to development in City rights-of-way and City property. This stipulates PWB will prune trees in line with PP&R standards in the Urban Forestry Management Plan and Portland Code Title 11.¹⁰¹ These agreements set a number of different dimensional requirements for pruning, as well as expectations on reporting, and the right for the Urban Forestry department to charge fines for violation of standards. Through these agreements, PP&R regulates tree standards throughout much of the city's public land.

¹⁰¹ Portland Bureau of Parks and Recreation, "Urban Forestry Programmatic Permit" (City of Portland, April 7, 2021).

Vegetation

Current Interagency Services

Vegetation is a critical part of Portland’s ecosystem that supports biodiversity and wildlife habitats. BES, PP&R, and PBOT all manage assets related to vegetation; beyond planting and maintenance of trees (covered in the previous Urban Tree Canopy section of this document), these agencies work to plant, spray, cut, mow, and maintain these resources while managing invasive species and other threats.

Vegetation. Plant species in an area, including shrubs, grasses, and flora.¹⁰²

Approximately half of the records related to vegetation in this inventory are Interagency Service Agreements for PP&R horticultural services and maintaining specific sites. BES, PBOT, and OMF (Office of Management and Finance) provide funding for this work at a number of specific places throughout the city. For BES, these include key infrastructure and natural areas like the Columbia Greenway,¹⁰³ the Water Pollution Control Laboratory,¹⁰⁴ Columbia Boulevard Wastewater Treatment Plant,¹⁰⁵ pump stations,¹⁰⁶ Powers Marine Park,¹⁰⁷ and the Brookside wetland¹⁰⁸ (totaling nearly \$650,000). OMF also paid approximately \$245,000 for landscape maintenance of vegetation at Union Station and police precincts throughout the city.¹⁰⁹

PBOT’s expenses to PP&R for horticultural services were lower (at about \$57,000) for planters at the downtown mall and on Ankeny.¹¹⁰ However, the PBOT does a large amount of street cleaning and maintenance that protects vegetation, remove fallen leaves, controls weeds, and landscapes green spaces.¹¹¹ The annual budget for these activities is approximately \$5.6 million throughout the city, a small share of which is covered by fees from property owners.¹¹² As part

¹⁰² Portland Code 33.910 Definitions

¹⁰³ Bureau of Environmental Services and Portland Parks and Recreation, “Interagency Service Agreement BUD 5” (City of Portland, n.d.).

¹⁰⁴ Ibid.

¹⁰⁵ Ibid.

¹⁰⁶ Ibid.

¹⁰⁷ Bureau of Environmental Services and Portland Parks and Recreation, “Interagency Service Agreement for Mitigation Planting at Powers Marine Park for E11220 Outfall 42 MH and Storm Sewer Construct” (City of Portland, December 23, 2022).

¹⁰⁸ Bureau of Environmental Services and Portland Parks and Recreation, “Interagency Service Agreement BUD 5” (City of Portland, September 26, 2022).

¹⁰⁹ City of Portland, “Interagency Service Agreement BUD5,” 2022; City of Portland, “Interagency Agreement Portland Parks & Recreation (PP&R) and Bureau of Environmental Services (BES),” December 23, 2022.; City of Portland, “Interagency Service Agreement,” 2022.

¹¹⁰ Portland Bureau of Transportation and Portland Parks and Recreation, “Interagency Service Agreement BUD 5” (City of Portland, n.d.).

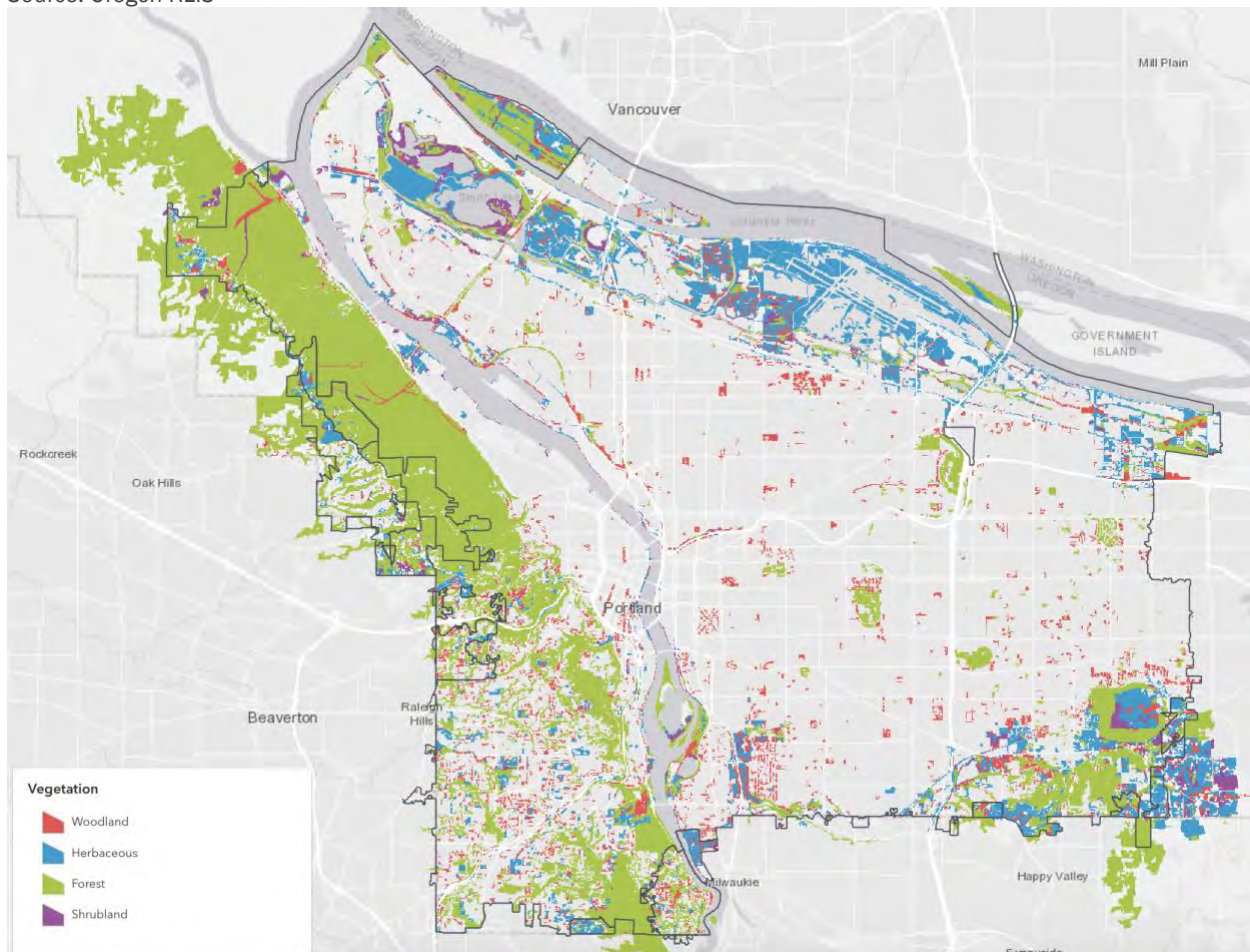
¹¹¹ Ibid.

¹¹² Portland Bureau of Transportation, “FY24 AP07 Street Cleaning” (City of Portland, 2023).

of maintaining public rights-of-way, PBOT mows 98 acres of land citywide and performs brush cutting and pesticide spraying on over 200 individual sites.¹¹³

Exhibit 15. Map of Vegetation by Class

Source: Oregon RLIS



Management of pests and invasive species is also a concern for keeping vegetation healthy and abundant in Portland. PP&R, BES, and BPS all provide policy guidance around invasive species through guiding plans and documents. PP&R's Integrated Pest Management Program has operated since 1988, with the most recent update in 2019 providing guidance on strategies, criteria, procedures, and safety measures used in public parks to protect "the health, function or aesthetic value of park landscapes."¹¹⁴ This document also establishes guidelines for pesticide use on public park lands in alignment with PWB and BES policies.¹¹⁵ BES's City of Portland Invasives 2.0 document provides strategic planning for investment in managing invasive plants in the city through minimizing spread of these species, detecting new introductions, restoring areas which have been impacted by invasives, and funding and improving sustainable

¹¹³ Portland Bureau of Transportation, "2019 Master Brush Cut List," 2019; Portland Bureau of Transportation; Portland Bureau of Transportation, "Pesticide Spray Hit List," 2019.

¹¹⁴ Portland Parks and Recreation, "Integrated Pest Management Program" (City of Portland, July 9, 2019), 3.

¹¹⁵ Ibid 5.

management.¹¹⁶ This policy built on the earlier Invasive Plant Policy Review and Regulatory Improvement Project, which was a joint effort between BES and BPS to include modifications to city policy, regulations, and procedures for invasive plant management.¹¹⁷ Together, these documents establish procedures for the health of Portland’s vegetation, but the Invasives 2.0 document points out several critical points for potential improvement in collaboration between city bureaus, including:¹¹⁸

- Evaluate prioritization of invasive species treatments in historically and currently underserved communities
- Establish an Interbureau Invasive Species Management Team
- Develop a framework for goal setting, budget development, implementation actions, tracking, and performance metrics.

These same criteria, which the Invasives 2.0 report recommends, could apply for other opportunities to manage vegetation and natural resources through convening key bureau staff across to establish mutually desired levels of service for city-owned and city-managed green assets.

¹¹⁶ Creative Resource Strategies and Bureau of Environmental Services, “City of Portland Invasives 2.0” (City of Portland, 2018).

¹¹⁷ Bureau of Planning and Sustainability and Bureau of Environmental Services, “Invasive Plant Policy Review and Regulatory Improvement Project” (City of Portland, July 1, 2011).

¹¹⁸ Creative Resource Strategies and Bureau of Environmental Services, “City of Portland Invasives 2.0,” 26-27.

Opportunities for Improved Natural Resource Service Delivery

One of the first things the City should do is define what “improved service delivery” means. How much more efficient would service delivery need to be, how many much more equitable does that service need to be, how much higher does the quality of services need to go, or other metrics of success justify the level of effort needed to instigate change? Does any improvement of service delivery justify the effort? These are just a few of the questions the City should be prepared to answer as it considers opportunities to improve natural resource services.

This section first summarizes the opportunities identified through the inventory and assessment, then describes issues that should be taken into consideration as the City considers each opportunity, that include federal, state, and regional regulations and guidance; funding and finance; climate change; houselessness and natural resources; technology; leadership and staff support; and coordination with other city organizational units.¹¹⁹ Finally, it discusses each of the opportunities for improving natural resource service delivery.

Summary of Opportunities

The opportunities presented in this section are a range of options for improving natural resource services but are not mutually exclusive. The opportunities identified in this memorandum are:

1. Keep the Current Organizational Structure(s) While Working to Increase Equity, Consistent with the City of Portland Core Values
2. Consolidate Equitable Delivery of the Following Natural Areas Services into One Organizational Unit
 - Planning, acquisition, development, operation and maintenance of designated natural areas, including built infrastructure such as trails and bridges, parking, trash receptacles, and gates, as well as green infrastructure such as vegetation.
 - Ecological restoration, including flood storage and floodplain reconnection projects.
 - Outreach, education, stewardship, and partnerships related to natural areas.
3. Consolidate Equitable Delivery of the Following Green Stormwater Infrastructure Services into One Organizational Unit
 - Planning, design, construction, operation, maintenance, and emergency response for constructed green stormwater facilities such as swales, green streets, rain gardens, ecoroofs (on City-managed property or facilitated by one of the bureaus participating in this assessment process).
 - Outreach, education, and partnerships related to green stormwater infrastructure.

¹¹⁹ Given that the City may change the structure of City Government through the Charter Reform process, we refer to “organizational units” to reference the new bureaus or departments that the City might create.

4. Consolidate Equitable Delivery of the Following Urban Tree Canopy Services into One Organizational Unit
 - Tree planting, maintenance, emergency response, and contracted services
 - Portland City Code Title 11
 - Outreach, education, and partnerships related to urban tree canopy.
5. Create a Natural Resources Organizational Unit. This could include some of the following:
 - Access to nature, environmental education, and stewardship; climate resilience; environmental planning; fish and wildlife; green stormwater infrastructure; natural areas; remediation; urban tree canopy; and/or vegetation services.
 - This opportunity may require phasing based on the complexity of what is proposed to be included.

Opportunity Considerations

Each of the opportunities listed in this section will require additional research to determine feasibility and paths for implementation. This section lists several considerations that will need to be fleshed out fully to understand the implications of the opportunity and what it means for how the City provides natural resource services. Note that this is not an exhaustive list—additional research will be necessary depending on the opportunity being researched.

Federal, State, Regional, and Local Regulations and Guidance

The City of Portland must comply with a significant number of federal, state, and regional regulations and strives to follow guidance from these agencies as well. BES primarily monitors the City's stormwater systems and sets policy and design requirements through Portland's Stormwater Management Manual in line with these federal policies. PP&R and other bureaus must also comply with the federal regulations on the sites they manage. BES tracks and ensures (in part) compliance with 15 federal regulations as well as permits related to the Clean Water Act.¹²⁰ The Clean Water Act is federal legislation that regulates pollutant discharge and water quality standards which is implemented through the United States Environmental Protection Agency (EPA). The Storm Water Management Model is a standard by the EPA that acts as a guide to planning, analysis, and design of stormwater runoff, combined and sanitary sewers, and other drainage systems. BES identified an additional 16 state and regional administrative rules, statutes, and strategic goals it and other bureaus comply with.¹²¹ PP&R is also Salmon Safe certified through the independent Salmon Safe organization and must meet that organization's requirements to maintain that certification. As the City considers opportunities to improve service delivery, it should carefully consider how it will impact compliance activities and processes for federal, state, regional, and other requirements.

¹²⁰ Bureau of Environmental Services, "Natural Resources Work Group Foundational Drivers Inventory" (City of Portland, May 11, 2021).

¹²¹ Bureau of Environmental Services.

Funding and Finance

Each bureau has funding streams which go towards personnel, materials, capital projects, operations, and maintenance that comprise the key services and functions of that agency. Changes in service delivery may impact funding streams for affected bureaus. Understanding how proposed changes impact funding streams will be important to ensure that the bureaus have the resources they need to provide public services. Some funding sources, like contributions from the City's general fund, apply to all of the bureaus, while some are specifically tied to the operations of that agency (such as rates collected by BES for sewer and stormwater). These funding sources are:

- **General Fund.** The city general fund refers to the primary operating fund of a municipal government, made up of taxpayer dollars as well as license fees, special taxes, and other miscellaneous revenues. The Mayor and City Council allocate these funds to individual bureaus annually.¹²²
- **System Development Charges (SDCs).** SDCs are one-time charges for new development projects, which help to pay for the additional infrastructure capacity necessary to serve the people that will live or work in the new development. In Portland, SDCs are charged for four services which flow to the bureaus, including Environmental Services (BES), Parks & Recreation (PP&R), Transportation System (PBOT), and Water System Development (PWB).¹²³
- **Utility Rates.** Rates are charged based the level of consumption of services, which are applicable for some bureaus. These include water and sewer rates (BES) as well as waste removal rates (BPS).¹²⁴
- **Portland Clean Energy Fund (PCEF).** PCEF is a tax levied on large retailers operating in the city (those with \$1 billion in national revenue and \$500,000 in revenue in Portland). BPS administers allocations for PCEF to individual community projects that advance climate resilience and environmental justice.¹²⁵
- **Fees.** Other fees include miscellaneous charges for public services, such as permits and operation fees charged for a range of activities (including non-park use permits, land use services, class registration fees, community garden plot fees and more).¹²⁶ In-lieu fees are

¹²² City Budget Office, "An Introduction to City Finances," City of Portland, n.d., <https://www.portlandoregon.gov/cbo/article/18178>.

¹²³ "System Development Charges (SDCs)," City of Portland, n.d., <https://www.portland.gov/bds/current-fee-schedules/system-development-charges-sdcs>.

¹²⁴ Bureau of Environmental Services, "Sanitary Sewer and Stormwater Rates and Charges," City of Portland, n.d., <https://www.portland.gov/bes/pay-your-utility-bill/sewer-and-stormwater-rates-and-charges#:~:text=On%20July%201%2C%202022%2C%20sanitary,%25%2C%20from%20%2480.30%20to%20%2482.82>.

¹²⁵ Bureau of Planning and Sustainability, "FAQs about PCEF," City of Portland, n.d., <https://www.portland.gov/bps/cleanenergy/faqs-about-pcef>.

¹²⁶ Portland Parks & Recreation, "Application for Non-Park Use Permit of Portland Parks & Recreation Property" (City of Portland, July 2019).

paid to the City instead of other required services like affordable housing, typically to contribute to specific initiatives.¹²⁷

- **Federal and State Programs.** Funding from larger government bodies like Oregon or the US government can be significant contributors for local public agencies. Funding sometimes flows through the state's administration (like the American Rescue Plan)¹²⁸ while others may be given directly.
- **Private-Public Partnerships.** Agreements between bureaus and the private sector can also contribute to essential funding needs by finding mutual benefits between the agency and businesses, property owners, or community organizations. These take many forms, including grants, sponsorships of events, and other mechanisms.
- **Portland Parks Local Option Levy:** The Local Option Levy is a property tax assessed over a 5-year period starting in fall 2021. This funding source provides operating funding for the PP&R parks system and programs that provide recreation services and help conserve parks, nature, and clean water.

Climate Change

Portland was the first U.S. City to adopt a climate action plan. Development of the 1993 Climate Action Plan created a commitment to reduce greenhouse gas (GHG) emissions. Updated climate action plans (2001, 2009, 2015)¹²⁹ and Passage of the Climate Emergency Declaration (2022)¹³⁰ sustained and expanded the strategies and actions that the City has and continues to take to reduce emissions and become more resilient. Given that the majority of activities in the climate plans are to reduce GHG emissions and the majority of those emissions are from transportation and energy use in buildings, it makes sense for BPS to be the lead agency and to coordinate closely with other bureaus. Other bureaus may have opportunities to reduce their greenhouse gas emissions through fleet upgrades, transitioning to electric equipment, energy efficient lighting, and other actions. Given the risk of climate events to both natural and urban environments and to the people and wildlife living in them, coupled with the PCEF resources, the City has the opportunity to improve equitable outcomes and become more resilient to climate change. Climate policies and funding will overlap across bureaus. Service delivery improvements should be designed to make these efforts as efficient and effective as possible.

Houselessness

Portland's houselessness crisis directly impacts the ecological health and performance of natural areas, green infrastructure, and the urban tree canopy. While the inventory included

¹²⁷ Portland Housing Bureau, "Fee-in-Lieu," City of Portland, n.d., <https://www.portland.gov/phb/inclusionary-housing/fee-lieu>.

¹²⁸ "American Rescue Plan: Investing in Portland | Portland.Gov," November 16, 2022, <https://www.portland.gov/united/american-rescue-plan>.

¹²⁹ "A History of Climate Leadership: Milestones and Key Documents (1993-2025) | Portland.Gov," accessed June 3, 2023, <https://www.portland.gov/bps/climate-action/history-and-key-documents>.

¹³⁰ Bureau of Planning and Sustainability, "The City of Portland's 2022-2025 Climate Emergency Workplan," Government (Portland, OR: City of Portland, July 2022).

documentation related to ranger security patrols and impacts of unpermitted camping on property managed by the five bureaus, ECONorthwest did not include an assessment of houselessness in this assessment. The impacts of people living in natural areas degrade the ecosystem services those natural areas provide and compromise habitat and water quality. The impacts of houselessness also present a significant number of management issues, including managing access to field sites, staff safety, neighborhood complaints, managing garbage, vandalism, aggressive dogs, and risk of fire.¹³¹ City staff also report that they have been verbally abused and threatened by people living in natural areas. Rangers must be called in to patrol, as well as respond to alarms and calls. This pulls resources that might otherwise be used for improving and protecting natural resources.

Multiple bureaus in the City of Portland have been working with Multnomah County, Metro, state, and federal public agencies, non-profits, and other stakeholders to address the wide array of issues affecting people experiencing houselessness. The success of those efforts is essential to reduce the number of people living in parks, natural areas, and on City streets. Solutions must be developed and implemented before the bureaus that manage natural resources can effectively deal with related issues. Bureaus managing natural resources will need to work closely with city leaders working to address issues related to houselessness to reduce the impacts on natural areas and restore damaged areas and structures.

Technology

Technology is noted throughout best practice literature as an increasingly important way to improve the quality, efficiency, and equity of service delivery. A number of strategic planning documents across the five bureaus in this assessment all note monitoring and tracking as part of implementation, often through updates to online platforms. City bureaus are using technology like community mapping to improve environmental education and stewardship. As the City integrates new technologies and systems for natural resource services, there will likely be opportunities to streamline these platforms and avoid siloes in data that could allow for better interagency cooperation.

Coordination with other City Organizational Units

All five bureaus must coordinate with bureaus across the city. The Bureau of Emergency Management is particularly important for managing impacts of natural disasters, coordination on climate events, flood management, wildfire, extreme temperature events, and other crises with significant implications for natural resources as well as human health and well-being.

[Resolution 37609](#) also required assessments and organizational recommendations for five overarching service areas: Administration, Public Works, Culture and Livability, Community & Economic Development, and Public Safety and Management. Any improvements to the delivery of natural resources will need to be coordinated with these service areas and other

¹³¹ Portland Water Bureau, "Employee and Property Impacts from Camping on Water Bureau Property" (City of Portland, November 18, 2021).

bureaus to determine where natural resources are best suited within the City’s new organizational realignment.

Opportunities for Improved Natural Resource Service Delivery

Opportunity 1. Keep the Current Organizational Structure(s) While Working to Increase Equity, Consistent with City of Portland Core Values¹³²

The purpose of the inventory is to show service delivery overlap – it is not a comprehensive list or assessment of all of the processes, programs, and activities each bureau is doing to provide equitable service and outcomes. The City could decide to keep the existing programs and agreements in place and look for opportunities for improved service delivery without changing the bureau structure. While this would require the least substantial organizational changes, it would still provide some options for more efficient, high quality, and equitable service delivery. Even if the City does not change the existing organizational structure of the five bureaus in this assessment, it should start or continue efforts to address systemic inequities in existing systems and distribution of services. More data, research, and assessment are needed to understand who benefits from natural resource services and who doesn’t. Any changes the City makes to improve natural resource service delivery should include meaningful process with affected populations and stakeholder groups.

Each area of natural resource services should consider the distribution of services related to social benefits and where communities may have been harmed by past decisions. The city should be asking these questions regardless of the opportunity chosen. Defining what it means to be underserved or vulnerable to certain hazards can help to identify where to prioritize improvements to public services. Questions related to natural resources can help to start this kind of critical thinking around equitable service delivery, including:

- Floodplain – Who lives in the floodplain? How do mitigation and floodplain resilience planning efforts benefit people who live in areas that flood frequently (or may flood more frequently with climate change)?
- Urban Tree Canopy – Who lives near more tree canopy coverage? How close do households need to be to urban tree canopy to receive benefits? Who is more vulnerable to extreme heat events (seniors, families, houseless individuals, etc.) that could benefit from more tree canopy?
- Access to Nature – What areas are underserved by urban parks? Where are programs like ESLI, N2R, community gardens located? What benefits do they provide? Are there opportunities to make access to nature programs more efficient and serve more areas?

¹³² City of Portland, “City of Portland Core Values,” Government, accessed June 27, 2023, <https://www.portlandoregon.gov/bhr/article/767045>.

- Remediation – Who lives near brownfields or other significant pollutants like highways? What programs mitigate those impacts? How and where are those programs being implemented?
- Houselessness in Natural Areas – What makes community members feel safe? How can bureaus set up the conversation about tradeoffs around people living in natural areas?

This inventory also notes over 100 partnerships between the five agencies and various groups in Portland and the region, including community organizations, advocates, schools, and private and nonprofit organizations. Collaboration with these groups helps to improve natural resource services throughout the city through small-scale neighborhood projects (like tree planting community gardens, and climate resilience actions), education programs, outreach to underserved communities, culturally specific support, and more. Some groups collaborate with multiple agencies, while others only have an established partnership with one. This can be a burden to many volunteer organizations working with underserved populations.

To deliver natural resources more efficiently and ensure inclusive engagement with service delivery, agencies should seek to establish a holistic system for partnerships that minimizes effort on the part of community-based organizations to coordinate with the City. Streamlining this approach to reduce barriers for capacity-limited groups may include:

- **Interbureau Engagement Strategy.** A comprehensive approach for managing partnerships should include an aligned interagency strategy aimed at identifying opportunities for improvements in underserved communities.
- **Compensation.** Payments to community members for participation in engagement should be consistent between bureaus with one policy around how these amounts are determined and distributed.
- **Messaging.** Communication with external partner groups can often be duplicitous between agencies or individual departments within a bureau. City bureaus should seek to reduce the number of points of contact with community organizations to remove redundant or inconsistent messaging.
- **Consistency in practices.** Consistency across work groups on issues such as harvesting, wildfire risk mitigation, tree planting, vegetation management and IPM practices would help community members have a transparent, consistent, and equitable experience working with the City.

Opportunity 2. Consolidate Equitable Delivery of the Following Natural Areas Services into One Organizational Unit

This opportunity addresses consolidating the following natural areas services into a single organizational unit:

- Planning acquisition, development, and maintenance of designated natural areas, including built infrastructure such as trails and bridges, parking, trash receptacles, and gates, as well as green infrastructure such as vegetation.

- Ecological restoration, including flood storage and floodplain reconnection projects.
- Outreach, education, and partnerships.

PP&R and BES have the greatest amount of overlap as PP&R (primarily) manages access to nature and PP&R and BES jointly manage the ecosystem services related to water quality, stormwater management, and habitat and wildlife preservation and improvement. PWB facilities are often co-located in parks and natural areas managed by PP&R and BES. BPS defines development allowed or prohibited in floodplains, with the intent to reduce and mitigate the impact of development on salmon and other species as well as wetlands.

The number of documents and the scale of the agreements in the inventory illustrate the complexity of the issues and only hint at the effort it took to get to agreement as well as the effort to carry out the mandates. There are likely a wide range of options for improving service delivery, from evaluating existing agreements and identifying opportunities for improved coordination, to combining PP&R and BES and integrating management, with a number of options in between. There will be tradeoffs with each option, and these tradeoffs should be articulated and discussed.

The City should consider similar activities as described in Opportunity 5 to evaluate this opportunity, beginning with best practices research and internal assessment. Any decision will likely have significant impacts on staff, systems, funding, and the services provided. Those impacts should be understood by all parties. Additional research should include a thorough evaluation of existing systems, interviews with staff, research into national best practices, and other evaluation activities. Public and stakeholder engagement as well as coordination with other bureaus and external partners should seek to identify current unmet needs and set the groundwork for addressing funding considerations and improving technological capabilities.

Natural area services cover a wide range of associated activities, which currently do not have a unified approach to engagement across different types of services and bureaus. As part of improving equitable delivery of natural area services, the City should follow guidance presented in Opportunity 1 related to engagement strategies and best practices for consistent policies related to compensation, messaging, and other aspects of community outreach. A consolidated organizational unit could also intentionally explore specific equity considerations for natural areas. This could include reviewing the City's decision-making criteria around where it makes investments in natural areas to address disparities, how it identifies areas that are currently or have historically been underserved, and who benefits from current and planned service delivery.

Opportunity 3. Consolidate Equitable Delivery of the Following Green Stormwater Infrastructure into One Organizational Unit

This opportunity addresses consolidating the following green stormwater infrastructure services into a single organizational unit, including:

- Planning, design, construction, operation, maintenance, and emergency response for constructed green stormwater facilities such as swales, green streets, rain gardens,

ecoroofs (on City-managed property or facilitated by one of the bureaus participating in this Assessment process).

- Outreach, education, and partnerships.

