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Interview notes

Ernest Bonner

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A PENSIVE PREFACE -

Question to me:

What would you, as planning director, do?

Question to you:

What options do I have?

- a. Who decides whether position and salary changes can be made?
- b. Who decides whether I can hire or not, and who I hire?

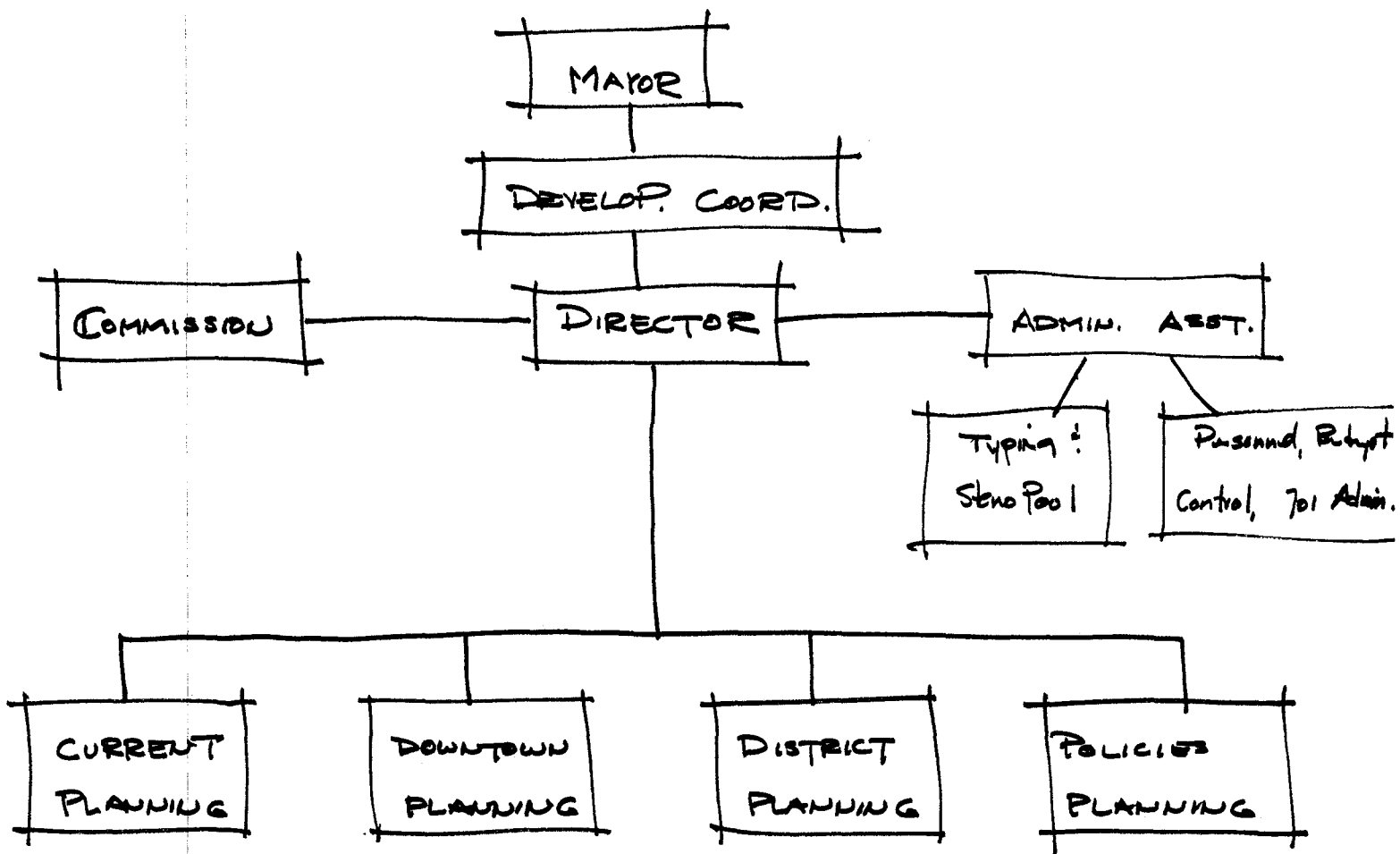
Question to me?

What do you think the City of Portland should be; where should ^{it} be going; what future state should institutions and individuals be striving toward?

Question to you?

Who is the client for this? Who really cares? How much do they care? Particularly when they find out what that means.

INITIALLY —



Administration of:

- Zoning Code
- Design Review
- Sign Review
- Annotations
- Subdivision Regs.

Manage : Supervise:

- Graphics :
- Drafting Pool

CBD PLAN

- TRANSIT MALL
- MEYER-FRANK
- RIVERFRONT
- MARKET : CIRCULATION
STUDIES
- PARKING