The inventory lists multiple coordination efforts between PP&R, BES, and PBOT for the stormwater management, plant procurement, and other green stormwater infrastructure investments in City parks and in the right-of-way. Trees and vegetation are most commonly managed and maintained by PP&R with specific guiding documents and policies that relate to best practices for planting, maintenance, and invasive species/pest management, but have a number of implications for stormwater management that require coordination between bureaus. Like coordination in natural areas, the documents themselves allude to effort and cost of coming to agreement and then fulfilling those agreements.

To consolidate green stormwater infrastructure services, ECONorthwest recommends the City consider similar activities as described in Opportunity 5 to evaluate this opportunity. Best practices research should look for successful examples of cities that have extensive green stormwater infrastructure that have improved efficiency and quality of their services. Like with other resources, an internal assessment of responsibilities, roles, systems, and processes between PP&R, BES, and PBOT should more clearly map relationships between these agencies for managing stormwater and the allocation of funding from different sources.

As bureaus do this work, an assessment of equitable natural resource service delivery should incorporate the recommendations in Opportunity 1 for more equitable service delivery. More efficient coordination with community partners should include a consistent strategy with other organizational units and bureaus to ensure inclusive engagement. These strategies should work within the existing capacity of these organizations while offering meaningful opportunities for involvement with green stormwater infrastructure services. A consolidated organizational unit would also provide the opportunity to specifically consider equity implications for these services. This organizational unit could further consider the decision-making criteria for where new green stormwater infrastructure initiatives are focused, considering both social and stormwater management factors.

Opportunity 4. Consolidate Equitable Delivery of the Following Urban Tree Canopy Services into One Organizational Unit

This opportunity addresses consolidating the following urban tree canopy services into a single organizational unit:

- Tree planting, maintenance, emergency response, and contracted services.
- Portland City Code Title 11.
- Outreach, education, and partnerships.

Trees span across parks, natural areas, and rights-of-way managed by PP&R, PWB, BES, and PBOT. The majority of these fall within private areas, but park trees account for approximately 27 percent of all trees in the city, and about 5 percent are in public rights-of-way. Related

services for urban tree canopy include tree planting and maintenance as well as outreach, education, and partnerships.

ECONorthwest recommends the City consider similar activities for consolidating urban tree canopy as described in Opportunity 5 to improve services. Portland already has an extensive network of forests, developed parks, green streets, and other assets, but could seek best practices for consolidation from other jurisdictions. Bureaus who manage this resource should conduct an assessment of responsibilities, roles, systems, and processes. In addition to improving the quality and efficiency of these services, a consolidated urban tree canopy organizational unit should integrate recommendations in Opportunity 1 for more equitable delivery. This should include an assessment of equitable natural resource service delivery, considering access to nature and impacts to urban heat island effect, public health, and other quality of life factors. Many organizations already engage with city agencies around urban tree canopy (like the Tree Inventory), which could lead to robust public and stakeholder engagement through this process as well as coordination with other bureaus and external partners. City bureaus should also take into account funding considerations as well as opportunities for external funding.

Opportunity 5. Create a Natural Resources Organizational Unit

This inventory documents a significant number of agreements, funding arrangements, and other activities between PP&R, BES, PWB, PBOT, and BPS. The greatest amount of overlap reflected in the inventory is between PP&R and BES, but there is significant overlap across all the bureaus involved in this analysis. Given this overlap, creation of a Natural Resources entity could combine services such as:

- Access to nature, environmental education, and stewardship; climate resilience; environmental planning; fish and wildlife; green stormwater infrastructure; natural areas, remediation; urban tree canopy; and vegetation.

Consolidation presents an expansive opportunity to more closely manage and align natural resource services for the benefit of the people of Portland. In addition, this entity could spearhead climate resiliency related to carbon sequestration and adaptation of the natural environment.

This is the most ambitious opportunity presented in this assessment. There are several additional steps that are necessary to evaluate this opportunity and develop a roadmap for successful change:

- **Best practices research.** Many communities across the country combine parks and recreation with natural resource services into a single agency. Interviews with key staff and research into organizational and programmatic management could inform the consolidation of natural resources into one organizational unit within the city.
- **Assessment of responsibilities, roles, systems, and processes.** This step would require the bureaus to identify the regulatory requirements, guidance, programs, activities, necessary for the provision of natural resources service delivery to develop a roadmap

to get them from where they are today, to the new organization they want to be in the future.

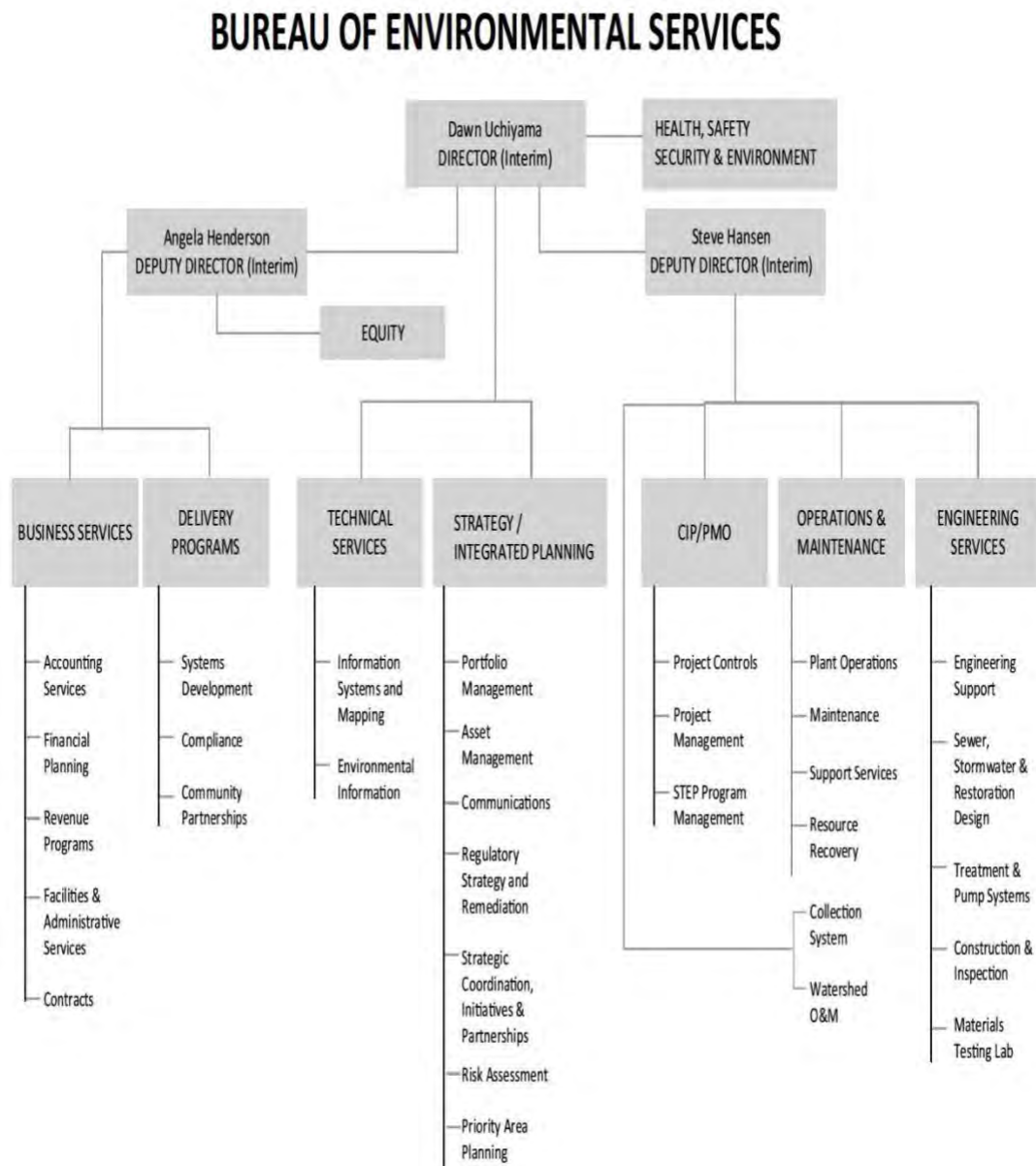
- **Assessment of equitable natural resource service delivery.** The assessment of responsibilities, roles, systems, and processes should include an evaluation of who benefits from natural resource delivery and if those benefits are distributed equitably throughout the city. If not, then new service provision should include steps to address inequities.
- **Public and stakeholder engagement.** Consolidation of services will impact the people of Portland. They will have concerns and suggestions that should be considered as part of this process, especially underserved populations. The City should conduct listening sessions and other outreach and engagement activities to understand public and stakeholder concerns and suggestions, and address those concerns and incorporate relevant suggestions into this process.
- **Coordination with City organizational units.** A new Natural Resources organizational unit would still need to coordinate with BPS, PBOT, and other bureaus on a wide variety of topics and activities. A clear understanding of the coordination necessary, developed through interviews with staff and programs and policies, will be necessary to identify agreements and determine how they might need to change.
- **Coordination with external partners.** All five bureaus work with a wide array of external public, private, non-profit organizations and individuals. Consolidation of natural resource services provides opportunities to work more effectively with external organizations across all natural area environments. From volunteer tree plantings to park cleanups, as well as educational activities and much more, there are a wide variety of opportunities to coordinate with hundreds of organizations, schools, and individuals.
- **Funding and fiscal considerations.** The five natural resource bureaus covered in this assessment receive a revenue from a wide variety of sources. Consolidation of services will require an assessment of the funding necessary to provide needed services and the revenue available to fund the work and restrictions associated with specific types of funding. Staffing, procurement, asset management, and many other fiscal considerations will need to be evaluated.
- **Assessment of technology upgrades.** This process provides an opportunity to evaluate existing technology systems and determine if new technology could improve service delivery. Consolidation of services and processes may be a good time to consider technology upgrades.

Success or failure of efforts to improve natural resource service delivery ultimately depends on the people making the change. Successful efforts to improve service delivery will require careful planning, a clear roadmap for proposed changes, time and space to focus on the work of change management, resources and tools, and dedication by all parties involved to successfully implement the change management plan. Many of the opportunities above represent significant change. These changes will only be successful with strong and dedicated leadership from elected officials, bureau directors, and bureau staff. The City Core Values of transparency, equity, communication, and collaboration will be key.

Appendix A. Organizational Charts

Appendix A-1. Bureau of Environmental Services Organization Chart

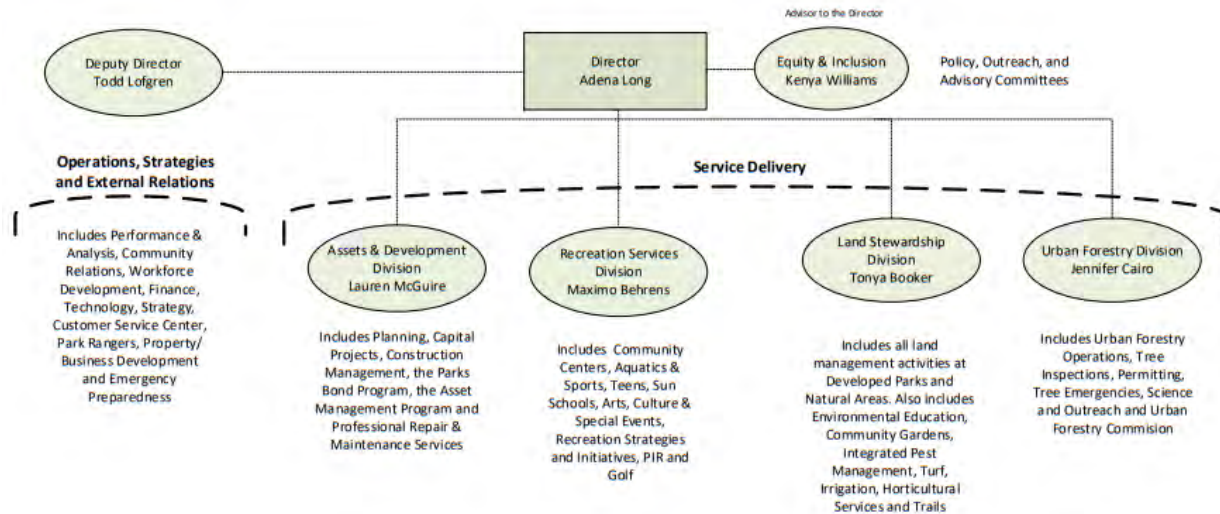
Source: Bureau of Environmental Services FY 2023-24 Requested Budget



Appendix A-2. Portland Parks and Recreation Organization Chart

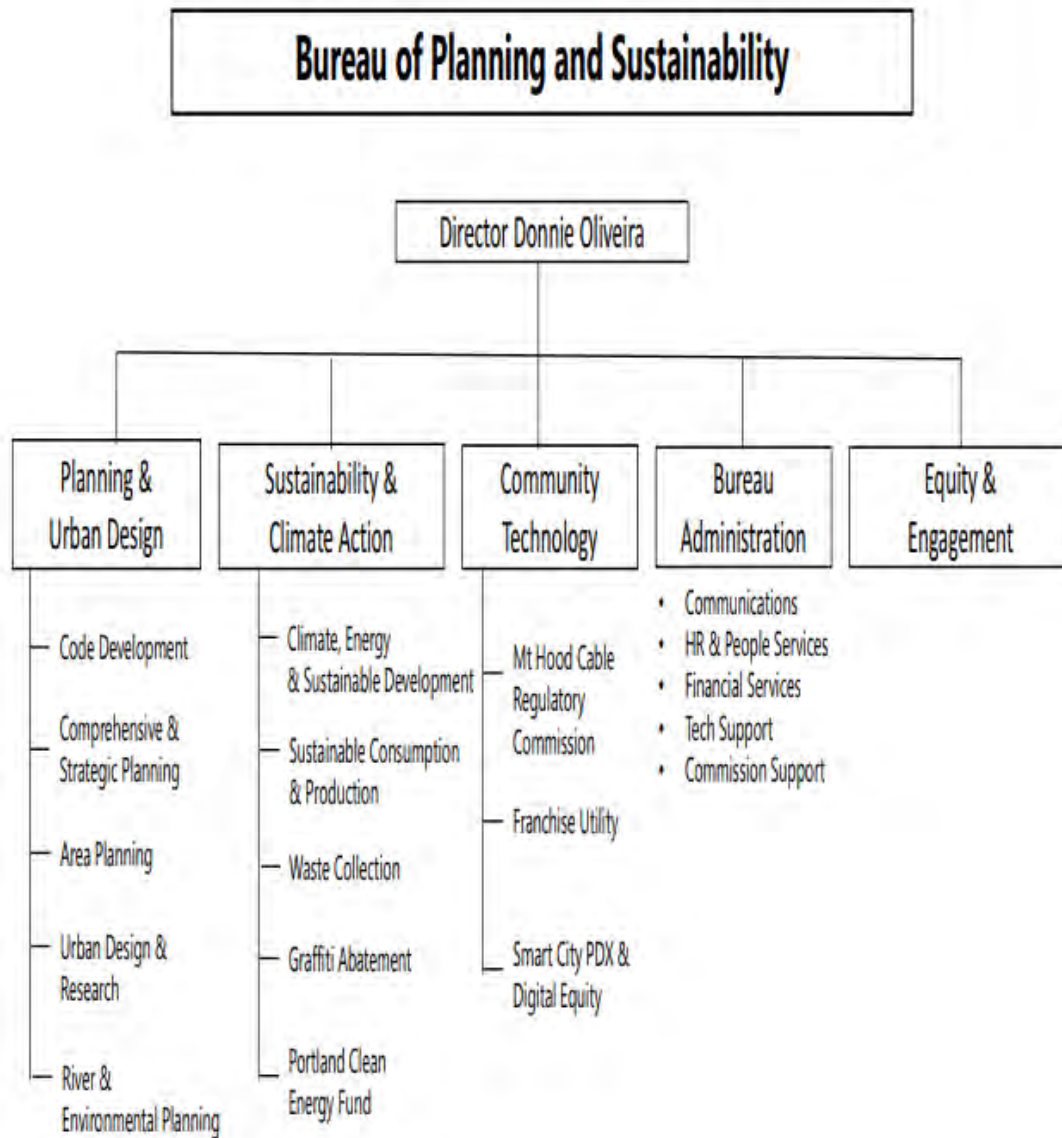
Source: Portland Parks and Recreation FY 2023-24 Requested Budget

Portland Parks & Recreation Organizational Structure

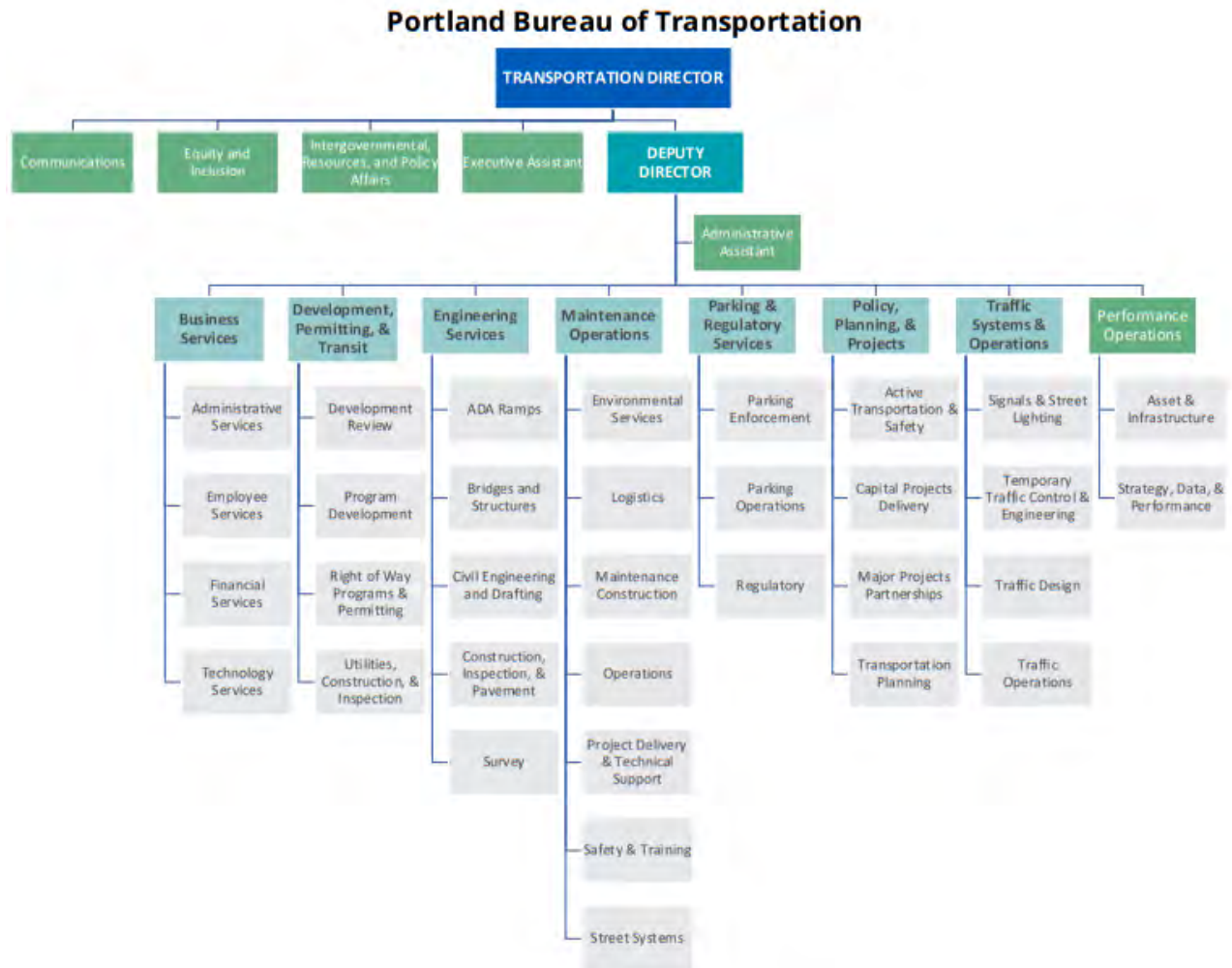


Appendix A-3. Bureau of Planning and Sustainability Organization Chart

Source: Bureau of Planning and Sustainability FY 2023-24 Requested Budget

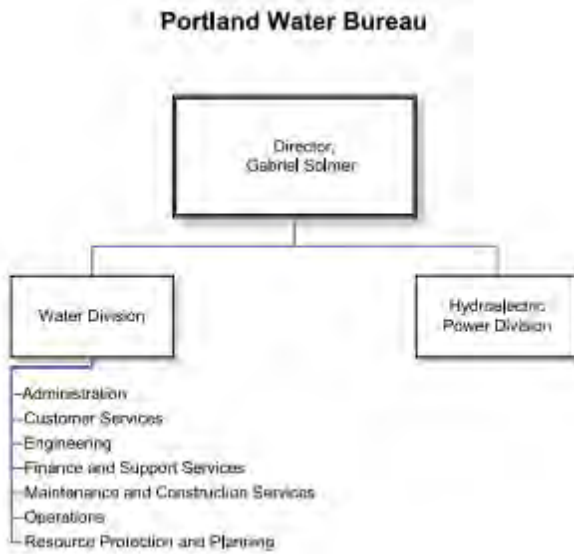


Appendix A-4. Portland Bureau of Transportation Organization Chart
Source: Portland Bureau of Transportation FY 2023-24 Requested Budget



Appendix A-5. Portland Water Bureau Organization Chart

Source: Portland Water Bureau FY 2023-24 Requested Budget



Appendix B. Inventory Documents

Access to Nature, Environmental Education, and Stewardship

1. BES Clean Rivers Education Programs
2. BES Clean Rivers Education 2018-2019 Academic Year Summary
3. Ecologically Sustainable Landscape Initiative
4. IAA between PP&R and BES re: Irving Park
5. Interagency Service Agreement PP&R and BES Ecologically Sustainable Landscapes Program
6. Memorandum of Understanding for Hazelwood Community Gardens
7. Memorandum of Understanding for Sabin HydroPark
8. Native Gathering Garden
9. Natural Areas Volunteer Stewardship Programs
10. Permit Agreement for Johns Community Garden
11. Permit Agreement for Kenton Community Garden
12. PP&R Stewardship Reports
13. PWB Hydroparks
14. Water Bureau Environmental Education Programs

Climate Resilience

15. City of Portland's 2022-2025 Climate Emergency Workplan
16. Climate Investment Plan: Portland Clean Energy Community Benefits Fund (PCEF) Climate Investment Plan
17. Floodplain Resilience Plan

Environmental Planning

18. 2035 City of Portland Comprehensive Plan
19. BES Natural Resources Organization Chart
20. BES Natural Resources Workgroup Foundational Drivers
21. BES Regional Partnerships
22. BPS Environmental and River Planning Documents
23. Community Engagement Internal and External Agreements for Natural Resources Inventory
24. Environmental Mitigation in Portland: Finance and Governance
25. Floodplain Management Program Update Agreement
26. Floodplain Management Update
27. Floodplain Management Update Program Work Plan: Implementation Agreement
28. Mitigation Banking Equity Study
29. Memorandum of Agreement: Financial Assistance for Land Use, Planning and Sustainability Projects Necessary for BES Sanitary and Stormwater Services FY 21-25
30. Partnership Outline – FOX 12 & the Clean Water Partners
31. PP&R Natural Resources Service Friends and Partner Contact List
32. PP&R Natural Resources Organization Charts
33. Portland City Code: Title 20 Parks and Recreation
34. PBOT Natural Resources Related Organizations
35. PBOT Maintenance and Construction Division Organizational Chart
36. PBOT Natural Resources Regulations

37. Planning and Sustainability Natural Resources Budget Information
38. Planning and Sustainability River and Environmental Organizational Chart
39. Portland Mitigation Action Plan
40. PP&R External Partners List
41. PP&R Natural Resources Organizations Chart
42. Proposed Environmental Zone Exemptions for Portland Water Bureau Infrastructure
43. PWB External Partnerships
44. Request to Provide Information Regarding Council Resolution 36709
45. PWB Organizational Chart
46. Request for BES Sponsorship Form
47. Report of the Science Team Regarding Salmon-Safe Certification of the City of Portland's Bureau of Environmental Services, Bureau of Transportation, Water Bureau, Office of Management and Finance, and Portland Fire and Rescue.
48. Strategic Action Plan Equity Integration Report: Regional Habitat Connectivity Working Group
49. Wetland Inventory Project
50. Willamette River Watershed: Mitigation Bank Market Analysis

Fish and Wildlife

51. Beaver Management Plan
52. Citywide Bird Nest Protection Program
53. Citywide Terrestrial Biology Services and Products
54. Crystal Springs Site Plan: Eastmoreland Golf Course and Crystal Springs Rhododendron Garden Project Summary
55. Endangered Species Act Section 7 Streamlining Agreement between the City of Portland, NOAA Fisheries, USACOE, USFWS
56. Fish Salvage Services
57. Interagency Agreement between BES and PP&R for Columbia Slough Fish Advisory Sign Installation and Maintenance Amendment 1
58. Interagency Agreement PP&R and BES Amendment for Leif Erikson Drive Priority Culvert Repairs
59. Provide citywide technical support on bird hazard reduction in the built environment, consistent with city policies.
60. PSU Quagga/Zebra Aquatic Invasive Species Joint Monitoring
61. Salmon-Safe Certification for the City of Portland, Resolution 37244
62. Structural Assessment of Crystal Springs Culverts

Green Stormwater Infrastructure

63. 2020 Stormwater 2020 Stormwater Management Manual
64. BES Green Street Facilities
65. IAA for Washington Park stormwater improvements
66. Integrated Solutions Delivery
67. Interagency Service Agreement BUD5 for Property Maintenance, Tree Maintenance, and Horticultural Services for CBWTP, Columbia Greenway, Pump Stations and Other Sites Managed by BES
68. Interagency Agreement PBOT and BES for Stormwater Improvements at N Burlington Avenue and Willamette Boulevard

69. Interagency Agreement PP&R and BES for BES Green Stormwater Infrastructure and PP&R Heavy Equipment for Delivery of Mulch and Logs to BES Sites
70. Interagency Agreement PP&R and BES for Albert Kelly Park Stream Daylighting
71. Interagency Agreement PP&R and BES for Plant Procurement Services for BES Green Street Planting
72. Interagency Agreement PP&R and BES for SW Capitol Highway: Multnomah Village to West Portland
73. Interagency Agreement PP&R and BES: Willamette Park Centennial Oaks WQF
74. Municipal Separate Storm Sewer Systems Individual Permit
75. Municipal Separate Storm Sewer System Monitoring Plan
76. Municipal Separate Storm Sewer System Stormwater Management Program Document
77. Neighborhood to the River Grants Reauthorization
78. Percent for Green Grant Irving Park
79. Percent for Green Grant N Willamette and Burlington
80. Percent for Green Grant Trees in Curb Zone
81. Percent for Green Grant Washington Park
82. Private Property Retrofit Program (PPRP)
83. Total Maximum Daily Load (TMDL) Implementation Plans
84. Total Maximum Daily Load (TMDL) Implementation Plan Annual Status Report No. 13

Natural Areas

85. Agreement for Joint Acquisitions between BES and PP&R
86. BES Properties Portfolio
87. BES and PPR Natural Area Properties
88. BES/PP&R Process Improvement Project Charter
89. Employee and Property Impacts from Camping on Water Bureau Property
90. Interagency Agreement between BES and PP&R for Security Patrols by PP&R Rangers Across BES Properties
91. Interagency Service Agreement for Provision of Mulch and Logs to BES
92. Interagency Service Agreement for Right of Way Services for Land Acquisition
93. Kelly Butte Water Bureau Revegetation Plan
94. Memorandum of Agreement between BES and PP&R for Natural Area Maintenance Services
95. Memorandum of Understanding for Powell Butte (2007)
96. Memorandum of Understanding for Powell Butte (2017)
97. Memorandum of Understanding for Clackamas, Clark, Multnomah, Washington Cooperative Weed Management Area
98. Natural Areas Restoration Plan
99. Natural Resource Project Planning Memorandum of Understanding
100. Ordinance 182457 Affirming Management of City Property in the Vicinity of Mt. Tabor
101. Powell Butte Desired Future Conditions
102. PBOT Natural Resource Sites
103. PP&R Natural Areas and Hybrid Parks
104. PP&R/BES Interagency Agreement for Natural Areas Operations and Maintenance
105. Programmatic Non-Park Use Permit (Minimal Impact)
106. Programmatic Non-Park Use Permit (No Impact)
107. Westmoreland Operations and Maintenance Manual (Crystal Springs)

Remediation

- 108. 2021 Intergovernmental Agreement Oversight of Columbia Slough Sediment Remedial Action
- 109. City of Portland Brownfields Community-Wide Assessment
- 110. EPA Region 10 FY2022 Brownfields Assessment Cooperative Agreement City-Wide Work Plan
- 111. FY2022 Brownfields Assessment Cooperative Agreement
- 112. Interagency Service Agreement BUD5
- 113. Ordinance 19016: Authorize Director of BES to increase funding by \$1.5M and extend funding period for Portland Harbor
- 114. Ordinance 36962: Portland Harbor Superfund Site

Urban Tree Canopy

- 115. BES Tree Program Agreements
- 116. BES Tree Team Partners
- 117. Infrastructure Development Services Manager Position
- 118. Interagency Services Agreement for Tree Maintenance services at CBWTQ, TCWTP, Columbia Greenway, Pump Stations
- 119. Interagency Services Agreement for Tree Pruning, Removal and Planting for the Stormwater and Natural Area programs
- 120. PBOT Budget/Actuals to Urban Forestry 2021-2022
- 121. PP&R Tree Inventory Project
- 122. PP&R/BES Memorandum of Understanding for Citywide Tree Planting
- 123. PWB Urban Forestry Programmatic Permit
- 124. Portland City Code: Title 11 Trees
- 125. Tree Planting Services for PBOT from BES
- 126. Urban Forestry Management Plan 2004

Vegetation

- 127. 2019 Master Brush Cut List
- 128. 2019 Spray Hit List
- 129. 2020 Master Mow List
- 130. City of Portland Invasives 2.0
- 131. Interagency Service Agreement for Horticultural Services at CBWTP, TWCTP, Columbia Greenway, Pump Stations
- 132. Integrated Pest Management Program
- 133. Interagency Agreement for Union Station and PP&R for Landscape Maintenance
- 134. Interagency Agreement Between PP&R and BES for Mitigation Planting at Powers Marine Park for E11220 Outfall 42 MH and Storm Sewer Construct
- 135. Interagency Service Agreement for Downtown Mall Planters and PP&R Horticultural Services
- 136. Interagency Service Agreement for Ankeny Planters and PP&R Horticultural Services
- 137. Interagency Service Agreement for Horticultural Services
- 138. Interagency Service Agreement BUD5 for Horticultural, Tree, and Turf Maintenance Services
- 139. Interagency Service Agreement BUD5 for Water Pollution Control Laboratory and PP&R Horticultural Services
- 140. Interagency Service Agreement BUD5 for and Services for Brookside Frontage Strip Pruning and Cleanup, Trash Removal, Playground Chips
- 141. Invasive Plant Policy Review and Regulatory Improvement Project

Appendix 3.

City Transition Phase 2 Service Area Programmatic Assessments - August 4, 2023 (City Transition Team)



Phase 2 service area reports

Please note that these are reflections of ongoing conversations in Service Areas that will lead a recommendation about a high-level reporting structure for City bureaus. The recommendations will be forwarded for City Council consideration in October 2023.

These documents illustrate ongoing discussions, **and are *not* decisions, recommendations, or necessarily areas of consensus.**

They are being shared as informational documents and to demonstrate our progress toward our shared goals.

Please refer to [employees.Portland.gov/ transition](https://employees.Portland.gov/transition) for more information, or email transition@portlandoregon.gov with questions or comments.

Thank you for reading these with that context in mind.

Portland Form of Government Transition

City Organization Project

Administration Service Area Programmatic Assessment

Phase 2: Bureau Management and Coordination Review

Introduction and Background:

Transitioning to a Council-Mayor form of government with a city administrator will allow for a whole-city approach to systems and problem-solving. Our 26 bureaus and offices will be pulling in one direction, under the leadership and management of a city administrator that reports to the mayor. This is a change from the current structure, where bureaus report to one of five council members.

Updating the organizational structure to report to a city administrator sets the city up for success in the new form of government and lays the groundwork for future improvements on how services are delivered to Portlanders. The City of Portland is consistently evolving to meet the needs of our diverse communities, and this project is one example of that evolution.

City Council and the chief administrative officer are leading the organization design process with bureau directors and other leaders to develop a recommendation for a high-level reporting structure for the bureaus. Ultimately, the new structure will include logical groupings of bureaus and programs and will support the new administrator in effectively managing the city's operations on their very first day.

The Administration Service Area includes offices and bureaus that provide critical services to internal customers across the city as well as to elected officials, jurisdictional partners, and the community. There is a clear connection between the Administration Service Area and the future city administrator; however, some offices will also still be liaising with and providing services to the future legislative City Council. Directors, deputy directors, and other relevant staff from the Mayor's Office, the City Budget Office, the City Attorney's Office, Office of Government Relations, Office of the Chief Administrative Officer, Bureau of Human Resources, Bureau of Revenue and Financial Services, and Bureau of Technology Services convened together over the course of five meetings for this second phase of the programmatic assessment.

The Administration Service Area Leadership Team's major recommendation from Phase 1 was for each of the offices or bureaus in the group to report either directly to the city administrator or to a deputy city administrator focused on citywide administration or

operations. This broad recommendation was broken down more and expanded upon through collective leadership team discussions as well as Administration Service Area-specific Phase 2 meetings. This report walks through the outcomes of those discussions and recommendations for further consideration through Phase 3 citywide Executive Leadership Team discussions.

Recap of June 22 Executive Leadership Team (ELT) Workshop:

Working Assumptions:

- The city administrator is the key management role for the city. Roles and responsibilities are outlined in the charter.
- The city's financial affairs are controlled and administered by the city administrator who is responsible for preparing an annual budget under the direction of the mayor. The key functions of the city administrator are outlined in the charter.
- While the number of service areas are unknown at this time, there will be service areas – groupings of bureaus and offices with related functions and audiences.
- Service areas will report to a deputy city administrator.
- Deputy city administrators will provide leadership between the city administrator and the service areas.
- Within each service area, leadership will be needed to manage day-to-day operations.

Common themes from the preliminary assessments:

- Align bureau groupings around similarity of mission, services, function, and primary focus.
- Within service areas, identify opportunities to coordinate, integrate, and share common external-facing functions such as communications, community engagement and grant funding.
- Establish offices, bureaus or service areas focused on high-priority issues that don't fit neatly into others, such as homelessness and community safety.
- Parks has a lot of functional similarity to public works service area bureaus.
- We won't get everything right, we will try our best, and we will continue to iterate and evolve as we learn more.

The leadership team discussed how the city administrator and deputy city administrators can make the most of Portland's new form of government. As defined in the voter-approved charter changes, the city administrator will be hired by the mayor and confirmed by council to implement laws and manage bureaus. **Deputy city administrators are envisioned to support the city administrator by ensuring consistent expectations and results across service areas; building a healthy, inclusive workplace culture; and advancing our city equity goals. Also, deputy city administrators will help develop**

and coordinate citywide approaches with the deep expertise from staff and leadership embedded in each service area.

Administration - Areas of Consensus at the Start of Phase 2:

At the start of Phase 2 the Administration Leadership Team agreed on the following areas of consensus as a basis to start further discussions:

- a) Focus on functional alignment to determine groups while maintaining an open mind to adapt as more information and lessons learned become available.
- b) Under the new form of government, the chief administrative officer position will be replaced by the city administrator position and/or a deputy city administrator position that reports to the city administrator and oversees the future iteration of the Administration Service Area.
- c) Confirmation that the Community Safety Program should be with public safety functions (currently, the Public Safety Service Area).
- d) Special Appropriations Programs that have internal staff supporting external facing services should be realigned to where they fit functionally in the organization, e.g., City Arts Program to the Culture and Livability Service Area (or its future iteration).
- e) Every function (citywide) should report to a deputy city administrator or another position that is not the city administrator.
 - a. Exceptions: City Attorney's Office, with further exploration needed for equity, government relations and budget functions.
- f) Public Records Requests would be most appropriate under a Public Information Officer or similar function, with the broader goal of a more holistic external communications structure.

Future Improvement or Parallel Process Recommendations:

Early in Phase 2, the following priority group objectives were highlighted as considerations for the Future Improvement phase or other parallel processes. In acknowledging this agreement, the leadership team is also identifying challenges and recommendations that will not be solved through the structural City Organization Project.

- a) Provide a system or process that matches internal services provision to the size and complexity of bureaus; e.g., bureaus with more adequate and flexible funding should not be permitted to buy additional support that places unequal demand on core services and creates disparity in support and employee experience. To continue to promote innovation, bureaus with funding could engage in pilot programs that, if successful, could later be implemented citywide.
- b) Explore consolidation of revenue collection functions under the Bureau of Revenue and Financial Services (revenues that are specific to bureau operations and information platforms are likely to stay with those bureaus).

- c) Explore, with support from the Office of Government Relations and the Grants Management Division, opportunities for strategic grant seeking and citywide coordination and prioritization of application submittals, including better accounting for ongoing operational cost impacts and maximizing the resources brought into the city.
- d) Explore how printing and distribution services could most effectively and efficiently be provided in the new organization structure.
- e) Explore alternative models of programming for tribal relations and work to support the urban Native American population.

Additional Future Improvement Project topics are proposed in the recommendations related to the priority discussion areas outlined later in the report.

Administration – Phase 2 Priority Discussion Areas:

The following questions were identified as priorities for continued discussion:

1. How to best position budget and financial functions to navigate the **financial health** of the city?
2. What kind of organizational structure will support the right balance between **centralization vs. citywide standardization** of practice for effective and consistent administrative functions?
3. How to best position **communication functions** to achieve strategic alignment while serving unique bureau needs?
4. How to best position **government relations functions** to support both the legislative council and executive mayor and city administrator teams while also achieving a cohesive and supported legislative agenda focused on priority needs?
5. What is the best approach for **equity work** to be elevated and aligned for greatest impacts, both internally and externally?

Recommendations categorized under each of these priority discussion areas are provided later in this report.

Definition of Administrative Functions:

A common definition of administrative functions was highlighted as necessary to advance discussions. Each participant was asked to offer one and the following definition received the most support in group discussions:

For the City Organization Project, administrative functions include all the internal government functions and routine, operational needs that support bureaus in meeting their service deliverables. For example, revenue collection, personnel

administration, payroll, data processing and tracking related to key performance measures, budgeting services, etc. This particular use is not to be confused with the use of administration terminology related to the City Charter and legal roles and responsibilities of the executive in the new form of government. For example, “Administrative Departments” in the charter encompasses all bureaus and offices of the city and is not specific to the Administration Service Area.

Roles and Responsibilities of Leadership in the Mayor-Council Form of Government

The Administration Leadership Team expressed a desire to have their recommendations for the roles of deputy city administrators and for the City Organization Project informed by a contextual understanding of the roles of the mayor and city administrator in the mayor-council form of government established by the revised City Charter. The following overview of key duties for each was provided based on charter language and additional work of the City Transition Team to further define these roles.

Please note these lists are not all-encompassing but are example key duties and responsibilities for consideration.

Responsibilities of the Mayor in 2025 Mayor-Council Form of Government

- Serves as top executive to run the city’s day-to-day operations.
- Proposes a budget for council approval and submits policy initiatives for consideration.
- Has the authority to vote in the case of a tie.
- Introduces matters before council (with the same authority as councilors to add items to council agenda).
- Fulfills duties of the city administrator if the office is vacant.
- Appoint, subject to council confirmation, the city administrator, city attorney and chief of police.
- Submit a proposed budget and periodic amendments throughout the year.
- Submits a statement about the affairs of the city, including goals and proposed measures to achieve those goals.
- Authorize, negotiate, and execute contracts and intergovernmental agreements, consistent with the city budget.
- Encourage programs for the physical, economic, social, and cultural development of the city.
- Actively promote economic development to broaden and strengthen the commercial and employment base of the city.
- Serve as ceremonial head of the city and issue ceremonial proclamations.

- All other executive and administrative powers not conferred elsewhere by the City Charter.
- Submit State and Federal legislative agenda to council.¹

Responsibilities of the City Administrator in the 2025 Mayor-Council Form of Government

- Assists the mayor in the day-to-day administration and management of city affairs.
- With few exceptions, in charge of hiring, firing, and supervising bureau directors.
- Responsible for developing and implementing long-range strategic plans.
- Attend meetings of the council, and its committees, and such meetings of boards and commissions as the administrator chooses.
- Control and administer the financial affairs of the city. The administrator may appoint a budget director to act under the administrator's direction.
- Prepare an annual budget under the direction of the mayor for the mayor's submission to the Council.
- Prepare and submit to the council such reports as it may require.
- Keep the council fully advised as to the financial condition and needs of the city.
- Prescribe general rules and regulations necessary or expedient to the general conduct of the administrative departments, in the form of administrative rules (may be delegated).
- Perform other duties as directed by the mayor, the City Charter, or City Code.

Recommended Responsibilities for Deputy City Administrators:

The Administration Leadership Team sees the deputy city administrators as executive level leaders that can work as a **close-knit team to focus on both the vertical *and* horizontal management of the city.**

Key horizontal roles for this group to play include:

1. Prioritizing projects, resolving issues, and identifying redundancies across the city.
2. Ensuring consistent processes and clear communication.
3. Coordinating citywide functions or priorities, which could include the budget, asset management, communications, and equity.
4. Facilitating a unified approach to policy decisions and implementation of those decisions.

These horizontal roles are strengthened by the following key vertical roles recommended for the Deputy City Administrators:

¹ Administration Leadership Team recommended addition.

1. Providing the city administrator with assistance in managing council policy implementation.
2. Designing strategic planning processes with the city administrator and working together to implement.
3. Aligning service area strategic plans with the citywide strategic plan and ensuring accountability with monitoring performance in relation to targets established by those plans.
4. Participating in budget formulation and monitoring as well as long-term financial planning for assigned service areas.
5. Prioritizing projects, resolving issues, and identifying redundancies within assigned service area.

Crucial to the success of the deputy city administrator roles is having incumbents who see their role as running the city as an enterprise with their primary loyalty being to each other, the administration, and the city administrator.

Potential functional benefits of these roles include:

- The potential to elevate internal service staff at bureaus by situating them close to deputies in the organizational structure.²
- Champions of the major cultural shifts ahead towards more communication, collaboration, and decision-making based on unified goals.
- Leadership for complicated internal processes that impact multiple bureaus and need cross-functional teams.

Key Citywide Functions or Roles to Consider:

- a) **City Budget Function** – Overseeing the development of the city budget will be a significant responsibility for the new role of the city administrator. One of the first major responsibilities of the 2025 12-person council will be to review and approve the Fiscal Year 2025-2026 budget. Work is currently underway to plan for the Fiscal Year 2024-2025 budget which will straddle the official transition from Commissioner to the Mayor-Council form of government.

A Budget Function Report has already been produced that introduces the current budget process and highlights goals and opportunities for change with charter reform. The report outlines the scope of the questions regarding how the city's budget process, roles, and responsibilities could change in the new form of government. In summary, these questions encompass how budgets are developed, analyzed, and refined; who informs the mayor's and the council's budget decisions,

² These internal service providers at the service area or bureau level would coordinate with the centralized citywide operations staff. See page 12 for more information on this potential model.

when and how? The report pulls together information on best practices, historical and current practice, legal requirements, and comparative analysis of peer cities to inform discussion of each of these questions.

The City Budget Office is currently working with finance managers across the city on developing recommendations for alterations to the budget process to best align with this transition. A resulting report is anticipated for September 6, 2023.

- a) **Chief Information Officer (CIO)** – Currently, the director of the Bureau of Technology Services is also the Chief Technology Officer (CTO) whose role is to align technology vision with business strategy by integrating company processes with the appropriate technologies. It is more common in other cities of Portland's size³ to have a CIO. Based on relationships with peers from other cities and research, the CTO shared that:

The Chief Information Officer's role is to provide vision and leadership for developing and implementing information technology initiatives. The CIO directs the planning and implementation of enterprise IT systems in support of business operations in order to improve cost effectiveness, service quality, and business development. This person is typically responsible for all aspects of the organization's information technology and systems.

CIO areas of responsibility often include:

- a. Strategy and planning
- b. Acquisition and deployment
- c. Operational Management

This recommendation includes the consideration for a Division of Strategy, Innovation, and Policy within BTS. Although not urgent, establishing a CIO position aligns with the charter reform activities underway and can provide broader organizational authority to manage a complex and rapidly evolving technology landscape. A key focus over the coming years should be to establish a multi-year technology strategy and roadmap that aligns with the changing organizational needs. Finally, establishing a CIO position will generate significantly more interest in filling this position in the future.

³ Other public agencies with CIO positions include the Cities of Sacramento, Baltimore, Boston, San Antonio, Denver, Boise, Las Vegas, San Diego, Minneapolis, and Oakland as well as Multnomah County.

Administration Service Area Phase 2 Recommendations for Phase 3 Considerations:

How to best position budget and financial functions to navigate the financial health of the city?

The Phase 1 report documented the Administration Leadership Team's desire to explore various options for increased coordination between the City Budget Office and the Bureau of Revenue and Financial Services to facilitate coordination of short- and long-term financial planning as well as budgetary functions.

The now retired Chief Financial Officer Michelle Kirby recommended that all the various finance and budget functions report to an incoming chief financial officer (CFO) who would report directly to the city administrator. Finance and budget could be separate departments within this service area, but they should report up to one individual who is responsible for keeping an eye on the "big picture." This structure would ensure that the city administrator has one individual to turn to who would have the answers and/or be able to get the answers to complex financial questions, with a focus on long term sustainability.

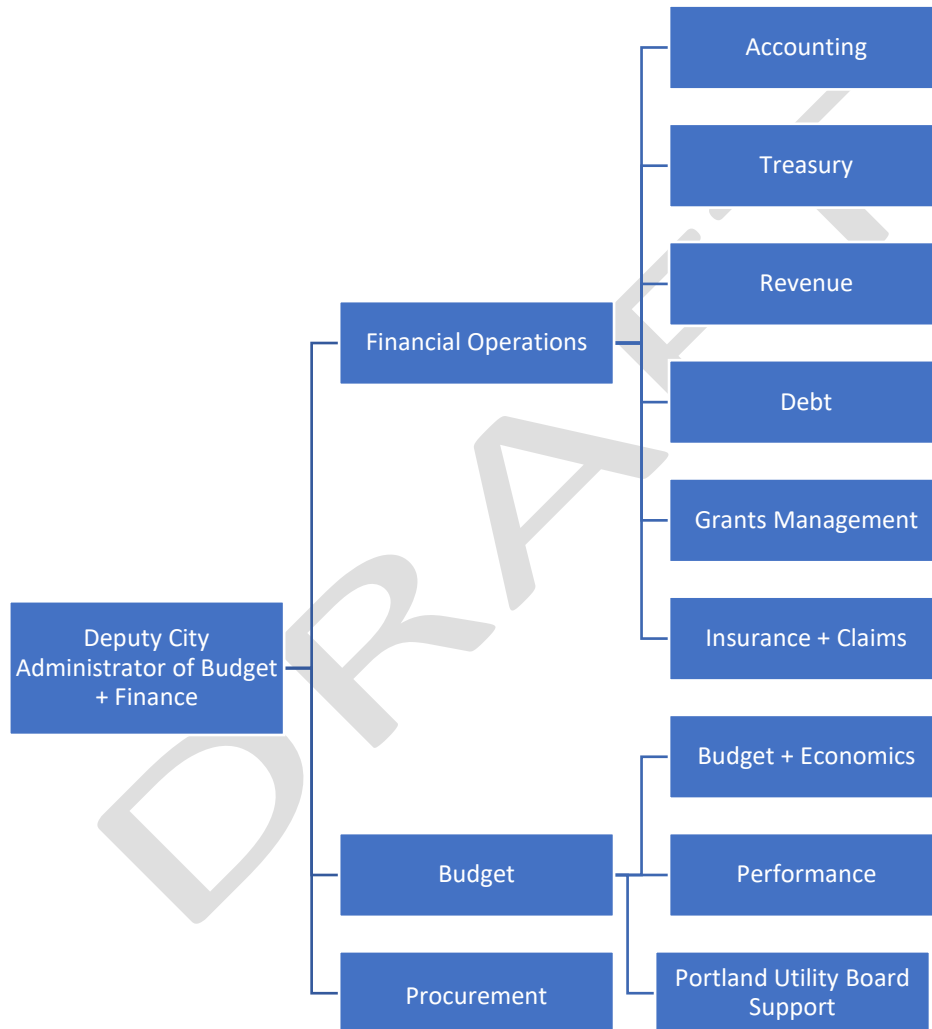
Because the scope of the budget function is larger than its financial components, there was concern expressed that if the City Budget Office (CBO) and Bureau of Revenue and Finance Services (BRFS) are combined, the budget needs could be sidelined by the financial work. However, there was general agreement that having CBO and BRFS report to the same person would facilitate coordination and alignment. The budget process was highlighted as requiring special focus on the outcomes we are achieving with our investments. This results-oriented perspective requires integration with strategic planning, performance management, and process improvements. Economic forecasting was also highlighted as benefiting from a level of independence from financial functions to minimize perceptions of influence.

Another Phase 1 consideration was to have Procurement Services report separately to the city administrator or a deputy city administrator due to the large volume of contracts and high visibility. Continued discussion with the Chief Procurement Officer highlighted that contracts represent a significant amount of ongoing money with the potential to build wealth for small businesses, black-owned businesses, and businesses owned by other disadvantaged groups. With these levels of expenditures flowing through contracts, there is functional alignment and various potential benefits for the Procurement Office to be structurally close to the Budget Office.

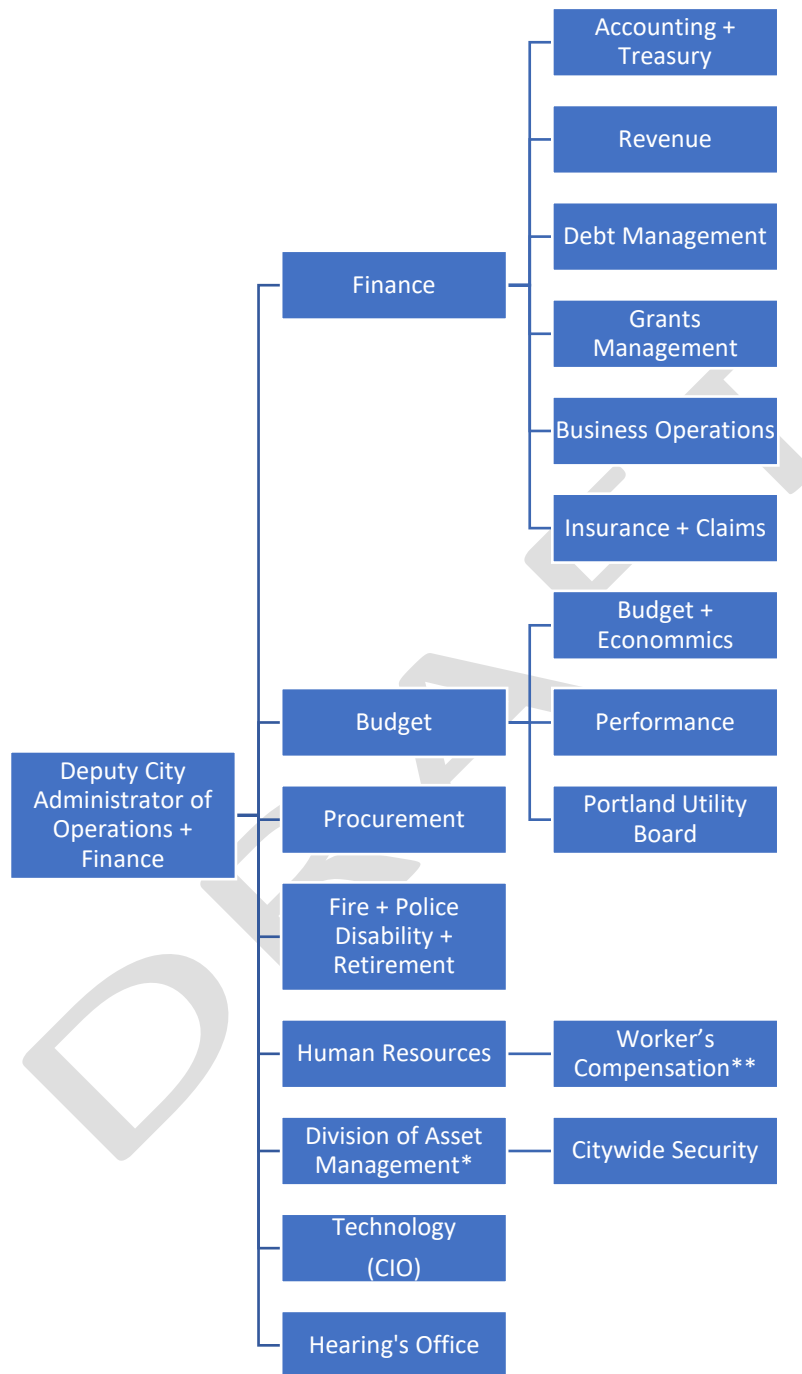
Based on these discussions and the budget review work CBO is performing, two options are recommended for further exploration. The first places a **deputy city administrator of**

budget and finance in charge of financial operations, budget, and procurement, separate from other administrative functions in the current service area. The second alternative explores what this model could look like when combined with the other administrative functions under a **deputy city administrator of operations and finance**. These options are illustrated on the following two pages.

Option A: Deputy City Administrator of Budget and Finance



Option B: Deputy City Administrator of Operations, Budget, and Finance



**Refers to the fleet, facility, and related programs that are currently part of the Office of Management and Finance's Division of Asset Management and are not inclusive of asset management functions citywide.*

***The workers compensation program is being proposed to move from the Bureau of Financial and Revenue Services to the Bureau of Human Resources for better functional alignment.*

What kind of organizational structure will support the right balance between centralization vs. citywide standardization of practice for effective and consistent administrative functions?

The Administration Leadership Team generally agreed on facilitating a third way between centralization and alignment/standardization. There is a difference between centralizing the nerve center for administrative tasks and having them fully in the nerve center. In other words, you can centralize the organization or reporting structure without keeping them in the same place. One way to think about this is using an **ecosystem metaphor with a node of authority existing near the City Administrator's office or a deputy city administrator overseeing citywide internal service decision-making and having dispersed staff in each service area performing day-to-day work specific to that service area**. In this model, staff that are in bureaus doing internal services work, such as human resources, technology, and procurement services, could report to the deputy city administrator or another designee dedicated to their service area with alignment or standardization coming from the core teams working for the deputy city administrator of operations and/or finance.

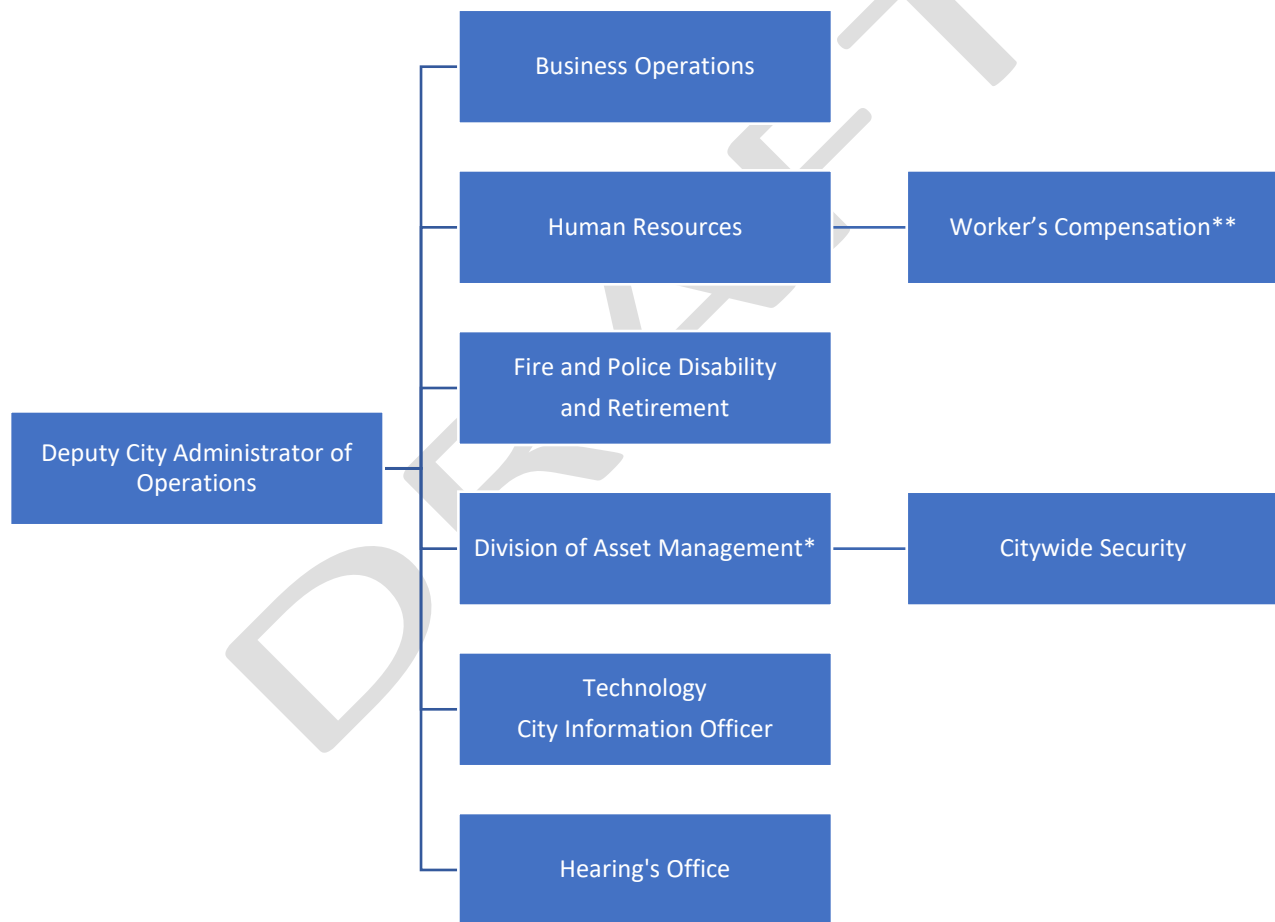
Although this should be considered for structural decisions, continued work is required to understand the impacts of aggregating internal services at the service area level. Desired outcomes include a better understanding of the required levels of service and providing those services transparently and consistently across the organization for more effective service delivery internally which ultimately impacts service delivery to the community. Subject matter experts throughout the organization need to be engaged throughout this process to inform decision making. **This is a priority recommendation for the Future Improvements Project to consider.**

Opportunities and Risks:

- Opportunity to create baseline expectations citywide and rely on the deputy city administrators to allow flexibility based on their service area's subject matter expertise while ensuring those expectations are met.
- Ability to require accountability for meeting standards should be prioritized for things like legal mandates, mitigating risk, and prioritizing equitable service delivery.
- Provide clear policies and standards for central systems such as budgeting, asset management, human resources, and other general services.
- Standardization just for the sake of standardization can cause unintended consequences, so different flavors of standardization should be used as appropriate (policy vs. criteria vs. specific granular level).
- Create best practice models/templates that are incentive-based with focus on coordination of efforts to beget best practices and standards.

The centralization/standardization topic is particularly relevant to the internal administrative functions represented in the Administration Service Area. In the previous section, an option was highlighted with a deputy city administrator of operations and finance. Given the immense portfolio that would be included under such a deputy, an alternative option is a deputy city administrator of operations working closely with the deputy city administrator of budget and finance highlighted in Option A. A potential reporting structure or span of control for this role could look like the diagram on the following page.

Option C: Deputy City Administrator of Operations



**Refers to the fleet, facility, and related programs that are currently part of the Office of Management and Finance's Division of Asset Management and are not inclusive of asset management functions citywide.*

***The workers compensation program is being proposed to move from the Bureau of Financial and Revenue Services to the Bureau of Human Resources for better functional alignment.*

There could be other citywide functions that report to the deputy city administrator of operations, such as asset management, data governance, communications, and equity. Each of these groups could set citywide standards or provide centers of excellence for their functions which still have focused staff at each service area level. A Special Projects Office could live here or report directly to the city administrator.

How to best position communication functions to achieve strategic alignment while serving unique bureau needs?

This question came up repeatedly in both the Administration Leadership Team and the wider leadership team discussions. There is a burgeoning Unified Communications team in the Office of the Chief Administrative Officer, so the new organizational structure provides an opportunity to build upon this group's successes. Similar to the ecosystem model, discussed previously, a unified communications team could provide a nerve center to coordinate and provide strategic alignment of communications work across the city with more focused staff at each service area. Where is a unified communications group best placed?

The 311-program manager recommended a more unified 311 and communication model to help coordinate digital services to the community. This functional alignment would work well with Option C, with a deputy city administrator focused on operations and other related citywide functions. Having 311 and communications under operations would provide a great alignment opportunity with the Bureau of Technology Services. Such a group would be key stakeholders in managing website content and consistent data management and transparency. 311 is already working toward a centralized dashboard for service delivery. In the ecosystem approach to unified communication, each deputy city administrator could have their own public information officer to coordinate across the service areas. Engagement could also be located in operations and follow this same unified ecosystem model.

How to best position government relations functions to support both the legislative council and executive mayor and city administrator teams while also achieving a cohesive and supported legislative agenda focused on priority needs?

The Administration Service Area Phase 1 report identified the importance of the Office of Government Relations being closely situated near and in close coordination with internal and external communications teams, and in close coordination with the administration's

role in facilitating the mayor and council's policymaking process. The potential for a **Strategic Communications and External Affairs Office** was discussed with government relations, a central communications group, the 311 program, and a central engagement group included, but some members of the Administration Leadership Team think the government relations function should live elsewhere to better support their core mission.⁴

If there is preference for a deputy city administrator of operations that is separate from budget and finance, and unified communications, engagement, and 311 report to that deputy city administrator of operations, such an operations-focused group may not be an appropriate place for Government Relations. However, a potential unified communications team under a deputy city administrator of operations will be well situated to support other groups in the organization, including Government Relations.

The City Attorney's Office will report directly to the mayor but will also be accountable to council. The Office of Government Relations could replicate a similar reporting structure.

Depending on what other decisions are made: there are several options for where the Office of Government Relations could sit in the organization: reporting directly to the mayor and/or the city administrator, or to an elevated role overseeing strategic communications and external affairs. Regardless of where Government Relations functions sit structurally, the deputy city administrators provide a group of executives that could serve as a steering committee to help the city administrator develop recommendations to the mayor or make decisions on items of citywide importance, such as State and Federal legislative agendas.

What is the best approach for equity work to be elevated and aligned for greatest impacts, both internally and externally?

The Administration Leadership Team recommends exploring various strategies to **elevate equity work** across the city, including but not limited to having an equity office or equity officer report directly to the city administrator. Another option could be to aggregate equity staff and resources at the service area level.

Members of the administrative group recommend using the [City's Core Values](#) as a lens to evaluate the best approach for equity work to be elevated and aligned for the most effective outcomes. **The Administration Leadership Team's recommendation is for citywide Executive Leadership Team to evaluate various options in relation to other structural decisions to make a structural recommendation through the Phase 3 work**

⁴ The current stated mission of the Office of Government Relations is to advance the City of Portland's legislative and intergovernmental policy objectives.

and identify additional strategies that could be considered through the Future Improvement project.

Additional Program Recommendations

Unless a program offer is called out as specifically moving to another group, program offers not specifically mentioned in this report are presumed to remain reporting to the same group they report to now. Programs that have not yet been mentioned that do not have a clear home are listed below with potential options.

1. **Strategic Projects and Opportunities Team (Project Management of Citywide Initiatives):** This program is recommended to be part of a potential Special Projects Office that could report to the deputy city administrator of operations or report directly to the city administrator. This program currently includes the Charter Transition Team and will need to continue change management work at a citywide level as we transition to the new form of government.
2. **Spectator Venues and Visitors Activities Program:** This program manages several high-profile contracts but is also closely connected to city arts initiatives and facilities. It's unclear where exactly this program should live, but it could live under a deputy city administrator of operations or report directly to the city administrator.
3. **Special Appropriations:** This report has previously talked about improved coordination of the processes to seek and apply for incoming grants to the City. The city also administers outgoing grants to other groups. The Grants Management Division has an administration role to play for both of these distinct categories. Yet another topic is Special Appropriations which are primarily used for General Fund expenditures that are not specific to a bureau and often provide citywide benefit. These include payments to non-city agencies, funding for some city programs and some city set-asides. The Grants Management Division expends a significant amount of staff resources on administrative duties related to these programs. The level of service and resources required to implement such programs should be more clearly and transparently understood before they are established. **The Administration Leadership Team recommends that the use of Special Appropriations to fund programs be phased out over the next couple of years, so these expenditures and the additional resources they require are more clearly understood and directly tied to the functions and services with which they align.**

As decisions are made about the organizational structure, Special Appropriations programs that clearly fit functionally somewhere in the organization, e.g., the City Arts Program, should move there. It is recommended that the Grants Management

Division retain administrative duties for programs involving outgoing grants. Currently, the Grants Management Division is working on updating the policy for outgoing grants, so this work should align with that process.

Transition Process Recommendation:

The 2025 elected officials will need to hire and confirm a city administrator, pass a budget within 6 months, and address pressing policy issues at minimum. The city needs to do everything it can before they start, so they are set up for success. The Administration Leadership Team recommends the new city administrator start with a strategic planning process in 2025. In advance of that, there is an opportunity to start laying the groundwork for such a process. Onboarding provides an opportunity to build a collaborative culture. The leading objective is to nurture a culture of collaboration that inspires a respect for the will and benefit of the city as a whole.

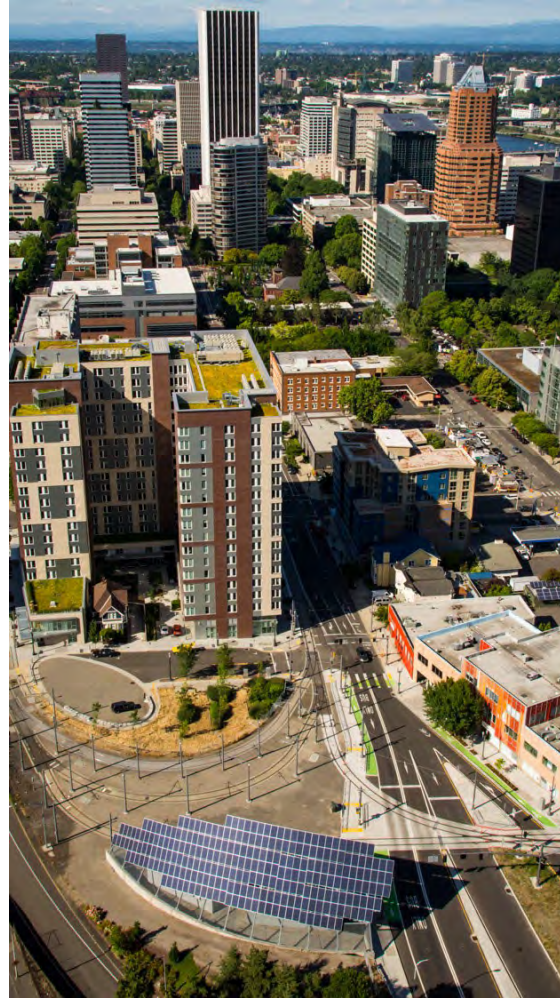
Conclusion:

The Administration Leadership Team respectfully submits this report for further consideration. The Community Outcomes Report prepared for the City Organization Project highlighted that the Portland community desires a city that is more coordinated, accountable, accessible, responsive, and equitable. These proposals are intended to support these desired community outcomes through improved long-term financial planning informing more unified and coordinated budgets; more consistent and transparent distribution of resources across the city organization; continued enhancement of performance measures tied to city priorities via a citywide strategic plan to improve accountability; more coordinated communication and engagement services and improved digital services to the community to improve accessibility; more strategic alignment of the city's equity efforts to achieve the greatest benefits; and hopefully much more.

Community & Economic Development Service Area

Programmatic Assessment
Phase 2:

Bureau Management and
Coordination Review



Community & Economic Development Service Area

Phase 2 Report

1. Approach to Phase 2 work
2. Deputy City Administrator Role
3. Organizational Recommendations
4. Organizational Chart and Clarifications

Approach to Phase 2

With direction from City leadership and after the June 22 Organizational Development Design Charette, the Community & Economic Development (C&ED) leadership team continued every-other week work sessions to develop these Phase 2 recommendations.

A major theme throughout the conversations and this recommendation is the confidence the C&ED leadership has in its Phase 1 report and proposed organizational chart with some updates given further input as noted in this report. This Phase 2 report also includes some further clarifications about the organizational structure and proposals for roles the City Administrator and Deputies will need to have to ensure the reorganization is successful — defined in part as being manageable by the City Administrator and being a way to better support community way-finding when navigating City services.

Recommendations About the Deputy City Administrator Role

Regardless of the specific duties assigned to the Deputy City Administrators (DCAs), performance delivery and accountability should be a theme across the entirety of restructuring. This includes providing sound, consistent guidance to each service area, balancing both horizontal (between DCAs) and vertical (down from Mayor, City Administrator, and City Council, as well as up from the Service Area directors) input as well as that from and with key stakeholders and advisory bodies.

DCAs will be the hub of action in the new City structure — where policy “air traffic control” occurs — informed by bureaus/divisions and the Mayor, City Council, and City Administrator. Coordination among the DCAs is imperative as they will work as a team to ensure equity and standards across the City. We expect this team will also create and implement Citywide standard operating procedures, so all service areas are working towards the same common goals: a cohesive City structure to best serve all.

In addition to this overarching role, each DCA must be fully engaged and care about the work within their service area; they must have an in-depth understanding of projects/programs within each service area to ensure effective and consistent delivery of services both internally with City employees and externally for the Portland community.

The key roles of the DCAs are to:

- Provide a holistic, strategic, City core values lens to the services areas and all performance.
- Ensure all work is led by the City's values of equity and core values: accessibility, accountability, anti-racist, collaboration, coordination, fiscal responsibility, participation, responsiveness, transparency.
- Balance input and create standards to ensure consistency of enterprise delivery across service areas to ensure effectiveness and efficiency.
- Provide oversight of Citywide functions including budgeting and work planning prioritization and coordinate key Citywide decision/clear hierarchy in decision making.
- Navigate intergovernmental relationships, City Council offices / Council committee requests, and inquiries, as well as help to depoliticize decisions.
- Ensure a streamlined process for Citywide federal grants pursual and management.

Other questions and thoughts about the DCA roles that the C&ED team is particularly interested in include:

- What is the size of the DCA office(s) — how many staff will each DCA have, and what will those roles entail? Similarly, how many direct reports with the City Administrator themself have?
- What is the decision-making authority at the CA and DCA levels? There needs to be clear identification of these roles including the ability to address coordination challenges, refine annual workplans, clarify decision making, and rationalize internal processes. This all must done well and wholly understood organization-wide.
- What is the DCA model for internal services and external affairs? We see these as functions that will need coordinated oversight as well as leadership within each service area.
 - As shared in the C&ED proposed org chart, internal services oversight could include functions in a new Administrative Services service area: HR, IT, CBO, Revenue/Financial Services, and Asset Management.
 - As shared in the C&ED proposed org chart, external services could include functions in a new Equity, Government Relations, & Community Engagement service area: OGR, OEHR, communications, 311, Civic Life (Community Engagement), Community Technology, IRT, and ESDs.

Overall Organizational Recommendations

As noted throughout this report, the C&ED leadership team remains confident in the recommendations it put forward in Phase 1. We believe this structure helps to create more cohesion among like workgroups, creates/finds synergies in work that may currently be housed in different, siloed ways, and advances opportunities Citywide to provide services more understandably to Portlanders.

Highlights in the C&ED recommendation (Phase 1 and Phase 2) include:

- The Climate & Sustainability group (including PCEF) moves to the Natural Areas & Climate Action Service Area, which also includes staff from other bureaus.
- Community Technology programs are incorporated into the Administrative Services Service Area.
- All City long-range planning functions move under the C&ED Planning group.
- All City permitting functions move under the C&ED Permitting Services group.
- An Office of Small Business & Entrepreneurship is established and is housed within the C&ED Service Area.
- The Joint Office and related programs (SSCC/IRP/SRV/TASS) to move into the C&ED Service Area.
- Portions of the current OMF's External Partnership & Programs (e.g. commercial real estate, and perhaps ultimately ESDs, etc) move into C&ED service group.
- The Office of Events and Film remains within Prosper Portland.
- An office of Housing Production is created and is housed within the C&ED Service Area.
- Prosper Portland continues to report to the Prosper Commission.

In reviewing other service areas' Phase 1 reports, the following concepts and topics are notable and should be further discussed and confirmed. There are also several other outstanding pain points that should be addressed with structural changes and/or other solutions during this time of huge transition:

- There are common themes on needing clarity about the approach to internal services – see above for the C&ED recommendations.
- Another common theme is that City leadership is ready to make significant changes to both offer an organizational structure for the new City Administrator as well as to provide better, more accessible services to the community.
- Natural areas and climate resilience and our climate recommendations: There were questions as to if this would be a new service area or what/where the components of this work would land. The updated proposed organization chart shows this is a newly added service area, encompassing Climate (incl PCEF); Watershed Management; Urban Forestry care and maintenance; Natural Areas; and Solid Waste teams.
- The concept of a Portland Solutions that is designed to respond to key issues within the City that requires multi-bureau coordination is worth further investigation. However, functions just as graffiti removal, public trash and litter clean-up and other public works functions are distinct from services and programs provided by JOHS, the TASS, SRV etc.

In short, the management of addressing humanitarian crisis is distinct from clean up functions of our bureaus.

- PEMO is housed in the Public Works Service Area; however, JOHS, SSCC, IRP, SRV, and TASS are within the C&ED Service Area. This aligns with a concept of immediate work (e.g. graffiti abatement and trash collection) in Public Works, while the longer-term work is housed within C&ED for policy direction and implementation.
- Clear and appropriate change management is a key factor in implementation of changes this large. High-level items to be addressed specifically include:
 - Culture/brand issues. The example we see and hear about is regarding the moving of all permitting staff into one service area. People are in a specific bureau right now, which is where they feel set – but then they don't focus on permitting, which is inherently problematic in terms of getting permits through. However, combining these services could alleviate tensions between both staff and the public trying to find services easily.
 - HR considerations (classifications, union negotiations, etc) must be managed.
 - Service area for Office of Events and Film (we remain confident in our original recommendation that it stay in our service areas and commit to working with PBEM).
 - Asset management (including CAM-G) moves / falls within the Administrative Services Service Area as opposed to Public Works for more cohesive, Citywide inclusive oversight.

Proposal Clarifications and Revised Proposed Organizational Chart

Although it has been noted in other documents and meeting spaces, it is still worth repeating: many of the larger reorganization changes will take years to fully realize. Meaningful improvements to service delivery, community benefit, and good governance will not occur with only slight tweaks. Setting a north star to work towards will help set a vision that incremental steps can realize.

The new proposed organizational chart also highlights some clarifications and updates from this service area's Phase 1 proposed chart – both within the C&ED service area as well as Citywide. Notable is the proposal to move from five service areas to seven. This does of course increase the number of Deputy City Administrators as well, but this restructuring highlights the need for service areas to be more cohesive and “make sense” in how the distribution of work groups within each service area falls. The new alignment seeks to demonstrate organizing Citywide enterprises in terms of administrative functions in support and guiding the service areas being distinct from Citywide enterprises that function as externally facing functions.

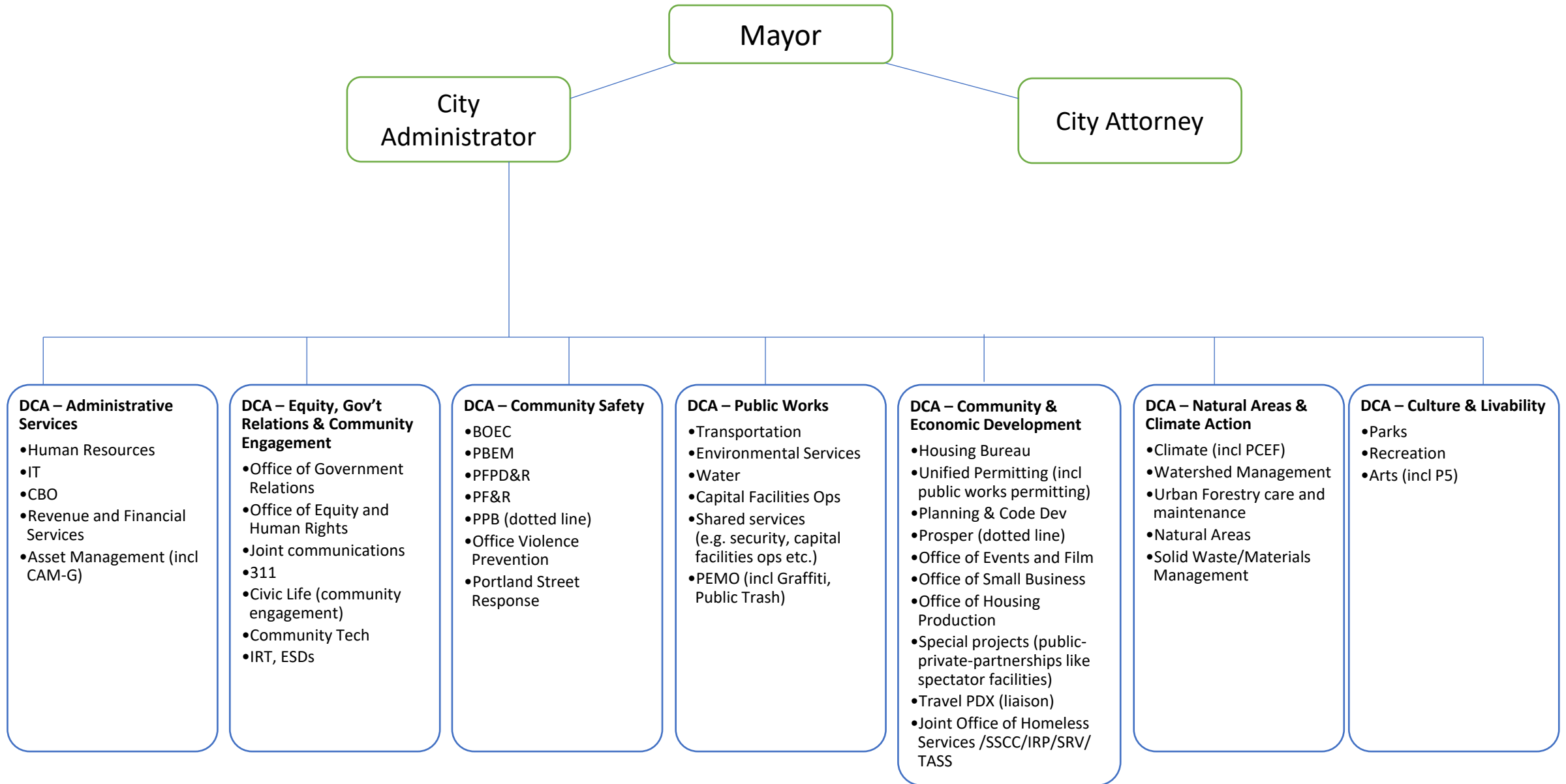
With that in mind, the following service areas are proposed:

- Administrative Services
- Equity, Government Relations, & Engagement
- Community Safety
- Public Works
- Community & Economic Development
- Natural Areas & Climate Action
- Culture & Livability

Highlights of this concept

- As already noted, this organization concept splits the current OMF Service Area into two, while adding a third, Natural Areas and Climate Action.
- Many ELT members have noted that we must be mindful of the number of direct reports to the new City Administrator. Executive support staff aside, seven DCAs feels like the appropriate number of executives to report to the CA.
- The Administrative Services area is focused on the internal services functions of the City: HR, IT, CBO, Revenue/Financial Services, and Asset Management. This group, led by a DCA (perhaps a COO) would be focused on the day to day running of the City government. Note: Equity work centered on City employees would be housed in HR.
- The Equity, Government Relations, & Community Engagement Service Area: OGR, OEHR, communications, 311, Civic Life (Community Engagement), Community Technology, IRT, and ESDs includes bureaus and programs centered on working directly with community partners and external stakeholders.
- Building on the work led by BES, Parks, Water, PBOT, and BPS, Natural Areas coordination and climate action stewardship would be unified in a new service area. Along with service delivery synergies, opportunities for community partnership coordination and resourcing for the work would be realized.
- Work currently coordinated by PEMO should live in the Public Works Service Area. In general, services that support a “clean city” should be unified to maximize service efficiencies.
- Distinct of cleanliness work, services and programs that support houseless Portlanders (JOHS, TASS, SRV etc) would be coordinated and supported within the Community and Economic Development Service Area. Providing housing – temporary, transitional, and permanent – is inherently a community development service and would benefit from the synergies within this group.

While we know the changes proposed here or from the other services areas – or even the proposal Council will adopt this fall – are not going to happen overnight, we are optimistic the structural changes as we’ve recommended will make a difference in providing a manageable structure that supports efficient and cohesive City services more effectively and understandably (and easily to find) for the community.





Culture and Livability Service Area Government Transition Programmatic Assessment Phase II Working Report

August 2023

Service Area Offerings

1. City Arts Program Office
2. Office of Community and Civic Life
3. Office of Equity and Human Rights
4. Portland Parks & Recreation Bureau
5. Portland Children's Levy Office

Phase II Service Area Study Team

- Kellie Torres – Commissioner's Office, Chief of Staff
- Adena Long – Director of Portland Parks & Recreation
- Todd Lofgren – Deputy Director of Portland Parks & Recreation
- Mourad Ratbi – Interim Director of Community and Civic Life
- Jeff Selby – Interim Director of Office of Equity and Human Rights
- Jeff Hawthorne – City Arts Program Manager
- Victor Sanders – Transition Project Lead
- Alexa Croft – Commissioner's Office, Transition Project Coordinator



Phase II Focus Approach

REFINEMENT

CORE VALUES

RISK FACTORS



On June 6th, 2023, the Charter Transition Team released the Phase I Programmatic Assessment Report. The report detailed the responses by each “service area” to specific questions and conversations on how bureaus are currently organized, how they may be restructured in the future, and how equity and city core values are considered within this restructuring context. The report provided insights into how each service area sees themselves as part of the larger city structure currently, how it sees itself into the future, and how it contextualizes its service area groupings with others. To that end, this report is part of the Phase II approach on continuing to refine these conversations and develop potential pathways forward with areas of agreement and those areas that still require further conversation.

The Culture and Livability service area group approached this phase by reviewing the work of other service area, determining areas of agreement and disagreement, holding two workshop sessions with the internal study team, and refining our prior recommendations in individual narrative responses that were collected by the team and reflected in this report.

Framing

Objectives, city core values, and goals

Questions posed to the service area group to answer during this phase:

1. Should bureaus be grouped together as outlined by the City Council? If not, how should they be structured? Are there programs that could be realigned within or between Service Areas to better deliver services to Portlanders?
2. How can the Deputy City Administrator(s) support the goal of a more uniform and coordinated service delivery model across the city? What are the implications of moving toward this model? How can we best meet the needs of our diverse internal and external stakeholders?

From these, our work group sought to align the city core values as part of our review exercises:

Equity & Anti-Racism

We see a future in which service area equity goals are developed and maintained by Senior Equity Coordinators, guided by strategy set by a Chief Equity Officer set within the City Administrator's Office. The Chief Equity Officer would oversee an Office of Equity and Human Rights, with autonomy and authority to more effectively hold service areas accountable for equity, Civil Rights Title VI, Language Access, and ADA Title II compliance. Bureaus could then focus on action and operationalization of citywide equity goals and strategies.

Transparency

The Culture and Livability Service Area offers a variety of services that are community focused and are highly sought after by individuals, families, and organizations. Our brands are well-known by the community. However, how they interface with one another is not well understood by internal or external stakeholders. By clustering existing arts programming, children's programming, parks, and nature opportunities together, it will result in improved clarity internally and externally on how these functions improve quality of life, childhood development, and access to arts, recreation, and nature.

Collaboration and Fiscal Responsibility

The Culture and Livability Service Area has immense opportunities for collaboration and sharing of information, from both a programmatic level (e.g. early childhood education and enrichment with PP&R Recreation and Environmental Education programming, Children’s Levy and Arts) as well as an administration level (e.g. grants and finance administration by Children’s Levy, Arts, and Parks). Further, we see opportunities for coalescing of visions as it relates to our shared desired and outcomes to improve the lives’ of Portlanders with regards to outdoor education, arts enrichment, recreational opportunities, and childhood development.

With regards to fiscal responsibility, we specifically have looked at how we can engage the Public Works Service Area to reduce redundancies and improve development and management of green infrastructure, and asset management more broadly. We framed conversations around what positive and negatives could come of a joint service within Public Works.

Communications

The organizations within our service area have strong brands with strong community networks. We sought to look at ways to build upon communication strengths of some operating units in the service area to ensure a standard for the entire service area, including offices that historically lacked proper city support.



Context

MAY 2023 EMPLOYEE ENGAGEMENT REPORT

"People who work in Public Works, Community and Economic Development, and Public Safety bureaus chose Portland Parks & Recreation as the bureau they had the **most informal collaborative relationship with** (outside of their own bureaus)."

"I believe to meet our core values, it **requires consistency among the Bureaus** and sharing of resources, strategies, approaches to anti-racism. Our current structure is a hindrance to both of these."

"Across all service areas, people most often chose **their own service areas bureaus** as the ones they want **more collaboration with** that is important to their success."

"For people who work in Public Works bureaus, they most often chose Parks & Recreation as **collaboration they want** that is important to their success"

CITY ORGANIZATION PROJECT COMMUNITY OUTCOMES REPORT

The work group reviewed both the Employee Engagement Report and the City Organization Community Outcomes report as context documents in our analysis work, and we have restated key findings here.

Goal 1: The City should be COORDINATED.

Key takeaway: The community wants a city that works in unison. This means to operate under one vision for Portland's future that creates benefit for all.

Goal 2: The City should be ACCOUNTABLE.

Key takeaway: The community wants a city that answers to the people.

Goal 3: The City should be ACCESSIBLE.

Key takeaway: The community wants a city that is informative and helpful.

Goal 4: The City should be RESPONSIVE.

Key takeaway: The community wants a city that can quickly address emerging issues that harm Portlanders.

Goal 5: The City should be EQUITABLE.

Key takeaway: The community wants a city that makes it easier for everyone to thrive.

Recommendations

What hasn't changed from our last report

In Phase 1, our group made several recommendations that have not changed from our prior report. These include:

- 1. Moving the Office of Equity to City Administrator Office.** This reflects the groups feeling that the City Administrator's Office is the proper venue for setting strategy, policy, and overarching goals to be monitored and made by a Chief Equity Officer that reports to the City Administrator. In this way, individual service areas will have a two-way conduit to share service area-level goals with a larger citywide vision, resulting in reduced siloing, improved collaboration, and furthering of anti-racism and equity goals using a citywide lens. This will also provide the best conduit for the Mayor and City Council to set strategic citywide goals that can be matched with proper high-level strategy investments.
- 2. Moving the Events and Film Office from Prosper to our service area.** Film and events have a common nexus with PP&R, as many permits run through PP&R due to use of park spaces. In addition, many events are often part of cultural investments or programming, and cross-pollinate with the City Arts office, Civic Life's neighborhood programs, or PP&R. We envision a future in which the Events and Film Office is integrated within this service area. In particular, we continue to refine whether or not our service area should become a part of Public Works, further providing synergy to permitting of film and events related to right-of-way use.
- 3. Maintain City Arts, Children's Levy, Portland Parks & Recreation, and Events and Film together.** We continue to recommend a future that maintains these services together. The synergy of linking City Arts, Parks, and Children's Levy provides opportunities to review programmatic offerings focused on children, recreation and enrichment opportunities related to art, public space programming tailored toward arts and children, and permitting collaboration with an integrated Events and Film Office. These are just a few of the exciting options we've discussed with this potential collaborative approach to our service area.

- 4. Creating a PDX Solutions service area, providing vertical integration to citywide challenges.** This proposed service area is focused on providing heavy operational support to common urban problems that require intensive wrap-around support or vertical problem-solving. For example, we envision a workgroup that can handle the entire spectrum of “find it & fix it” problems faced within the right-of-way, agnostic to who owns or manages whichever section of the street: curb, gutter, bus stop, planting strip, signs, and so on. Trash, camping, graffiti, houseless outreach, etc., could prove more manageable when grouped together in the new City government structure compared to how these are currently grouped in multiple service areas.

Recommendations

What we've refined further

Upon reflection of our Phase I report, and in review of other service area reports, we continue to refine some of the complex problems and challenges faced by our service area group and from a citywide perspective. These include:

- 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
- 2. Two refined options for our Service Area groupings: to align with Public Works or not?** We provide options to include our service area as a standalone or as a service area grouped together with Public Works. Our recommendation is to continue to review the opportunities and challenges of both options. While we see benefits in a combined service area, we also see some challenges, though it may be possible to overcome them.
- 3. Consider how the 2023 Natural Area Resource Management planning work will integrate into any Service Area alignment decision.** Over the past several months, BES, PP&R, PWB and PBOT established a process developing a collaborative Natural Resources Service Delivery work plan to be delivered to the City's Chief Administrative Officer by Fall 2023. This plan reviews the shared responsibilities of each agency as it relates to nature, green infrastructure, urban watershed management, natural areas,

and urban tree canopy. The report will detail ways in which new organization alignment can benefit the City as a whole. Of particular note is that it can be agnostic to future organization structuring happening during this exercise. To that end, this report references that work but its findings do not itself identify a preferred Service Area grouping.

- 4. Recognize the development of the Office of Arts and Culture as a standalone Office.** This newly renamed Office has been given the directive and autonomy to build a solid foundation of support, engagement, and programming in the arts. This new model will enable the City to work with multiple service providers, establish stronger performance measures, and reduce its investment in loosely defined administration and overhead expenses, all to ensure a broader and more effective reach in delivering arts-related grants and services.

Recommendations

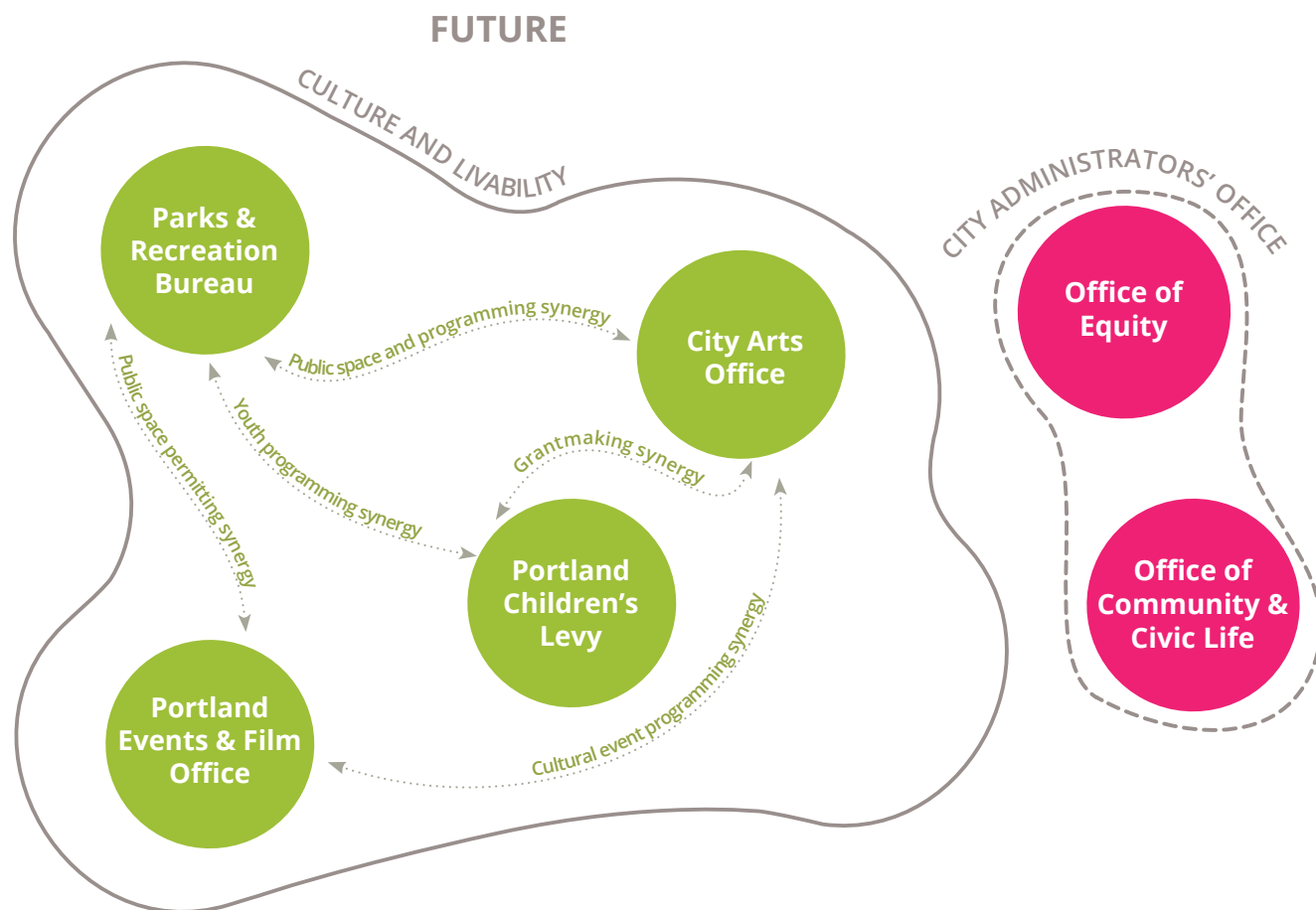
Concept 1. Service Area Option

Aligning and refining our service area

We continue to recommend that Parks & Recreation, City Arts, Portland Children's Levy, and the Portland Events and Film Office be organized within the same service area. The high-level coordinated synergies are shown on the opposite page and detailed in our Phase I report, including the continued recommendation that Office of Equity be moved to the City Administrators Office. During this second phase, we refined a future state that moved the Office of Civic Life to the City Administrator's office as well, though we do note potential challenges with this arrangement.

CURRENT





OPPORTUNITIES

- Clear synergistic lines between all of the service areas from related services and offerings.
- Opportunities for collective grantmaking functions within similar areas of interest.
- Youth programming focus opportunities between each functional area.
- Excellent brand recognition for all of the services: each functional area is consistently highly rated with regards to satisfaction in citywide surveys.
- Space management alignment: cultural use of historic properties managed by Parks; space needs for City arts programming offers, etc.
- Public space permitting opportunities between Film Office and Parks.
- Summer event enrichment focus and funding opportunities between Parks, City Arts, and Children's Levy.
- Administrative function collaboration and alignment would allow for improved procurement, management, and fiscal responsibility (similar work).

CHALLENGES

- Parks and Arts have a nexus to public asset management; would not being in a larger infrastructure service area impact optimization and collaboration?
- The risk of not including Civic Life (the way the office is currently organized) may limit optimization of efficient access and engagement of neighborhoods, particularly for our service areas, which are highly dependent upon neighborhood and community outreach.

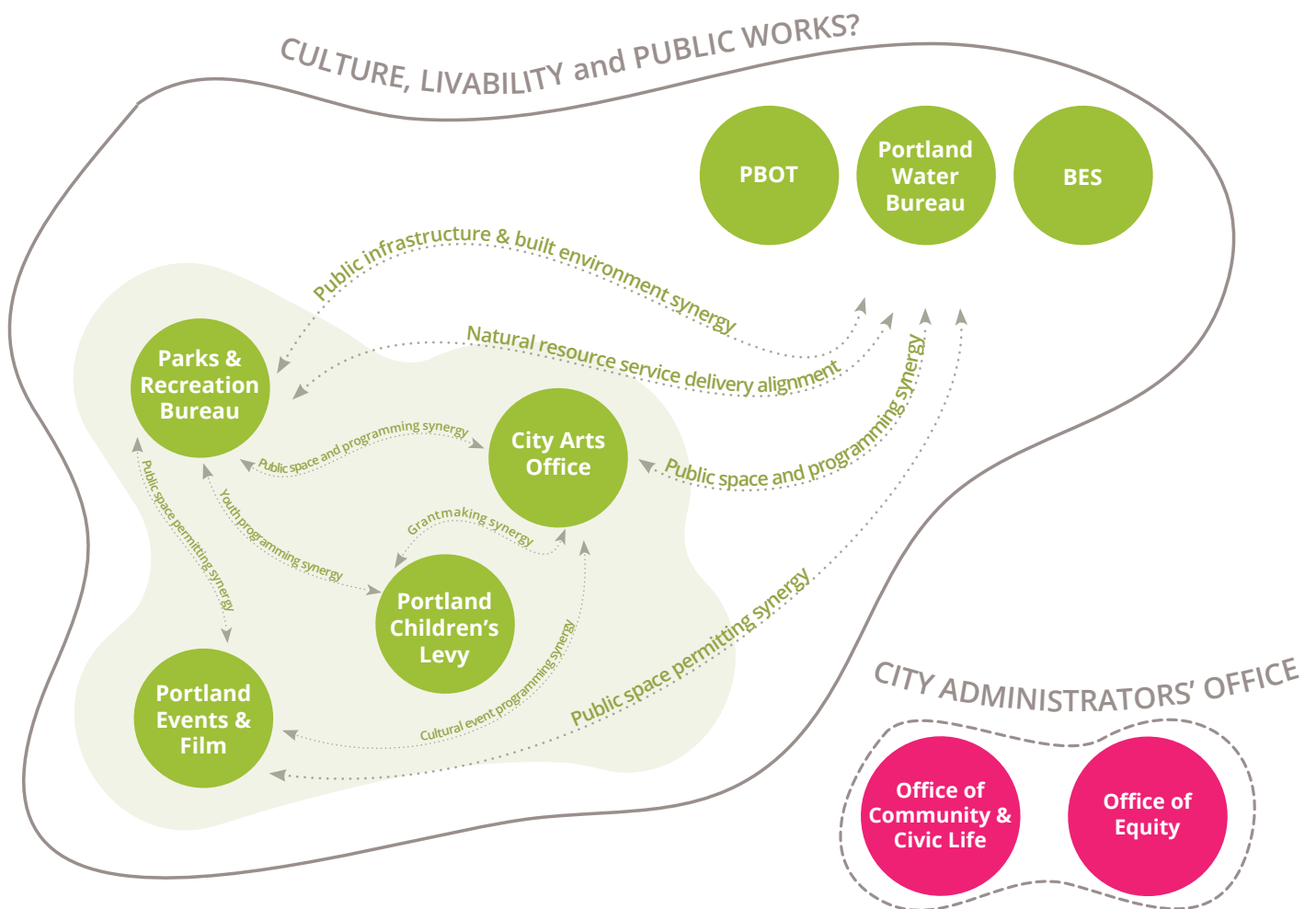
Recommendations

Concept 2. Public works alignment?

Building upon Concept 1, what if we went further?

The team has continued to consider a future in which PBOT, Water, and BES align in one service area that includes the Culture and Livability Service Area. We see opportunities for synergy in permitting, art infrastructure, and SDC simplification, among other positives. However, we also see the overall scope of this area as being very large and complex. While synergy would be achieved, it would take significant time and change management. In addition, smaller offices, such as the Portland Children's Levy and City Arts may lose some of its prominence within such a large service area.

FUTURE?



OPPORTUNITIES and CHALLENGES

The group asked themselves: what are the challenges and opportunities of moving forward with Concept 2, bringing Culture and Livability into a Public Work Service Area?

OPPORTUNITIES

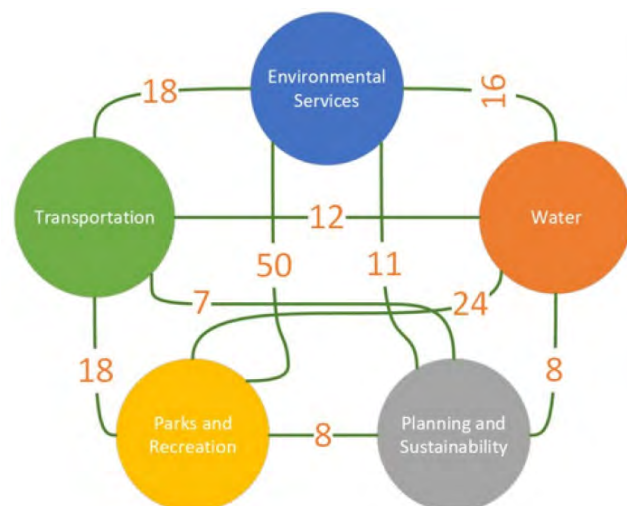
- Parks also has green space infrastructure (15% of Portland), so natural opportunity for asset management and planning synergy leading to fiscal responsibility and collaboration.
- Natural resource delivery collaboration work already underway on alignment of services for efficiency (though combining Service Areas is not required for that work to continue).
- All agencies are very public facing and have significant public outreach and events.
- Land management standards of care could be clarified for increased collaboration and communication; reduced confusion around public space management.
- Administrative function collaboration and alignment would allow for improved procurement, management, and fiscal responsibility (similar work).
- Labor representation and contract/classifications efficiency; incl. workforce recruitment.
- Staff safety = economy of scale in security investments.
- Equity in space and area planning effort strategy.
- SDC management goes from 1 to 4.
- Grantmaking function efficiencies.
- Currently 137 agreements between BES, PWB, PPR, PBOT.

CHALLENGES

- Various levy and fee structures between agencies.
- Brand of each work unit is very strong already; will this dilute?
- Size and scale of service area.
- Funding: limited dollars for significant capital backlogs in all agencies.
- Size complications related to alignment and reorganization.
- Structural financial challenges already.
- Children's Levy may not fit properly within this service area.
- Community engagement issues related to brand of each agency, trust, and public engagement potential with agency of this scope.
- Breadth of a Deputy City Administrator to manage a portfolio of this size and specialization.
- Currently 137 agreements between BES, PWB, PPR, PBOT.

NATURAL RESOURCE DELIVERY WORK PLAN COLLABORATION OUTCOMES

- 137 different connections/agreements between each Bureau (shown at right);
- Emphasized shared goals while refining clarity of scope, purview, and coordination between bureaus;
- Inefficiencies and redundancies are present in current processes and resource management;
- Public has difficulty understanding and navigating natural resource systems;
- No clear route for identifying and integrating community needs and expectations;
- Integrated Information/Systems Management is needed;
- Funding is limited and needs to be maximized;
- Organization/Management Structure, unconstrained by funding, is needed.



Global Picture

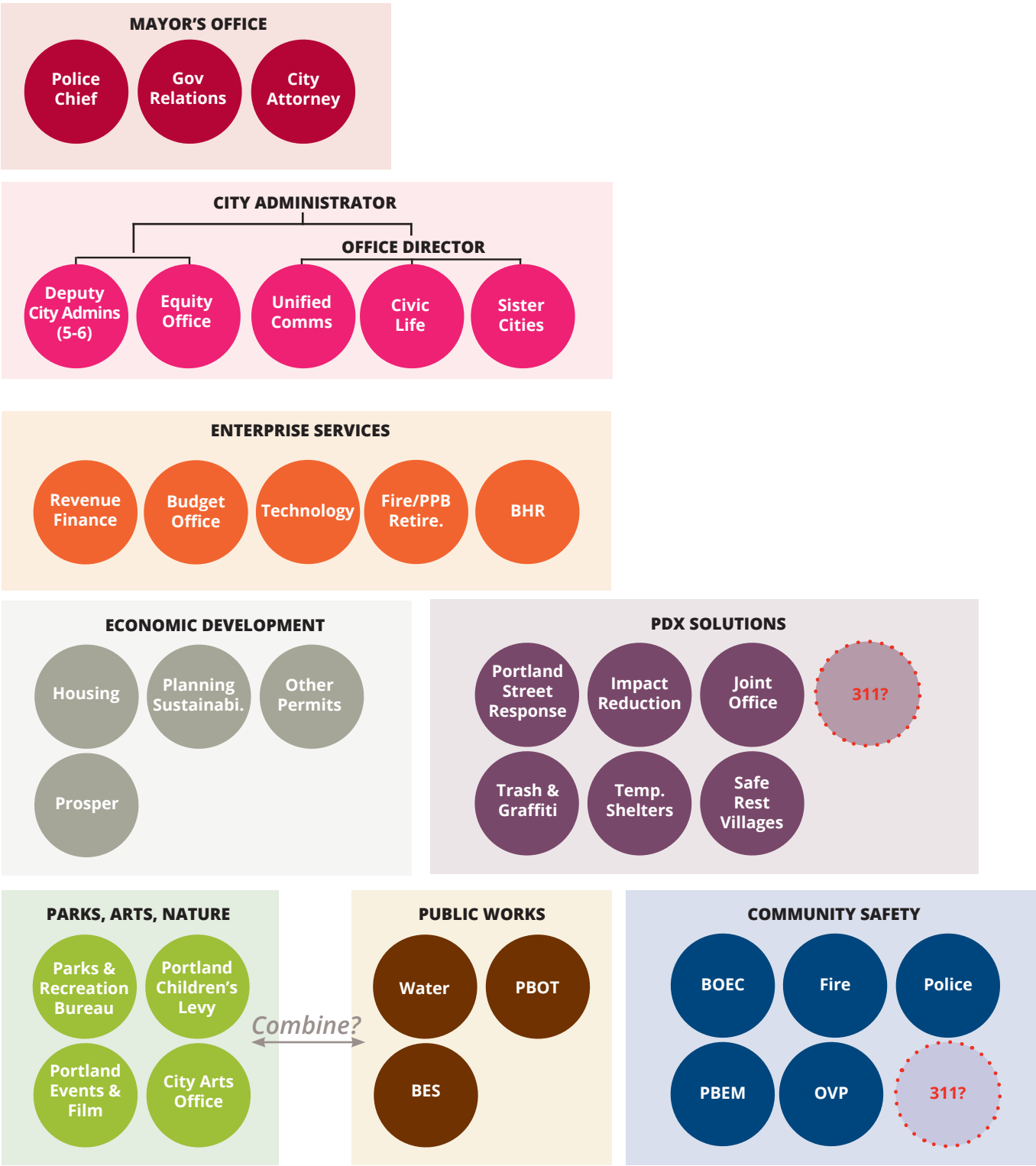
Context with Deputy City Administrators

Some of our outstanding questions are framed here

Our Service Area has identified some of the outstanding questions we have, particularly within the context of having a Deputy City Administrator assigned to individual service areas:

- It's still unclear where 311 could live to be most effective; we see a future where it may live with PDX Solutions, or Community Safety, as a direct connection between some of the highest volumes on types of calls: low-acuity crisis response in public spaces; camping; trash, and graffiti.
- 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.
- A key takeaway from our discussions is that the City Administrator's Office would set the standards for the City, from equity to outreach expectations, among others, and would delegate that to DCA's within each service area. A clear and concise span of control for DCA's would be necessary.
- We placed Portland Street Response within PDX Solutions due to the potential for a future collaboration with the County.
- It was important for our group to ensure that the direct reports for a City Administrator stay around 5-6. The span of control for any larger number would become difficult to manage.

Global Overview of Our Proposed Working Service Areas





Public Safety Service Area Assessment Team

Phase II Report - 8.4.23

BACKGROUND

The Public Safety Service Area Assessment Team (PSSAAT) was charged with developing a set of recommendations for review and consideration by the City's Chief Administrative Officer (CAO) and to inform the future structure of the public safety functions and programs. The PSSAAT focused their inquiry and evaluation on the following questions:

- What recommendations do we have regarding consolidating like functions/programs, specifically administrative and specialized, as part of this phase?
- Are there programs that don't currently belong where they are, internal to our bureaus or in other City bureaus?
- What should the Deputy City Administrator Office role look like?
- What should the differentiation of roles and responsibilities of the Deputy City Administrator and Directors be?

Additionally, the PSSAAT discussed the recommendations as conceptual opportunities and synergies but due to timeline and capacity constraints, the team was not able to thoroughly evaluate the proposed recommendations. We based our recommendations on the best information available to us but need to explicitly articulate the limitations of the process. Therefore, the PSSAAT proposes that before any recommendations are implemented, they will need to undergo a validation process that considers equity, operational, and economic impacts, as well as whether they align with City core values.

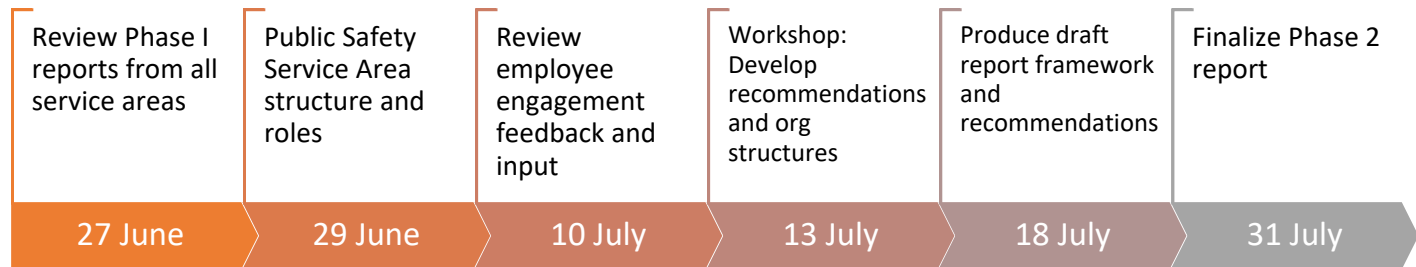
We understand that the PSSAAT's work as a group will wrap up with the Phase II report submission, and we will then continue our work together as part of the larger Executive Leadership Team group. It has been a useful and productive exercise for the PSSAAT to conceptualize public safety functions in the future City organizational structure. We have been able to gain a deeper appreciation and understanding of each other's work and it will be beneficial as we transition to a more collaborative future organization.

Public Safety Service Area Assessment Team

Phase II Report - 8.4.23

Phase 2 timeline

The timeline for the work developing Phase II recommendations is below for reference.



June 29 meeting: phase 1 review and thematic priorities

At this meeting, the PSSAAT focused on review of Phase I service area reports, City core values, phase I public safety recommendations, initial evaluation of the roles and responsibilities of the new Deputy City Administration position, and potential organizational structures for public safety.

July 13 Workshop: Recommendations Programs & Org Structure

At this working meeting, the PSSAAT focused on developing recommendations about programs within the public safety service area, preliminarily discuss organizational structures, and recommendation regarding the roles of Director and DCA (Deputy City Administrator).

July 18 meeting: Deputy City Administrator and Director Roles

At this meeting, the PSSAAT reviewed and finalized recommendations regarding the roles and responsibilities of DCA and Directors, mapped a new reporting and organizational structure for public safety considering PPB's unique positioning in the new form of governance, identified the recommendations for functions/programs that move out of the PS service area and the programs and functions that can be consolidated within the PS service area.

Public Safety Service Area Assessment Team

Phase II Report - 8.4.23

Recommended Adjustments for Public Safety Programs

The PSSAAT developed a set of recommendations for collaboration within a future public safety structure, for which explanation of the recommendations are detailed below.

Emergency Management

There is duplication of emergency management programs and functions throughout the City, which could be moved under a centralized model. This could provide consistency of approaches and effectiveness to carry out Citywide policy. The vision is to have specialized staff leading specific functions of emergency management for the City, rather than dispersed emergency management generalists staffing several City bureaus with only a portion of their time spent on each specialized area. Some of the functions that would benefit from centralized emergency management staff are COOP planning, alerting and notifications, emergency planning, after-action reviews, and training and exercises. This change, like other programmatic shifts, would entail code and structural changes.

Communications

Communications is done differently across the bureaus. Some have marketing and branding staff, some have only internal communications staff, and some contract out comms work. A concept which was presented to the group was branding at the Citywide level, and each bureau/department may have their own branding that comports to the larger schema (PBOT is a good example of organization-wide branding and messaging). Additionally, the public information officer position (PIO) was discussed as opportunity for resource sharing or collaboration, however there are complexities around this for PPB and PF&R with sworn members assigned as PIOs and legal requirements handling confidential information.

Information Technology

There was broad thinking about what IT structure might work best for the service area. An idea was IT staff centralized within Public Safety Service Area with each department/bureau would have dedicated resources for specialization and consistency, like the HRBP model. The specific functions that would be useful for the shared resources could be strategic planning and management, systems managers, GIS specialists, web developers, technology project managers, and technology procurement staff. Unlike the HRBP and BTS TBC models, we would want long-term committed staff assigned to our departments, though we understand there may be items that need to be supported by centralized IT staff.

Strategic Planning, Policy, and Legislative Matters

We envision a Strategy and Policy group directly reporting to the City Administrator with the express goal of consistency across the City's policy and development of Citywide strategic plans. Each department/bureau would then have a business/strategic plan in alignment with the Citywide policy and strategic direction. Additional responsibilities for the group could be Citywide policy development, management, communications, and governmental affairs/legislative agenda. The public safety service area, like all other service areas, would have its own strategy and policy team responsive to the unique needs of public safety functions, but would work with and take direction from the City Administrator's group.

Public Safety Service Area Assessment Team

Phase II Report - 8.4.23

Data Analytics

The concept of consolidating or collaboration of data resources in the public safety realm was supported. The group conceptually supported having resources for those functions that cross the public safety functions but maintaining resources internal to the bureaus that are specialized and need to remain close to bureau operations. Some areas for collaboration are development of a common data warehouse and reporting resources.

Records

There was discussion about two aspects of public records work – media/public records requests and ongoing records management. The public records functions are staffed very differently across the public safety bureaus. The PPB and BOEC have dedicated public records staff, while this work is an ancillary responsibility for several employees across PF&R. For PPB and BOEC, DA's requests generate significant workload. One suggestion was to create shared resources for non-routine, larger records requests and perhaps this work could be contracted out. PBEM and PF&R have identified the need for ongoing records management, such as for digital and paper document management, email emergency response documentation, archiving, and for the management of partner contacts and distribution lists.

Employee Investigations

Employee investigations are managed and resourced differently across the public safety bureaus. Combining resources could be materially beneficial in the areas of serious investigations of misconduct, specialization in employee investigations, performing investigations, documentation and retention related to employee investigations. This was not expressly stated as a need by all public safety bureaus.

Asset Management

Asset management could be centralized within the public safety service area, with shared resources assigned to the work. Asset management is not staffed or managed consistently across the public safety bureaus. Some of the bureaus perform the work internally, while OMF provides this service for others. The goal is to manage every bureau's assets in accordance with City policies to ensure the responsible stewardship of the public's resources.

Facilities Planning and Capital Investments

It has been suggested that we look for opportunities for space sharing and co-location opportunities when we renovate or relocate our facilities across Public Safety bureaus. Currently, the bureaus are experiencing a pause on major capital projects, in anticipation of a Citywide evaluation of facilities' needs. This is a recommendation that was widely supported and highlighted as a good opportunity for further exploration.

Stores/Quartermaster/Equipment Management

PPB and PF&R have uniforms/quartermaster programs to order and manage inventory and outfit staff with uniforms and equipment. This is an area that might benefit from resource sharing. Some challenges anticipated are that the bureaus utilize different inventory systems and specific physical locations for distribution will be important for the bureaus.

Public Safety Service Area Assessment Team

Phase II Report - 8.4.23

Training

The PSSAAT expressed interest in potential opportunities for sharing resources, gaining economies of scale in training opportunities that are appropriate across department staff, and sharing contracts for trainers/contractors.

Recruitment

The group focused on the specific recommendation of developing a pool of public safety recruiters, assigned to bureaus/departments.

Enhance Liaison program for PPB and Fire in 911 call triaging

This recommendation is specific to BOEC, PF&R and PPB. The ideal state is to have 24/7 Police and Fire Liaisons assigned to BOEC, which is not the currently the case. If PSR expands to 6-7 units running concurrently, and if the call load increases materially, there is justification to assign a PSR Liaison to BOEC as well. A strong recommendation for addressing medical calls is establishing a Nurse Triage program as part of ProQA. This can be done internally at BOEC or through a hospital network (but if embedded at BOEC, there is scarcity of space).

Citywide Watch Command

Although this was not discussed with the PSSAAT, we are including this concept in the report for further discussion and consideration. PBEM is proposing development of a Citywide Watch Command function with an emphasis on Public Safety and sees this as an area that could provide great synergy with and resource efficiency opportunity. A Citywide Watch Command could provide a 24/7 resource for monitoring all hazards and threats facing the City and provide regular products, such as a Mayor's Daily Brief, that summarizes significant events that have occurred or are projected to occur or affect the City. The concept is that this would be supported by all City Bureaus wherein information/data inputs are fed into the process for development of briefing materials.

Potential Adjustments to Citywide Functions

The PSSAAT identified the adjustment below to move programs from within bureaus to centralize Citywide.

Equity Programs/Staff

The PSSAAT is recommending centralization of equity staff structurally in a Citywide model like HRBPs. Equity staff would be embedded in bureaus/departments and assigned to Public Safety on a long-term basis to ensure that the equity practitioners possess deep knowledge of their organizations. Additionally, we could have bureau equity staff work with equity staff assigned to the bureau by OEHR (the recommendation will require more FTE).

Public Safety Service Area Assessment Team

Phase II Report - 8.4.23

Deputy City Administrator (DCA) and Director Roles and Responsibilities

The PSSAAT, like all other service area teams, was tasked with conceptualizing the Deputy City Administrators' roles and responsibilities. In completing this exercise, the group identified key competencies, skills, and experiences, as well as some elements of a job description. Additionally, to define aspects of the new DCA position, the group believed it necessary and useful to conceptualize the Director role in the new City structure. Below lists distinct elements of the DCA and Director roles.

Description of the DCA Role

- Ability to maintain a 50,000 ft view of the bureau/department operations, occasionally working at the 10,000 ft level for specific topics and issues
- Decision making authority for the strategic oversight of the bureaus under their service area
- Ability to coordinate departments to produce and enact cohesive policy and strategy
- Understanding of public safety functions, work drivers, and systems
- Effective at channeling direction of City Administrator (CA)
- Effective liaison for information and communication both ways between bureaus and CA
- Ability to maintain split focus of politics/policy and operations
- Effective champion for the overarching needs of public safety, to CA and Council and among DCA peer group
- Effective at relationship building
- Ability to manage the dual-reporting structure of PPB, working collaboratively with the Mayor's Office
- Experience successfully developing, interpreting, and implementing policy
- Can lead a group of departments objectively and without bias
- Harnesses the service area directors' input to form agenda and priorities
- Empowers bureau directors to make decisions, appropriate to their positional authority
- Effective champion of implementing equity in public safety operations
- Effective at communicating the role and value of the public safety functions

Description of the Director Role

- Ability to consistently maintain a 10,000 ft view of operations, occasionally working at the 100 ft level on specific topics and issues, and occasionally working at the 50,000 ft view to assist the DCA, CA, or City Council understand bureau/department operations and issues
- Decision making authority for their specific organization, with any exceptions determined by the DCA
- Adjustment to established chain of command structure - access and direct Interaction with Mayor based on specific situations (declared emergencies, etc.)
- Expertise in specific bureau/department operations, policy, field, and services
- Ability to develop and implement policy
- Political acumen
- Effective relationship-building skills
- Operational leader

Public Safety Service Area Assessment Team

Phase II Report - 8.4.23

- Effective working across public safety bureau peer group, and with partners in other City bureaus to achieve operational goals and priorities
- Responsible for maintaining partnerships at the local, state, and federal levels, specific to their public safety discipline
- Effective representative for their organization – the ‘face’ of the bureau
- Empowers staff to make decisions, appropriate to their positional authority
- Effective champion of implementing equity in public safety operations
- Effective at communicating the role and value of the public safety functions

Public Safety Service Area Assessment Team

Phase II Report - 8.4.23

PROPOSED ORGANIZATIONAL CHART FOR PUBLIC SAFETY FUNCTIONS

The PSSAAT has discussed organizational restructuring for public safety functions throughout their collective work from April through current. From that, the PSSAAT created a high-level org chart proposal for consideration and to inform the conversation regarding Citywide organizational chart development that will be had with the Executive Leadership Team in Phase III. There were some modifications suggested to the submitted organizational chart, but the timeline didn't enable group discussion, so we suggest further exploration during Phase III.

A bit of explanation about the proposed public safety organizational structure, which is attached to this report:

- Police will report to the Mayor but will maintain a dotted-line relationship to the public safety DCA and operationally work in alignment and under the public safety service area umbrella
- The structure retains operational programs largely within the operating departments/bureaus
- Specialized, administrative, and support to operations programs, are consolidated into two groupings under a Policy & Strategy Office
- Specialized, focused programs and initiatives are consolidated into two groupings of Health & Shelter Services and Violence Reduction, however we understand these programs should be evaluated for appropriate organizational placement if there are other Service Areas that maintain similar functions
- The Office of Police Accountability is reflected in this organizational structure as reporting to the Deputy City Administrator
- Emergency Management is reflecting several new programs that PBEM intends to develop but are not currently established
- The org chart does not include a Citywide Strategy & Policy Office; however, we recommend it is established and reporting directly to the City Administrator
- Equity is not included in the org chart as a program, but as the framework within which the service area will operate as we recommend that Equity is structured centrally Citywide
- The CSD Alternative Response Models program should be more fully defined before it is located within the City's new organizational structure
- The Programs Office includes programs that may be appropriate to locate outside of public safety, but is unknown until the full City org structure is determined

Public Safety Service Area Assessment Team Phase II Report - 8.4.23

Public Safety Service Area Assessment Team Members

Director Robert Cozzie, BOEC
Ashley Tjaden, BOEC

Elisabeth Perez, CSD
Chloe Massarello, CSD

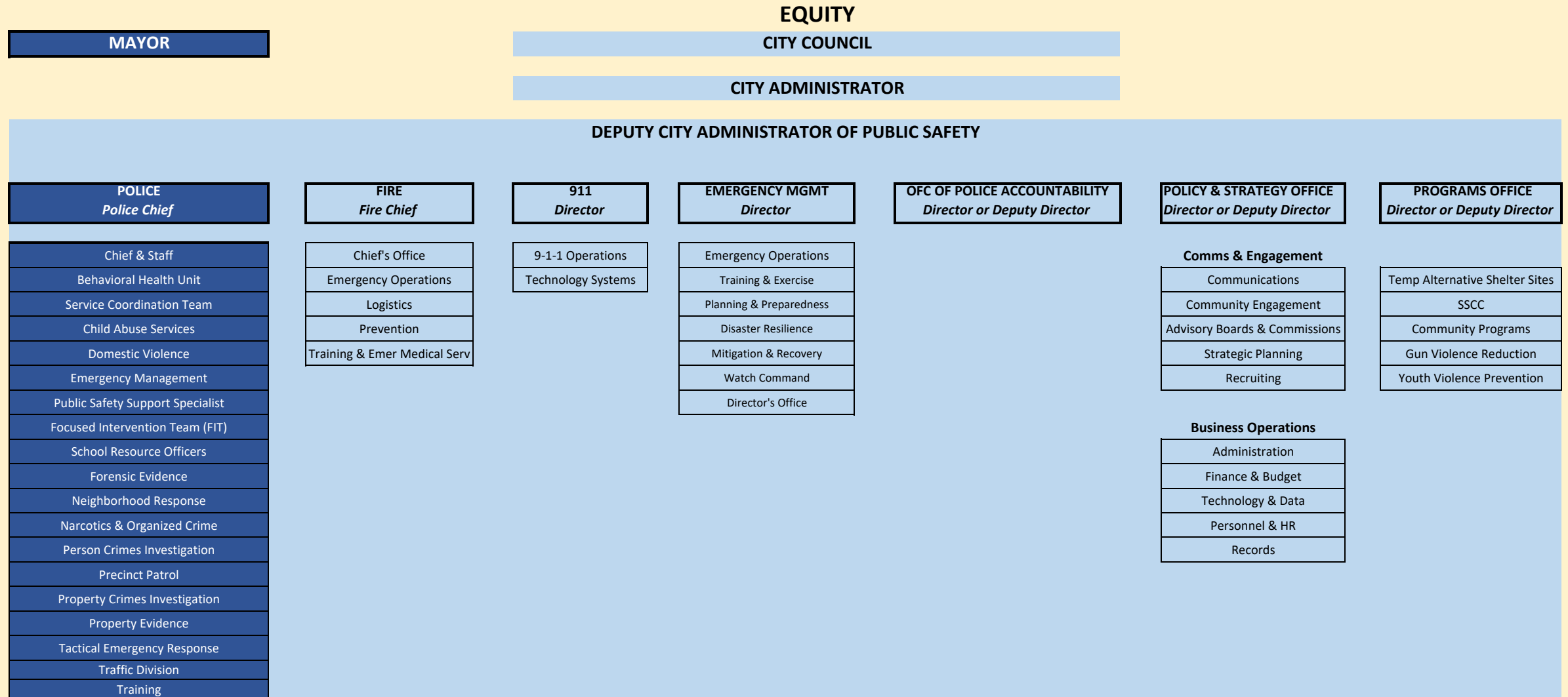
Director Shad Ahmed, PBEM
Chris Carey, PBEM

Chief Ryan Gillespie, PF&R
Kezia Wanner, PF&R
Aaron Johnson, PF&R
Yashica Island, PF&R

Deputy Chief Michael Frome, PPB
Lieutenant Martin Padilla, PPB
Marlon Marion, PPB

Shah Smith, Commissioner Gonzalez's Office
Stephanie Howard, Mayor Wheeler's Office

PROPOSED PUBLIC SAFETY ORG CHART - PHASE II





CITY ORGANIZATION PROJECT

Public Works Service Area

Team: Edward Campbell, Joe Dvorak, Angela Henderson, Erich Pacheco, Gabriel Solmer, Dawn Uchiyama, Tara Wasiak, Millicent Williams, Jody Yates

Office of Commissioner Mapps: Shannon Carney, Mingus Mapps, Katie Meyer, Michelle Rodriguez, Goldann Salazar



Phase 2 Assessment Report:

Bureau management and
coordination review

August 4th, 2023

Executive summary

Phase 2 of the City Organization project is a pivotal stage focused on developing a recommended high-level organizational chart reporting to a City Administrator. The process was shaped by insights from the Phase 1 service area reports, employee feedback, community input, and executive-level workshops. This phase aims to address key challenges, define roles for the Deputy City Administrators, and enhance service delivery aligned with the city's core values.

The Public Works Service Area (PWSA) program assessment team led the analysis, gathering valuable insights from employees and the community. Employee feedback highlighted: the need for careful evaluation when centralizing administrative services; incorporating Parks and Urban Forestry within the PWSA; fostering fiscal responsibility; and improving coordination. Community feedback emphasized the importance of coordinated, accountable, accessible, responsive, and equitable services.

The Citywide Organizational Chart offered on page 4 of this report outlines a proposed new administrative structure with specific functions and key considerations for the PWSA Deputy City Administrator's role. The report also addresses recommendations on long-term planning, climate-related policy, and the creation of a PDX Solutions Service Area to enhance houselessness, livability, and security management. By prioritizing transparency and communication, the City aims to foster an efficient and effective governance structure, ultimately serving the needs of its residents and communities while upholding its core values.

Employee and community input

Employee feedback

In managing change, it is best practice to assess the impact of the proposed changes on the individuals and groups most affected. The PWSA program assessment team facilitated opportunities for Bureau members to share their ideas and insights through outreach and engagement, a series of progressive updates, and a virtual suggestions box for all employees. Over a six-week period and through a variety of channels, Bureau members shared diverse viewpoints on structural organizational and process improvements to enhance service delivery to Portland communities. The exact engagement rate by reach is difficult to measure given the variety of methods used to gather employee input; however, the following themes emerged:

PWSA employee suggestions and feedback

Centralization of services and safety: employees express the need for careful evaluation when centralizing administrative services like accounting to address potential risks and differences in processes between bureaus. Recommendations include forming a sub-group to assess safety centralization, identifying services that could benefit from it (e.g., business analytics, contract administration) and those requiring closer relationships (e.g., worker's compensation, safety committee engagement).

Community and environmental focus: employees advocate for including Parks and Urban Forestry in the PWSA to align infrastructure with natural systems for better planning and management. They suggest considering public parks as part of critical infrastructure and emphasizing their role in providing essential services and maintaining a healthy, livable city.

Efficiency and service improvements: employees recommend consolidating utility locating departments under a central supervisory entity to improve coordination and efficiency in handling excavation laws and locate requests. They also call for a unified approach to handling community member's concerns and reporting related to Public Works, suggesting the creation of a single hotline phone number (311) for all inquiries.

Fiscal responsibility and budget constraints: recommendations include redesigning the budgeting process to align programs, identify efficiencies, and address financial challenges in delivering cost-effective services. Employees encourage establishing a City or Service Area team dedicated to seeking additional funding sources to support Public Works projects and services.

Organizational structure and leadership: Employees emphasize the need for a well-defined organizational structure for the PWSA, with clarity on who leads the bureaus and functions. They also recommend considering specialized expertise for leadership positions, ensuring that qualified individuals with relevant experience manage specific functions like water infrastructure, transportation, and emergency management. For example, placement of the Chief Engineer and City Engineer positions in the future organizational structure should be reviewed. The roles, responsibility, and authority of these positions are specifically stated in City Code. Employees emphasize that each bureau should continue to

have their own Chief Engineer responsible for engineering standards for the systems within that bureau's portfolio. However, placement of the City Engineer in the Deputy City Administrator's Office would allow standardization of policy and practices common to all infrastructure bureaus. It would also add balance to the position and remove the perceived bias of having that position be transportation-focused (it currently resides in PBOT).

PWSA employee comments specific to service area Phase 1 reports

Community and Economic Development: employees emphasize the need for streamlining processes and fostering better collaboration between bureaus within the CED service area to maximize efficiency and deliver enhanced services to the community. Employees emphasized that long range planning associated with asset management and capital projects should remain within the bureaus. (Refer to Addendum for more detailed information.)

Administration: comments revolve around clarifying reporting lines and decision-making processes, especially in the context of merging bureaus. Employees seek information on how the proposed organizational chart will impact service delivery and frontline workers.

Culture and Livability: employees call for prioritizing Portlanders' needs and increasing service value across Public Works functions. They highlight the importance of improving public involvement and community engagement processes and maintaining the role of natural systems in promoting a healthy city.

Public Safety: comments address the potential impact of consolidation on emergency management functions. Employees express concerns about consolidating emergency management and emphasize the need for clear responsibilities and coordination between bureaus to enhance public safety.

Community feedback

The project team reviewed the City Organization Community Outputs report and considered its recommendations. For each of the goals in the report, the project team focused on addressing:

Coordinated: budgets, infrastructure projects, standards.

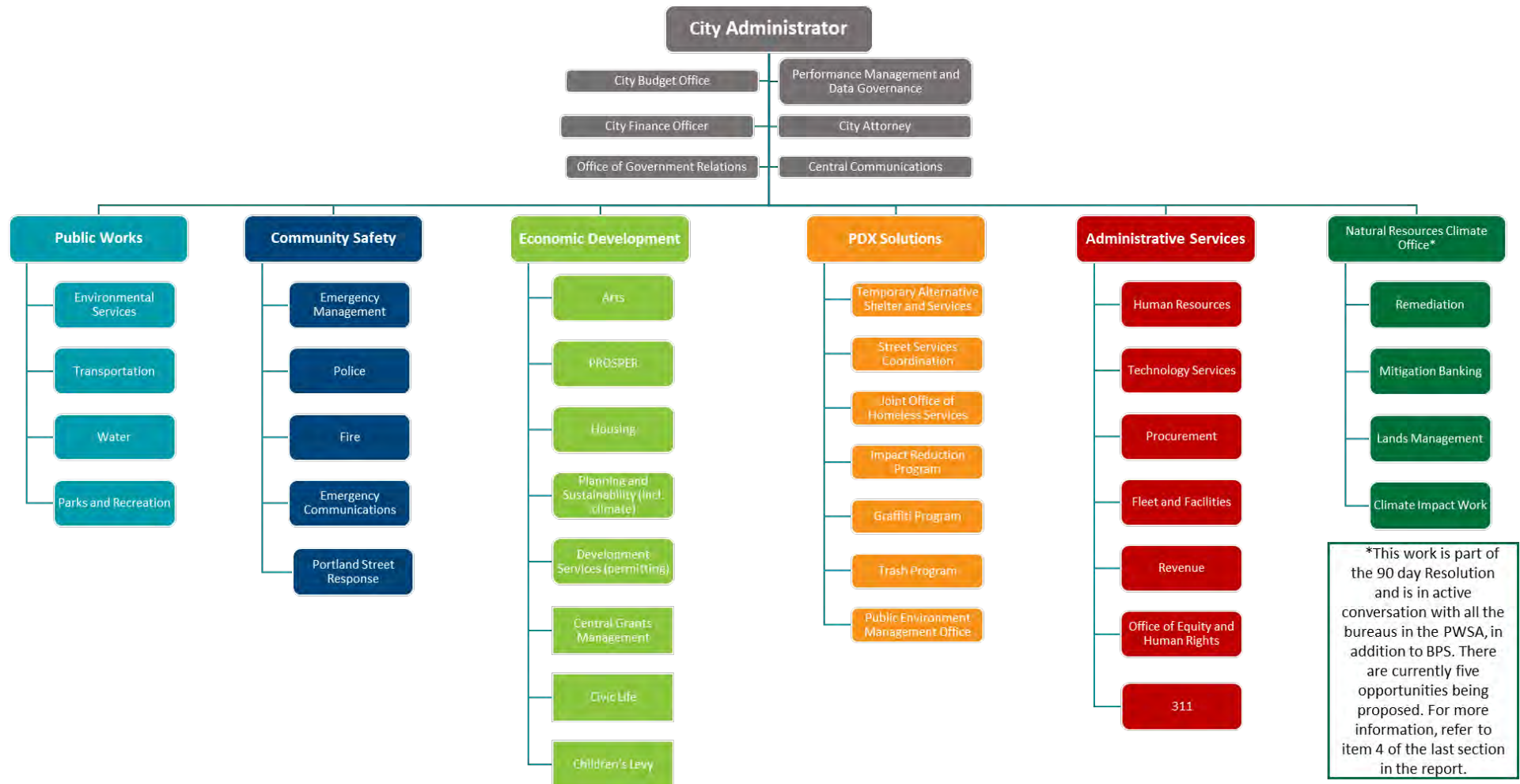
Accountable: performance oriented, connection between rates/taxes/bonds and infrastructure service levels.

Accessible: permitting programs are easy to understand and quick to navigate.

Responsive: standardized practices.

Equitable: services that address affordability.

Proposed Citywide Organizational Chart



Recommended Public Works Service Area administrative structure and functions

The PWSA program assessment team recommends strictly focusing on the necessary structures and functions required on January 2025 to smooth the transition to the Council-City Administrator form of government. While the team identified many programs and functional areas that could be reorganized structurally or improved, most adjustments are not imperative for a functional organization in January 2025 or fall outside the scope of the City Organization project, require more time to implement, and may be addressed as future improvements. These programs and functional areas could be reviewed once the new PWSA administrative structure is in place. In view of this, the project team recommends the following structure and functions:

PWSA Deputy City Administrator (DCA) responsibilities	Functions
Executive leadership	<ul style="list-style-type: none">• Coordination and collaboration with other service areas, City Administrator, and City Council• Policy management (Council and City Administrator)• Strategic & capital planning, equity, climate, asset management
Operations collaboration	<ul style="list-style-type: none">• Foster collaboration among bureaus in the service area• Conflict resolution within and across service areas
Fiscal management	<ul style="list-style-type: none">• Budget coordination and fiscal planning
Constituent input management	<ul style="list-style-type: none">• Coordinate response to requests from community members, neighborhood associations, and business interests
Functional area integration	<ul style="list-style-type: none">• Permitting• Security, safety, and emergency response• Right of way planning coordination, including urban forestry• Natural resources service delivery

Key considerations on the recommendations:

- The PWSA DCA's office should be FTE neutral; creation of the DCA Office will not require any new positions. The functions listed above should be staffed with strategic and matrixed teams made up of existing staff from each of the four bureaus. And the DCA team should include Bureau Directors within each service area.
- The PWSA DCA must prioritize addressing policy conflicts.
- The PWSA DCA should be a professional public administrator with extensive public works experience and expertise. Refer to the addendum for desired PWSA DCA skills, knowledge, and abilities.

Response and comments on Phase 1 recommendations from other service areas

1. **Permitting:** The Public Works Service Area assessment team firmly believes that the decision for a single permitting authority should be a strategic component of the government transition process. The work of the Permit Improvement Team, currently housed under the CAO's office, should remain there and be woven into the fabric of the new form of government – with some version of single permit authority being implemented as part of that vision, whether that be authority within service areas or one main authority. Our service area has concerns about full consolidation and offers the following for consideration:
 - 1.1. Accountability and ownership of public infrastructure:
 - Public Works bureaus are responsible for managing and maintaining publicly owned assets, such as public right of way and infrastructure systems.
 - Consolidating public works permitting under a different entity, like BDS, may lead to a lack of accountability and increase liability issues for the bureaus that own and operate these assets.
 - 1.2. Long-term interests, regulatory compliance, and customer focus:
 - Public Works permitting serves to comply with specific regulatory frameworks and permits (such as Safe Drinking Water Act, Clean Water Act, Oregon Revised Statutes) to protect the public.
 - The subject matter expertise required for handling these regulatory requirements collectively resides within the Public Works bureaus.
 - The infrastructure bureaus have a unique focus on serving the long-term interests of the city and its residents, beyond just the development phase.
 - In contrast, building permits are administered under a safety framework through the application of building and development codes but are initiated by private entities.
 - The current system allows for better customer service and coordination with other stakeholders involved in infrastructure projects.
 - 1.3. Proof of concept and continuous improvement:
 - The existing pilot projects and improvement initiatives are showing positive results in terms of faster permit processing and better customer experiences.
 - Before considering any drastic changes like consolidation, it is important to evaluate and validate the success of these ongoing efforts.
 - 1.4. Staff expertise and knowledge retention:
 - The current decentralized structure allows each bureau to retain specialized expertise and institutional knowledge.
 - Consolidation could lead to staff turnover and loss of key connections, such as intimate familiarity with appropriate regulations. This could negatively impact the efficiency and quality of permitting processes, as well as the compliance.
 - Some engineering positions require specific certifications that can only be obtained by working under experienced engineers within their respective bureaus.

2. **Service area unit:** there is unanimous agreement that Environmental Services, Transportation, and Water bureaus should be grouped together under one service area.
3. **Portland Parks and Recreation (PP&R):** upon further discussions and review of Phase 1 reports, the PWSA program assessment team recommends that the entirety of Portland Parks and Recreation be added to the PWSA. This addition would place all the bureaus with public facing assets under one administrative entity and allow the other bureaus in the service area to leverage PP&R's strong programming and community relationships. The PWSA program assessment team sees many opportunities for standardizing, coordinating, and collaborating operations between the four bureaus that would be part of the PWSA. This would allow the City to meet community concerns around coordination, accountability, accessibility, responsiveness, and equity.
4. **Natural Resources Service Delivery Assessment:** the "environment and climate" section of [City Council Resolution 36709](#), directed PP&R and BES to develop a work plan for integrated natural resources service delivery in concert with BPS, PWB, and PBOT. The five bureaus engaged in a discovery phase, compiling information on their current natural resource services. They held workshops and received an inventory analysis by ECONorthwest, resulting in five draft opportunities for consideration: 1) maintain the current structure with a focus on equity, 2) consolidate designated natural areas services, 3) consolidate green stormwater infrastructure services, 4) consolidate urban tree canopy services, and 5) create a Natural Resources unit encompassing various services. The next steps involve incorporating feedback from bureau Directors and designated subject matter experts, presenting to a broader audience, and developing a draft work plan report by September which will then be submitted to the CAO in the fall. The reports will be part of the City of Portland Transition and coordinated with the PWSA recommendations. The PWSA program assessment team recommends that the Natural Resources Service Delivery Assessment continues to explore and evaluate these opportunities with all relevant stakeholders to derive recommendations. The proposed City Organization Chart on page 4 introduces the idea of a Natural Resources Climate Office. The impacts of this proposal have not been fully explored or vetted. We recommend further discussions with impacted bureaus, teams, stakeholders to determine where this work should be housed.
5. **Long-term planning, including climate:** The CEDSA also proposed consolidating all long-term and strategic planning, including climate related planning. While the PWSA program assessment team supports cross-bureau planning coordination, finding efficiencies and opportunities to work more collaboratively, and agrees that there are benefits to centralizing Citywide policy, we recommend that executive functions and policy implementation remain within the bureaus. Particularly when it comes to climate related policy, the project team proposes a matrixed management approach, where each bureau retains mission-specific subject matter experts to implement centralized Citywide policies.

6. **Houselessness, livability, security:** the PWSA program assessment team strongly supports the recommendation by the Culture and Livability Service Area on the creation of a PDX Solutions Service Area. As illustrated in the recommended Citywide Organizational Chart, the recommended grouping involves realigning various programs and offices, including Temporary Alternative Shelter and Services (TASS), Street Services Coordination Center (SSCC), Joint Office of Homeless Services (JOHS), Public Environment Management Office (PEMO), Impact Reduction Program (IRP), Graffiti Program, and Trash Program, to provide shelter, services, and support for safe and clean neighborhoods. The PWSA program assessment team believes consolidation will improve the management of houselessness, livability, and security by promoting fiscal responsibility and collaboration. By grouping these services together, there is potential for increased efficiency, resource sharing, and enhanced communication with the public, aligning with the City's core values of transparency and communication. This coordinated response in the new City government structure can lead to better outcomes for the community.

Conclusion

The PWSA program assessment team's comprehensive analysis culminated in the proposed [Citywide Organizational Chart](#) and recommended administrative structure and functions for the Public Works Service Area (PWSA). The team's unanimous endorsement for grouping Environmental Services, Transportation, and Water bureaus, along with Portland Parks and Recreation, under the PWSA, offers a strong first step and opens the door to a multitude of future opportunities for standardization, collaboration, and improved service delivery. Despite some disagreements with the recommendations presented in the Phase 1 reports of other service areas, the PWSA program assessment team provides valuable insights for consideration in the City's transition to the Council-City Administrator form of government, ultimately aiming to better serve the needs of Portlanders, care for the wellbeing of our employees, and uphold the city core values.

Appendices

1. PBOT's Planning and Project Development Division in the City Transition.
2. Sample job classifications for Public Works Director. These classifications provide examples of what some of the duties, knowledge, skills, abilities, and requirements of the position could be. Ultimately, the position requirements of Portland's Public Works Director/Deputy City Administrator will be specific to the needs of the City's future organizational structure and the community's needs.

PBOT's Planning and Project Development Division in the City Transition

Consolidated Planning Functions

Summary

The process directed by Council and led by Chief Jordan to prepare the City for a new City administrative structure has been informative and will better prepare the City for the upcoming changes voted by Portlanders. I understand that the process must move quickly and make recommendations in a timely manner to minimize disruption to daily City services and meet the deadlines set by Measure X.

This has required quickly setting up a process and rules for engagement to allow the public, staff and elected officials to imagine and analyze better ways to organize our important work at a bureau/service scale. To make this happen, teams were set up and given rules for how to conduct their work. Public infrastructure bureaus, including PBOT, were part of the Public Works Service Area (PWSA) team, where we worked diligently to respond to the parameters set by the process.

PWSA members were surprised to learn that, in the latest step in the process, the Community and Economic Development Service area team went beyond the original charter and recommended that the planning functions of all bureaus be consolidated into one bureau. The proposal did not clearly define the reasoning, the assumptions were not stated, it does not evaluate pros and cons of such a move, and it demonstrates a lack of understanding of the vital role planning plays in our bureau.

Reasoning why asset specific transportation planning and long term operational functions should remain within the bureau:

1. **Policy-led change where it matters most, directly on our streets and neighborhoods.** The Planning and Project Development Division within PBOT has several major interconnected functions, including system and policy planning; area and project planning; project development, complete street implementation, right-of-way allocation priorities, and the planning, development and implementation of plazas and active public spaces in the ROW. PBOT maintains that this coordinated set of functions, which are critical to the successful design and delivery of change on the ground in support of our City goals, should be done within the transportation bureau to avoid a dangerous decoupling of policy and planning from actual implementation of transportation infrastructure.
2. **Develop specific policies, plans and programs to meet transportation goals.** In order for the City to meet its mobility, climate, safety and equity goals related to transportation, it is necessary for the bureau to have its own Planning Division with subject matter expertise in transportation. Ensuring that the policy framework is actionable and achievable requires close coordination with implementing actors, both locally and at the federal level, to influence policy regionally, nationally and access federal funds via highly specialized, complex and competitive grants.
3. **The City of Portland is a national leader in the provision of long-range transportation plans and projects.** Our model works because planners work closely with transportation staff from all disciplines and with staff from other bureaus, coordinating work, actively engaging the public, seeking funding and delivering projects consistent with the City's long-range planning vision embedded in the Transportation System Plan, which in turn is an element of the City's Comprehensive Plan, guiding the City's growth strategy. It's a model that works.
4. **Coordination between transportation, stormwater, water and land use is already being addressed,** with periodic coordination among BES, Water, PBOT and BPS staff. We have identified opportunities for greater collaboration and efficiency moving forward, and we believe that that the upcoming changes to

City administration should facilitate this work without having to lose the vital connection and daily collaboration needed between planners and the respective bureaus. Quite the contrary, this format of collaboration among bureaus and direct responsibility for planning functions within each bureau yields the best balance between efficiency and coordination.

The goals of a more integrated and coordinated and effective City can best be met by balancing inter-disciplinary coordination with a highly efficient and direct planning-to-implementation ethos within PBOT and each infrastructure bureau.

Additional Detailed Information

- In terms of content, we have serious reservations about the Community & Economic Development proposal and its impacts on the successful delivery of our mission.
- We believe that retaining strong organizational integration of Transportation Planning and Project Development for both long-range planning and shorter-term implementation within PBOT and within a Public Works service portfolio better reflects the areas of activity that needs to be most strongly aligned day to day as we manage and make physical improvements in our rights-of-way.
- While coordination between transportation and land use is needed, such alignment is already effectively being addressed through more periodic coordination between managers of the public rights-of-way and land use planning and permitting around private development (during Comp Plan updates, for example).
- In terms of process, the C&ED proposal was more detailed than expected at this phase of the effort and demonstrates serious misunderstanding of our work.
- We hope to have sufficient time to discuss the details of these proposals (upsides/downsides) and discuss more thoroughly across all parties given that we were not represented in the C&ED deliberations to date.

Bridging Planning and Implementation in the Public Right of Way is Core to What We Do

- **Policy-led change where it matters most, directly on our streets and neighborhoods.** The Planning and Project Development Division has several major interconnected functions, including system and policy planning; area and project planning; project development, complete street implementation, right-of-way allocation priorities, and the planning, development and implementation of plazas and active public spaces in the ROW. PBOT maintains that this coordinated set of functions, which are critical to the successful design and delivery of change on the ground in support of our City goals, should be done within the transportation bureau to avoid a dangerous decoupling of policy and planning from actual implementation of transportation infrastructure.
- **Develop specific policies, plans and programs to meet transportation goals.** In order for the City to meet its mobility, climate, safety and equity goals related to transportation, it is necessary for the bureau to have its own Planning Division with subject matter expertise in transportation. Beyond the types of long-range planning coordination around transportation and land use and across infrastructure systems that is periodically updated through the Comp Plan and Citywide Systems Plans, the Planning and Project Development Division's Policy & Regional Planning team works day to day with partners across PBOT and beyond to operationalize the policies that we have written about how to design and manage our right-of-way in ways that support achieving our adopted vision, goals and objectives. Ensuring that the policy framework is actionable and achievable requires close coordination with the implementing actors, both in developing the policies as well as in making process improvements to improve efficacy and strengthen outcomes.
- **Integration improves implementation.** Having this unified set of transportation policies, plans and programs allows the bureau to develop actionable plans and implement programs on local streets and corridors to support the Vision Zero Strategy in close coordination with the Traffic Safety and Safe Routes to School sections; develop Bridge and Signals and Lighting engineering projects; coordinate the Maintenance Bureau's Paving List; and strategize funding and asset replacement with the Asset Manager and the Capital Investment Committee. Citywide modal plans identify primary citywide networks for specific modes (ped, bike and freight) and priorities for filling gaps in the system. Embedded subject matter experts also ensures that transportation electrification and emerging technologies are successfully planned for and implemented with PBOT's Regulatory and Parking and Right-of-Way Management and Services Groups, who play key

delivery roles in this space. This coordination requires the close and quick collaboration of transportation experts under one bureau with a common vision and, ultimately, a strong focus on implementation within the rights-of-way we manage.

- **Direct Management of the Right-of-Way.** The Division has an active role directly managing the right-of-way by being integrated with the Portland Bureau of Transportation. This is done via the development of policies, modal and area plans, right-of-way allocation framework (StreetsPDX) and special designs and standards for our streets. This *proximity to implementation* allows us to create plans and implement programs that are supportive of the Comprehensive Plan and can be integrated seamlessly into the bureau's Capital Improvement Plan.
- **Integrated Capital Planning.** The Division leads the early stages in the bureau's Capital Delivery program, leading both Planning and Project Development, feeding well planned, coordinated, designed projects with public support into PBOT's Capital Improvement Plan (CIP) as well as having a strong record of getting competitive grants (\$56M in the last cycle). This includes completion of the Complete Street Checklist and reviewing our modal plans to ensure gaps in our ped, bicycle and freight networks are considered when a capital project is being built.
- **Advising on Design/Engineering phase of Capital Projects.** Staff in the Division – most notably the Modal Coordinators – review and provide direct input as Subject Matter Experts on the engineering and design phases (30%, 60%, 95%, and final plan sets) which requires close proximity to engineers and capital project managers (PMs) to ensure our modal design guidelines – Ped Design Guide, Bicycle Design Guide, Large Vehicle/Truck Design Guide - and standards are applied to advance best practices along with our goals and policies.
- **Strong collaboration with regional partners.** The division provides regional coordination critical to getting desired results, particularly with TriMet, ODOT and Metro. This implies working with not just policy planners, but with specialized transit planners, highway planners, bridge planners at Multnomah County – plus all the accompanying engineering – to arrive at projects that meet City and regional policy and can be built with the latest engineering standards and with allocated transportation funding. The City has been successful in the region because of PBOT Planning's subject matter expertise in transportation, its integration with project implementation, and its demonstrated ability to deliver plans that meet our community's transportation goals.
- **Strong collaboration with other bureaus on long-range planning.** As articulated by the Public Works Service team Phase 1 report, a stronger organizational structure would support daily ongoing long-range planning collaboration in the right-of-way for 100-year investments instead of the more periodic coordination needed between land use and infrastructure planning. PBOT Planning works closely with BPS on every project needing a land use change, providing specialized transportation planning expertise in support of a coherent land use and transportation strategy. This includes every update of the Comprehensive Plan, the Transportation System Plan, land use plan and major transportation plan. This work is a requirement of the State of Oregon's Land Use growth management regulatory system, which PBOT Planning has successfully managed since the 1970s. PBOT Planning also works with other infrastructure bureaus (Parks, BES in particular) on grant development, coordinating capital projects, and comprehensive planning functions. While PBOT Planning works closely with planners in other bureaus, PBOT Planning's role on direct management of the right-of-way, integrated capital planning, and strong collaboration on regional transportation projects makes these planning functions fundamentally different than planning occurring in other parts of the city.

The Risks of Separating Planning Functions from PBOT

PBOT fully supports the new Reorg process and expects that a new City Manager function and a new Council, plus the recommendations of the Public Works Service Area committee, will only strengthen collaboration and coordination among planning teams from different bureaus. However, reorganization also risks creating its own new silos by eliminating the planning functions from infrastructure bureaus, which would upend existing structures that work well, divorce integrated planning from project implementation, and run contrary to national best practices outlined for cities of Portland's size. Resulting risks include:

- **Disconnection from the right-of-way.** Disconnecting transportation planning from the work of managing the ROW and designing and delivering capital projects could result in transportation projects and policies that are less implementation-ready, using City resources ineffectively and frustrating community stakeholders.
- **Disrupting closely knit technical teams.** Transportation planners work closely with engineers (civil and traffic) and capital project managers to develop transportation projects. Separating those functions into different parts of the overall city organization will make those ties less clear, affecting project delivery by weakening communication and creating tensions when planners, disconnected from project delivery, attempt to direct engineers what to do without co-creating solutions or adequate understanding of on-the-ground implementation.
- **Breaking the Capital Delivery Program.** The Planning team is responsible for the first two stages of the Stages and Gates process (Planning and Project Development) of the Capital Delivery Program. In the C&ED proposal, it is not clear how and when handoffs would happen between the transportation planning and the Capital Design and Delivery teams. Additionally, PBOT Planning and Project Development staff currently remain engaged through the design process, particularly as scope changes occur and there is a constant need to secure funding.
- **Planning No Longer Directly Tied to Implementation.** In the end, it's about planning being integrated with implementation, not separate, which for an infrastructure bureau means projects and operations/management on the ground. Direct business lines are needed within a transportation bureau, including Planning, Capital Delivery, Asset Management, Maintenance and Operations, Financial Services, Engineering and Leadership (decision-making) to better align project scopes, budgets, and timelines to the realities of successful project delivery.
- **National Advice is for Integrated Transportation Agencies.** The National Association of City Transportation Officials (NACTO) just released its new report, [*Structured For Success* \(2023\)](#), that directly addresses the need and best practice to have effective city organizational frameworks. This report strongly recommends having "transportation-focused" agencies, especially for larger cities, and lays out compelling reasons why, including the need to set a strong overarching planning vision that permeates throughout the entire organization, not just among a group of planners and policy makers. Some key recommendations from the report:

Examples from across North America indicate that agencies are most capable of effectively delivering transportation projects and policies when:

- *Transportation is housed in a "Transportation-focused" agency that is responsible for **most or all** transportation functions in a city;*
- *There is a transportation-focused leader—a "champion"—with a direct line to the mayor or decision-making authority; and*
- *The transportation agency has proactively established transparent internal processes for project delivery and can coordinate and communicate effectively, both internally and with the public.*

Questions for the C&ED Team

- **What Problem is Being Solved?** Can the Community and Economic Development cluster provide concrete examples of what problems this proposed change would solve?
- **Where's Evidence of the "Problem"?** PBOT has a long track record of successfully planning and implementing coordinated, policy-aligned, and cost-effective transportation projects throughout the city every day. How is the existing organizational structure, which is aligned with recommended national best practices, not working?
- **How will this be an Improvement?** PBOT's Transportation Planning and Project Development and Capital Deliveries divisions are routinely looked to as international leaders in transportation planning and project implementation. How will the C&ED proposal to disconnect transportation planning from project delivery yield significantly greater outcomes than PBOT's existing integrated planning and project development functions?

City of Austin - JOB DESCRIPTION



Director, Public Works

FLSA:	Executives/1	EEO Category:	(10) Official/Adm
Class Code:	12860	Salary Grade:	E00
Approved:		Last Revised:	September 11, 2017

Purpose:

Under the direction of the Assistant City Manager, responsible for directing, planning and providing leadership for the operations of the Public Works Department (which includes Construction Inspection, Project Management, Capital Improvement Project Delivery, Street & Bridge Operations, Engineering Services, Neighborhood Connectivity and Shared Services), oversight of capital improvement projects on behalf of sponsor agencies, and coordination and control of work performed in the City's right of way.

Duties, Functions and Responsibilities:

Essential duties and functions, pursuant to the Americans with Disabilities Act, may include the following. Other related duties may be assigned.

1. Exercises significant authority for capital project delivery and operation and maintenance of the transportation system, including decisions related to the staffing, administration, and financial management of the Public Works Department.
2. Manages the strategic planning and progressive administration of Public Works programs and activities relating to design, maintenance and construction of streets, sidewalks, and urban trails, safe routes to school, bicycle facilities, multi-year capital improvement project delivery, construction inspection, and engineering and architectural facets of the Department.
3. Ensures effective coordination and communication with other City Departments, neighborhood associations, the general public, media, consultants, public agencies and/or private sector representatives.
4. Develops and implements short and long range strategies, objectives, procedures, and priorities; determines appropriate service and staffing levels; allocates resources accordingly.
5. Plans, manages and develops the department budget; and has fiduciary responsibility for and administrative control over the Transportation Fund, Capital Project Management Fund and Child Safety Fund; estimates funds needed for personnel, contracts, commodities and capital improvement projects; directs the monitoring and approval of expenditures; and directs the preparation and implementation of budgetary adjustments as necessary.
6. Establishes and maintains standards for work performed in the City's Right of Way and for public buildings and facilities. Manages the physical assets of the City and resolves conflicts among using agencies for work performed in and the use of the City's Right of Way.
7. Acts as official departmental representative to other City Departments, City Manager's Office, elected officials, outside agencies, the general public and others; explains, justifies, and defends department programs, procedures, and activities; and negotiates and resolves sensitive, significant, and controversial issues. Briefs and advises City management and the Mayor and Council regarding program administration in person and through written reports.
8. Ensures productivity, efficiency and quality of services of the Department.
9. Responds to and resolves sensitive inquiries and complaints from both internal and external sources.
10. Develops and negotiates contracts between the City, consultants, contractors, private developers and other governmental entities.
11. Effectively directs the work of a wide range of consultants involved in various public and private development activities so as to ensure that the city's objectives are achieved both from an economic and scheduling perspective.

Responsibilities - Supervisor and/or Leadership Exercised:

Responsible for the full range of supervisory activities including selection, training, evaluation, counseling, and recommendation for dismissal.

Knowledge, Skills, and Abilities:

Must possess required knowledge, skills, abilities, and experience and be able to explain and demonstrate, with or without reasonable accommodations, that the essential functions of the job can be performed.

Knowledge and demonstrated experience in the technical aspects of design, construction, maintenance, repair, and operation of the physical assets of public facilities.

Knowledge of fiscal planning and budget preparation.

Knowledge of the principles and practices of public administration.

Knowledge of supervisory and managerial techniques and principles.

Skill in oral and written communications.

Skill in handling multiple tasks and prioritizing.

Skill in using computers and related software applications.

Skill in data analysis and problem solving.

Ability to interpret, recommend and propose revisions to state statutes and city ordinances.

Ability to communicate complex, technical issues in non-technical terms to the general public.

Ability to maintain effective communication and working relationships with Boards and Commissions, city employees and the public.

Minimum Qualifications:

Graduation with a Bachelor's degree from an accredited college or university with major coursework in civil engineering or a related engineering concentration, plus ten (10) years of related experience, five (5) years of which were in a managerial capacity.

Masters degree may substitute for two (2) years of experience.

Licenses and Certifications Required:



Office of Human Resources
Deputy Manager - AA3238
THIS IS A PUBLIC DOCUMENT

General Statement of Duties

Provides executive level, strategic leadership and management for a large charter department or independent agency. This is the highest level of management other than appointees or elected officers, with final accountability for overall performance of the department. Directs the operation(s), represents the organization's positions, initiatives and interests in multiple functional and/or operational areas or over a variety of complex divisions to include establishing a multi-year vision and strategic plan for the organization, optimizing resource allocation, fostering innovation, and ensuring the organization accomplishes annual goals and strategic initiatives.

Distinguishing Characteristics

There are four general management classes (Manager, Director, Executive, and Deputy Manager) and specific individual management classes. The Deputy Manager is the highest level of management in a large charter department or independent agency, other than appointed or elected charter officers. (The Executive class may be used as deputy managers of agencies for small to medium sized charter departments.)

A Deputy Manager directs one or more large divisions and is generally responsible for managing executives, directors, managers, supervisors, and individual contributors. A Deputy Manager position has a combination of operational and strategic focus but is predominately strategic.

The large departments within the City are the Department of Transportation & Infrastructure, Department of Human Services, Department of Aviation, Department of Parks and Recreation, and the Department of Safety.

This class is distinguished from the Deputy Manager of Aviation, who performs similar work specifically for the Department of Aviation and is responsible for a major division at Denver International Airport. This class is distinguished from the Deputy Manager of Parks and Recreation, who performs similar work specifically as a Mayoral appointee.

This class is distinguished from Executive which manages and directs multiple divisions within a large charter department or agency. Establishes a multi-year vision and strategic plan for the divisions, optimizes resource allocation, and ensures the divisions accomplish annual goals and strategic initiatives.

Essential Duties

Establishes the long term vision and strategic plan for the department in conjunction with the appointed charter officer and other executives, directors, and managers while integrating the perspectives of policy makers and elected officials into plans.

Manages the development and implementation of the department's goals, objectives, policies, and priorities that enables employees and the organization to be successful now and in the future.

Maintains external awareness, monitoring conditions, trends, innovations and practices that may have implications for the department. Incorporates systems thinking to help lead change that supports continuous improvement.

Creates overall organizational design and optimizes resource allocations based on the long term vision of the department and available financial resources.

Provides leadership and direction to directors, managers, and staff members to ensure the continued development and management of an efficient organization. Establishes effective decision making processes that achieve goals and objectives.

Resolves complex issues with multiple internal and external stakeholders which add value to the overall management of the department.

Represents the department in meetings with elected and/or appointed officials and other city entities. Serves as the city representative with a variety of public, business, and community organizations and fosters collaborative relationships to the benefit of the organization.

Cultivates, fosters, and maintains positive working relationships with representatives from other divisions, the aviation industry, governmental agencies, community and business groups, and legislative officials.

Ensures divisions accomplish annual work plans, strategic initiatives, and performance standards.

Leads and directs divisions of a large charter department or independent agency. Represents the organization's positions, initiatives and interests with a focus on the delivery of superior customer service; ensures staff is sufficiently knowledgeable and dynamic regarding customer service protocols and performance expectations.

Makes short and long-term precedent-setting decisions impacting multiple functional and operational areas of the department. Works with the department head to develop strategic initiatives, goals, and objectives for the department and its divisions. Leads the performance of the Divisions as related to the department's strategic plan, and the associated department and division level key performance indicators (KPIs). Develops and implements strategies for optimizing performance with the goal of meeting or exceeding the established KPI performance benchmarks.

Works with the executive team to develop and establish standards, procedures, systems and guidelines for the department and its divisions. Provides expertise, consultative guidance and direction to the department head and executive team. Provides expert advice to internal and external stakeholders including elected and appointed officials, citizens, and members of the business community.

Develops and implements policies, programs, operating procedures and practices for the Division and effectively manages operating costs. Ensures all budgets remain at or below established targets.

Coaches, mentors, and challenges staff. Champions continuous improvement, including devising new strategies and new opportunities. Leads staff development initiatives that include training, development, and succession planning.

Develops goals, documents performance, provides performance feedback and formally evaluates the work of the employee; provides reward and recognition for proper and efficient performance. Assists staff to achieve performance standards and identifies opportunities for continual improvement to performance standards.

Fosters an atmosphere of innovation in order to challenge the organization to think creatively, especially as it relates to positive citizen and customer experience opportunities.

Performs other related duties as assigned.

Employees may be re-deployed to work in other capacities in their own agencies or in other City agencies to support core functions of the City during a City-wide emergency declared by the Mayor.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

Competencies

Thinking Strategically - Thinks strategically and promotes best practices and leading-edge ideas.

Deciding and Initiating Action - Takes responsibility for actions, projects and people; makes quick, clear decisions which may include tough choices, after considering risks.

Delivering Results - Sets high standards for quality, quantity, and timelines. Focuses on customer needs and satisfaction. Consistently achieves project goals.

Persuading and Political Influence - Gains clear agreement and commitment from others by persuading, convincing and negotiating. Makes effective use of political processes to influence others.

Coaching - Provides others with clear direction, motivates, and empowers. Recruits staff of a high caliber and provides staff with development opportunities and coaching.

Knowledge & Skills

None

Level of Supervision Exercised

Oversees executives, directors, managers, supervisors in a large charter department or independent agency and may supervise individual contributors.

Education Requirement

Bachelor's Degree in Business Administration or a related field based on a specific position(s).

Experience Requirement

Three (3) years of management level work experience which must have included managing subordinate supervisors.

One (1) year of management experience must include budget and fiscal oversight responsibility, evaluation of business processes, and policy and decision making experience with planning and organizing multiple programs, projects, operations or functions.

Education & Experience Equivalency

Two (2) years of the appropriate type and level of experience may be substituted for each required year of post-high school education.

Additional appropriate education may be substituted for the minimum experience requirements.

Licensure & Certification

By position, requires a valid Driver's License at the time of application.

Licenses and certifications must be kept current as a condition of employment.

Working Environment

Pressure due to multiple calls and inquiries.

Subject to long irregular hours

Subject to many interruptions.

Subject to traffic, roadways, and pedestrians.

Level of Physical Demand

1-Sedentary (0-10 lbs.)

Physical Demands

(Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs.):

Color vision: Ability to distinguish and identify different colors.

Hearing: Perceiving and comprehending the nature and direction of sounds.

Lifting: Moving objects weighing no more than 10 pounds from one level to another.

Sitting: Remaining in a stationary position.

Talking: Communicating ideas or exchanging information.

Vision Far Acuity: Ability to perceive or detect objects clearly at 20 feet or more.

Vision Near Acuity: Ability to perceive or detect objects at 20 inches or less.

Background Check Requirement

Criminal Check

Employment Verification

Education Check

By position, Motor Vehicle Record

Assessment Requirement

None

Probation Period

None

Class Detail

Pay Grade: EX-20

FLSA Code: Y

Established Date: 11/24/2019

Established By: GT

Revised Date: 11/27/2022

Revised By: BM

Class History: 11/27/2022 - Revised pay grade as a result of CN1746.

Appendix 4.

Natural Resource Service Delivery Assessment Survey Results - September 19, 2023 (Catalysis LLC)



Portland Natural Resources Service Delivery Assessment PUB, PPR Board, Urban Forestry Commission, & Staff Leadership Survey

Prepared by Catalysis LLC
September 19, 2023

Introduction

Background

In the spring of 2023, conversations were held between Bureau of Environmental Services (BES), Bureau of Planning and Sustainability (BPS), Portland Parks and Recreation (PPR), Portland Bureau of Transportation (PBOT), and Portland Water Bureau (PWB) to develop potential vision and opportunities related City Resolution 37609 (see following page). At the same time, a snapshot of current natural resource memorandums of understanding, interagency agreements, plans, regulations, maps, and budgets was reviewed by ECONorthwest.

The potential opportunities were then presented to the Portland Utility Board, the Parks and Recreation Board, Urban Forestry Commission, and staff leadership from PBOT, BES, BPS, PWB, and PP&R. These advisory group meetings were facilitated by Catalysis LLC. A summary of the inventory findings and potential opportunities was presented by ECONorthwest.

Survey Purpose

This survey provided an additional opportunity to further review and provide input on the draft opportunities presented at the advisory group meetings. The results do not constitute a vote for any particular opportunity, but rather will be used to inform discussions moving forward. The hope is that the results can be used to inform the emerging opportunities as well as provide valuable insight into process and implementation needs.

City Resolution 37609

Environment & Climate

BES, PP&R, PWB and PBOT (and BPS) will establish a process that results in a **work plan delivered to the City's Chief Administrative Officer by Fall 2023**. The work plan should include details and timelines for integrating services related to:

- nature
- green infrastructure
- urban watershed management
- natural areas
- urban tree canopy
- and other areas of alignment, including:
 - a new organizational and reporting structure that reforms and enhances central service delivery
 - meets regulatory and financial requirements and best practices
 - and includes community engagement and consideration
 - -- in order to directly support the City of Portland's commitments to addressing homelessness, community safety, economic recovery, and livability.

Introduction

Methodology

- The survey was administered by a third-party consultant, Catalysis LLC, based in Portland, Oregon.
- The survey was a combination of ranking and open-ended questions centered on five potential opportunities for Natural Resource Service Delivery for the City of Portland.
- Responses were anonymous and confidential.
- Catalysis LLC used a mixed methods approach in the analysis of quantitative and qualitative findings.

	# Invitations	# Responses	Response Rate
Portland Utility Board	8	2	25%
Portland Parks & Recreation Board & Urban Forestry Commission	27	7	26%
Staff Leadership	84	24	29%

How to Think About the Input

Results in Context

- The results represent a snapshot in time.
- Survey findings may inform how the work is implemented (timing, scope, details) just as much or more than they inform decisions on which opportunity is pursued.
- These placements, rankings, ratings, and comments are not designed to be recommendations or directives.

Rather, this input can:

- Provide a richer, more nuanced understanding of an issue
 - Disrupt current assumptions
 - Inspire curiosity and prompt new questions, especially around areas of agreement or divergence
 - Provide a common vocabulary for the group to finalize recommendations
- This survey was designed and used to be used as a tool to facilitate deeper discussion and decision-making and should not be seen as a voting process.

Natural Resources Service Delivery Assessment Opportunities

BES, BPS, PBOT, PP&R, PWB

1) Keep the current organizational structure(s) while working to increase equity, consistent with the City of Portland Core Values.

2) Consolidate equitable delivery of the following Natural Area services into one organizational unit:

- Planning, acquisition, development, operation and maintenance of designated natural areas, including built infrastructure such as trails and bridges, parking, trash receptacles, and gates, as well as green infrastructure such as vegetation.
- Ecological restoration, including flood storage and floodplain reconnection projects.
- Outreach, education, and partnerships.

3) Consolidate equitable delivery of the following Green Stormwater Infrastructure services into one organizational unit:

- Planning, design, construction, operation, maintenance, and emergency response for constructed green stormwater facilities such as swales, green streets, rain gardens, ecoroofs (on City-managed property or facilitated by one of the bureaus participating in this Assessment process).
- Outreach, education, and partnerships.

4) Consolidate equitable delivery of Urban Tree Canopy services into one organizational unit. Urban Tree Canopy services includes the following:

- Tree planting, maintenance, emergency response, and contracted services.
- Portland City Code Title 11.
- Outreach, education, and partnerships.

5) Create a Natural Resources organizational unit. This could include some of the following:

- Access to nature, environmental education, and stewardship; climate resilience; environmental planning; fish and wildlife; green stormwater infrastructure; natural areas; remediation; urban tree canopy; and/or vegetation services.

Preliminary Survey Takeaways

- There is a desire for clear(er) goals, vision, and priorities for natural resource service delivery in Portland, and a sentiment that this is what should drive any structural change.
- Respondents stressed the importance of collecting and considering community and staff input throughout this process. They would like to ask:
 - Community about their vision and goals for natural resource service delivery
 - City Staff about the current state of operations, and get input and ideas on plans for future
- There is strong alignment between what opportunities resonate most in this survey and a similar survey completed by a smaller group including bureau directors and subject matter experts (SMEs), although the director/SME group tended to feel more strongly about their preferences. In general, the following three opportunities resonated most:
 - Natural Resources Unit
 - Urban Tree Canopy Unit
 - Natural Areas Unit
- Many respondents felt they needed more detail on proposed structure, additional analyses, and proposed timing/phasing of implementation, in order to make stronger assessments of the opportunities.
- Funding model and sources was identified as a challenge for every opportunity.
- Many respondents expressed specific concerns about separating green and grey stormwater infrastructure across two units. Specifically, people said this idea is not practical, would reduce water quality, creates inefficiencies, and would be counter to city goals and the progress that BES has made in this area.

Q1. Should any of the opportunities be removed from consideration? (n = 31)

Opportunity	# Responses	Summary of Comments
Keep the current organizational structure(s) while working to increase equity, consistent with the City of Portland Core Values.	(12)	<ul style="list-style-type: none"> The current structure is not working We have a huge opportunity to create a better system for our community
No opportunities should be removed from consideration.	(8)	<ul style="list-style-type: none"> All options should be considered A single Natural Resources unit may be optimal for service delivery, but may be impractical to achieve
Consolidate equitable delivery of Green Stormwater Infrastructure services into one organizational unit.	(8)	<ul style="list-style-type: none"> Green Stormwater Infrastructure services should not be separated from the rest of the City's stormwater infrastructure – this will cause inefficiencies and is counter to our goals
Consolidate equitable delivery of Urban Tree Canopy services into one organizational unit.	(5)	<ul style="list-style-type: none"> Too small/niche to be an effective organizational entire unit
Consolidate equitable delivery of Natural Area services into one organizational unit.	(5)	<ul style="list-style-type: none"> Spans too many core service areas
Create a Natural Resources organizational unit.	(4)	<ul style="list-style-type: none"> Too unwieldy and very difficult to implement

Q1. Should any of the opportunities be removed from consideration? (n = 31)

Option to provide more context

General Comments:

- The opportunities need further definition, discussion, and refinement
- Significant input from the community and City staff is needed
- The path must be weighed in context of city goals for natural resources and plans from the Chief Admin Office
- The solution should allow for phasing and an incremental approach to change

“WE have this once in a generational opportunity to create a system that provides world class community service, resources to protect and enhance our natural areas and invest in our communities.”

“Green stormwater infrastructure is designed for water quality and should remain as part of the stormwater infrastructure design toolbox.”

“All [opportunities] should be removed until more research is performed, and comments are collected and synthesized from and to both City staff and citizens in a transparent, accountable and inclusive way.”

Q2 and Q3. Which of the opportunities resonate with you the most? (n = 33)

Opportunity	Rank*	Summary of Comments
Create a Natural Resources organizational unit .	(1)	<ul style="list-style-type: none"> The status quo has failed Enables us to better manage, increase, coordinate, and consolidate services Specific concern re: including GSI in broader unit Meets public demand for better environmental, climate, and environmental justice stewardship services under climate change, protect resources, Lesser options will result in inadequate representation of natural services in the new city organization While this opportunity placed first overall, note that 30% of people placed it #4 or #5
Consolidate equitable delivery of Natural Area services into one organizational unit.	(2)	
Consolidate equitable delivery of Urban Tree Canopy services into one organizational unit.	(3)	<ul style="list-style-type: none"> May be the simplest and most impactful individual opportunity
Consolidate equitable delivery of Green Stormwater Infrastructure services into one organizational unit.	(4)	<ul style="list-style-type: none"> Only opportunity not placed (1) by any survey participant Could be successful if this unit takes ownership broadly of watershed health
Keep the current organizational structure(s) while working to increase equity, consistent with the City of Portland Core Values.	(5)	<ul style="list-style-type: none"> Concern that this process has not allowed adequate planning, time, and funding to prepare for decisions regarding or implementation of any change While this opportunity placed last overall, note that 36% of people placed it #1 or #2

*Any rankings or ratings in this survey are not designed to be recommendations or directives. The findings are a tool to facilitate deeper discussion and decision-making and should not be seen as a voting process.

Q2 and Q3. Which of the opportunities resonate with you the most? (n = 33)

Option to provide more context

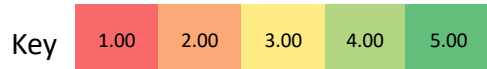
General Comments & Select Quotes:

- Need greater detail to make meaningful assessment
- Input should be collected from City staff and citizens in a transparent, accountable, and inclusive way

“Collaboration work between Parks and BES on Natural Areas has been very fruitful over the last two years, and does not necessitate an organizational fix. Other functions described in these options could benefit from the same collaborative approach.”

“I believe that the only functional path forward is a natural resources unit. All the other approaches are variations on the status quo.”

Q4 – Q8. Opportunity Assessment (n = 26)



Please rate on a scale of 1 to 5 the degree to which this opportunity:

	Current structure(s)	Green Stormwater unit	Natural Area unit	Urban Tree Canopy unit	Natural Resources unit
Clarifies roles and responsibilities (communication, collaboration)	2.07	3.19	3.70	3.73	3.92
Improves efficiency (fiscal responsibility)	1.89	3.00	3.41	3.62	3.81
Improves equity outcomes for the city (equity, anti-racism)	2.58	2.69	3.19	3.38	3.62
Increases climate resiliency (equity, anti-racism, fiscal responsibility)	2.15	3.00	3.38	3.58	4.04
Improves communication with community (communication, transparency)	2.26	3.08	3.54	3.50	4.04
Is financially achievable and stable (fiscal responsibility)	2.96	2.77	2.88	2.88	2.81
Improves equitable, quality tree canopy distribution	2.41	2.35	2.77	4.23	3.88
Provides/improves water quality, watershed health, habitat	2.37	3.42	3.27	3.12	3.73
Provides/improves access to nature	2.44	2.62	3.62	3.04	3.85
Provides/improves nature-related education, stewardship, and workforce development.	2.52	2.96	3.73	2.92	4.08
Strengthens and grows our systems of green infrastructure	2.22	3.35	3.23	3.31	4.04
Overall Rating	2.35	2.95	3.34	3.39	3.80

Q9 and Q10.*

Is there anything missing from the opportunities? (n = 25)

What concerns, if any, do you have about these opportunities? (n = 26)

**Findings have been consolidated for Q9 and Q10 due to significant overlap of themes*

1. Strong need for greater clarity and detail within the opportunities related to proposed structure, accountabilities, and relationships (24)

- Not clear how a Natural Resources unit will interface with other units while addressing shared environmental goals (9)
- Desire to understand how functions and oversight may shift in relationship to current structure and leadership (6)
- Need clear accountability for holistic natural resources management and environmental stewardship (3)
- Identify what tools and strategies (outside of structure change) will help us meet our goals (3)
- Natural Resources unit should report to City Manager (1)
- Must apply collaborative governance strategies (1)
- Not clear how equity goals will be operationalized (1)

“I don't want other bureaus to think the environment is solely someone else's job. Clear communications and ways of working together need to be built in.”

Q9 and Q10.

Is there anything missing from the opportunities? (n = 25)

What concerns, if any, do you have about these opportunities? (n = 26)

2. Concerns about gaps or inadequate focus on specific areas of work, including: (22)

- Climate resiliency as a central goal (7)
- Natural resource protection on private lands (3)
- Watershed health (2)
- Science policy (1)
- Bull Run (1)
- Fish, wildlife, and habitat (1)
- Biodiversity (1)
- Development codes (1)
- Floodplain management (1)
- Community gardens (1)
- Environmental remediation (1)
- Regulatory compliance (1)
- Separation of green stormwater infrastructure from other stormwater work (1)

“What we as a community want to see in the future, as a City who centers climate resilience and the natural world's functions and values, should drive the work.”

Q9 and Q10.

Is there anything missing from the opportunities? (n = 25)

What concerns, if any, do you have about these opportunities? (n = 26)

3. Concerns regarding the process, timeline, and analyses used in this project (20)

- Level of detail is not adequate (4)
- Lack of real and accurate understanding of current issues and context (4)
- Lack of community and staff input (3)
- Process is too short (1)
- Additional analyses are needed:
 - More scenarios and combinations of options (2)
 - Capacity of current departments to absorb new duties (1)
 - How opportunities help city meet regulations (1)
 - Current funding streams and FTE by subject area (1)
 - How opportunities create space for community participation (1)
 - Fiscal impacts of each opportunity (1)

“[The opportunities are] theoretically and conceptually sound, but how these would be actually implemented requires a level of forethought and fleshing out of details relative to the magnitude of proposed change.”

Q9 and Q10.

Is there anything missing from the opportunities? (n = 25)

What concerns, if any, do you have about these opportunities? (n = 26)

4. **Shortsighted focus on structure before goals and vision (10)**

- Lack of guiding vision for natural resource service delivery in Portland (5)
- Absence of clear shared goals and accountability for our work (5)

5. **Risk of poor implementation (9)**

- Important functions and expertise may get lost in change (2)
- Potential for greater silos, confusion, and inefficiency (2)
- Need for clear timeline, milestones, and process for how to pivot (1)
- Need clear measures of progress and accountability for implementation (1)
- Risk of human resource issues or union grievances (1)
- Potential for service disruptions (1)
- Managing new problems and unintended consequences (1)

“Clear, shared goals and accountability are the most important thing - without them, it doesn't matter how we are organized.”

Q11. As this work progresses, what input do we need from internal city staff? (n = 23)

1. Analysis of and input on the opportunities and more detailed plans (14)

- Assessing viability and providing recommendations on specific directions (5)
- Detailing fiscal impacts (4)
- Understanding regulatory context and requirements (2)
- Identifying potential concerns (2)
- Assessing impacts on bureau internal services (1)

2. Considerations for how input is collected and used (12)

- Leadership must demonstrate how input is being taken into consideration (4)
- Collect and consider input from all staff at a variety of levels and areas (3)
- Staff must be involved and informed in order to provide useful feedback (2)
- Need more clarity and shared definitions before sharing more broadly (2)
- Provide frequent opportunities for feedback (1)

“What critical connections must be maintained (or strengthened) to continue successful delivery of their core work function?”

Q11. As this work progresses, what input do we need from internal city staff? (n = 23)

3. Better insight and understanding of the current state (8)

- Help defining the problems that these opportunities are attempting to solve (4)
- Provide a detailed understanding of current contexts and needs (3)
- Share insight on community needs (1)

4. Inform the development of implementation and change management plans (3)

“What support do [city staff] need to navigate change?”

Q12. As this work progresses, what input do we need from our community? (n = 23)

1. Community vision for the future state of natural resource service delivery (18)

- Input on goals, priorities, and outcomes for natural resource services (7)
- How investments should be prioritized (4)
- How the community wants to interface with the city (3)
- Desired levels of service (3)
- Acceptable fee increases (1)

2. Considerations for how input is collected and used (12)

- Get input from partners (3)
- Leverage existing input (2)
- Community input is essential to this work (2)
- Provide information so the community can provide informed input (2)
- Demonstrate how input is being considered (2)
- Ensure public comments are shared and easily available (1)
- Stand up an advisory community with support for members to engage with community (1)
- No community input is needed (1)

“We need a strong clear set of Natural Resource related goals informed by the community.”

Q12. As this work progresses, what input do we need from our community? (n = 23)

3. Assessment of current needs, what works, and what needs improvement (6)

4. Input on the opportunities and implementation plans (4)

- Implementation recommendations (2)
- Determine how to measure success (1)
- Identifying concerns in the opportunities (1)

Q13. Is there anything else you wish to share? (n = 19)

Comments on the Process

- Take more time to “get it right” and consider a phased, multi-year implementation plan (2)
- Include potential for long-term savings and cost to change city code and policies in fiscal analysis (2)
- Be transparent with staff about the status of this work, major decisions, and real opportunities for input (1)
- Consider smaller, more manageable changes (1)
- Concern that the analysis of inter-bureau collaboration was not comprehensive (1)
- An informed decision-making structure is needed (1)
- Communicate about this project in terms of what problem is being solved, how the work will change/improve, and how it will be funded (1)
- Consider terminology shift to “Nature Delivery” (1)

“This effort is long-overdue but moving too fast. I recommend creating a vision for ideal future org structure along with a phased multi-year implementation plan, rather than trying to change too much all at once. Rapid significant change carries substantial risk and may not achieve intended benefits.”

Q13. Is there anything else you wish to share? (n = 19)

Other Select Comments

“[This process] is a recognition that [Natural Resource service delivery] is important fundamental work of the city that needs to be elevated and reinvigorated.”

“I expect great things. This is not the time to be practical but an opportunity to be exceptional.”

“If we don't have common goals; accountability to our community; and trust with each other, the disfunction we seek to solve will persist (just in another form).”

“Clarity for the "what" we are doing is critical to understand before we can understand "how" we get there.”

“Thanks for letting me share my thoughts.”

APPENDIX: Survey





Portland Natural Resources Service Delivery Assessment Stakeholder Survey

Welcome!

Following the recent meeting facilitated by Catalysis LLC with a presentation by ECONorthwest regarding the City's Natural Resources Service Delivery Assessment we invite you to provide additional input on the draft opportunities.

While we presented a summary of the report at the meeting, we are providing you a link to [the full report here](#). A summary of the draft possible opportunities are included in the survey text, but you can also find more detail in the ECONorthwest report on pages 37 - 47.

Please note that the possible opportunities described are each working, preliminary ideas. Your responses are not a "vote" for any particular opportunity, but rather will be used to inform the further development of possible opportunities and our approach moving forward.

This survey is conducted by the consultant team at Catalysis LLC and should take approximately 10-15 minutes to complete. Your responses are anonymous and confidential. Please contact Kyle Yoshioka at kyoshioka@catalysisllc.com with any accommodation requests or questions.

Thank you for your time!



Portland Natural Resources Service Delivery Assessment Stakeholder Survey

Assessing Our Possible Opportunities

Please review the draft possible opportunities (as of 6/27/23). Note that opportunities have been truncated - see the full text for each opportunity on pages 37 - 47 of the EcoNorthwest [full report linked here](#).

- 1) Keep the current organizational structure(s) while working to increase equity, consistent with the City of Portland Core Values.**
- 2) Consolidate equitable delivery of the following Natural Area services into one organizational unit:**
 - Planning, acquisition, development, operation and maintenance of designated natural areas, including built infrastructure such as trails and bridges, parking, trash receptacles, and gates, as well as green infrastructure such as vegetation.
 - Ecological restoration, including flood storage and floodplain reconnection projects.
 - Outreach, education, and partnerships.
- 3) Consolidate equitable delivery of the following Green Stormwater Infrastructure services into one organizational unit:**
 - Planning, design, construction, operation, maintenance, and emergency response for constructed green stormwater facilities such as swales, green streets, rain gardens, ecoroofs (on City-managed property or facilitated by one of the bureaus participating in this Assessment process).
 - Outreach, education, and partnerships.
- 4) Consolidate equitable delivery of Urban Tree Canopy services into one organizational unit. Urban Tree Canopy services includes the following:**
 - Tree planting, maintenance, emergency response, and contracted services.
 - Portland City Code Title 11.
 - Outreach, education, and partnerships.
- 5) Create a Natural Resources organizational unit. This could include some of the following:**
 - Access to nature, environmental education, and stewardship; climate resilience; environmental planning; fish and wildlife; green stormwater infrastructure; natural areas; remediation; urban tree canopy; and/or vegetation services.

1. Should any of the opportunities be removed from consideration?

Given that the City may change the structures of City Government through the Charter Reform process, we refer to “organizational units” to reference the new bureaus or departments the City might create.

- ☐ 1) Keep the current organizational structure(s) while working to increase equity, consistent with the City of Portland Core Values.
- ☐ 2) Consolidate equitable delivery of Natural Area services into one organizational unit.
- ☐ 3) Consolidate equitable delivery of Green Stormwater Infrastructure services into one organizational unit.
- ☐ 4) Consolidate equitable delivery of Urban Tree Canopy services into one organizational unit.
- ☐ 5) Create a Natural Resources organizational unit.
- ☐ None of the above

Comments (optional)

2. Which of the opportunities resonate with you the most? (place all opportunities in order from resonates most to least)

- Keep the current organizational structure(s)while working to increase equity, consistent with the City of Portland Core Values.
- Consolidate equitable delivery of Natural Area services into one organizational unit.
- Consolidate equitable delivery of Green Stormwater Infrastructure services into one organizational unit.
- Consolidate equitable delivery of Urban Tree Canopy services into one organizational unit.
- Create a Natural Resources organizational unit.

3. Use this space to provide any context for your response (optional)



Portland Natural Resources Service Delivery Assessment Stakeholder Survey

Assessing our Possible Opportunities

The following questions ask you evaluate each draft possible opportunity individually.

4. Assess Draft Possible Opportunity #1

Keep the current organizational structure(s) while working to increase equity, consistent with the City of Portland Core Values.

Please rate on a scale of 1 to 5 the degree to which this opportunity:

*City Core Values are noted in parentheses where applicable.

	1 (Least)	2	3 (Average)	4	5 (Best)	N/A
Clarifies roles and responsibilities (communication, collaboration)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improves efficiency (fiscal responsibility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improves equity outcomes for the city (equity, anti-racism)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increases climate resiliency (equity, anti-racism, fiscal responsibility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improves communication with community (communication, transparency)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is financially achievable and stable (fiscal responsibility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improves equitable, quality tree canopy distribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides/improves water quality, watershed health, habitat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides/improves access to nature	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides/improves nature-related education, stewardship, and workforce development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthens and grows our systems of green infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Assess Draft Possible Opportunity #2

Consolidate equitable delivery of the following Natural Area services into one organizational unit:

- **Planning, acquisition, development, operation and maintenance of designated natural areas, including built infrastructure such as trails and bridges, parking, trash receptacles, and gates, as well as green infrastructure such as vegetation.**
- **Ecological restoration, including flood storage and floodplain reconnection projects.**
- **Outreach, education, and partnerships.**

Please rate on a scale of 1 to 5 the degree to which this opportunity:

*City Core Values are noted in parentheses where applicable.

[illegible]

Consolidate equitable delivery of the following Green Stormwater Infrastructure services into one organizational unit:

- Please rate on a scale of 1 to 5 the degree to which this opportunity:

[illegible]

workforce
development.

Strengthens and
grows our systems of
green infrastructure



7. Assess Draft Possible Opportunity #4

Consolidate equitable delivery of Urban Tree Canopy services into one organizational unit. Urban Tree Canopy services includes the following:

- **Tree planting, maintenance, emergency response, and contracted services.**
- **Portland City Code Title 11.**
- **Outreach, education, and partnerships.**

Please rate on a scale of 1 to 5 the degree to which this opportunity:

*City Core Values are noted in parentheses where applicable.

[illegible]

8. Assess Draft Possible Opportunity #5

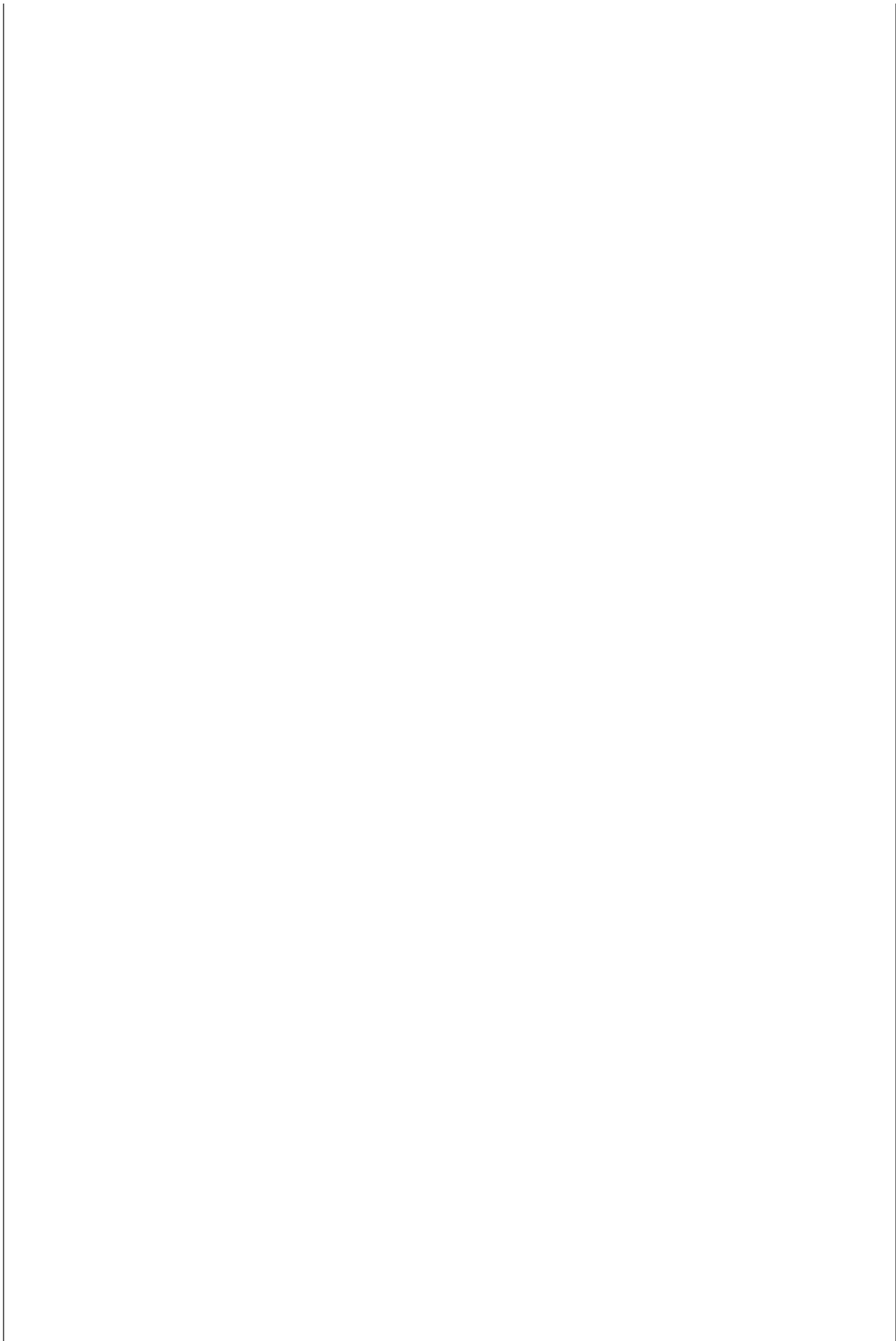
Create a Natural Resources organizational unit. This could include some of the following:

Access to nature, environmental education, and stewardship; climate resilience; environmental planning; fish and wildlife; green stormwater infrastructure; natural areas; remediation; urban tree canopy; and/or vegetation services.

Please rate on a scale of 1 to 5 the degree to which this opportunity:

*City Core Values are noted in parentheses where applicable.

[illegible]





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Additional Insights

9. Is there anything missing from the opportunities?

10. What concerns, if any, do you have about these opportunities?



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Collecting Input

11. As this work progresses, what input do we need from internal city staff?

12. As this work progresses, what input do we need from our community?



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Final Thoughts

13. Is there anything else you wish to share?



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Thank you!

For any questions or concerns about this survey please contact Kyle at kyoshioka@catalysisllc.com.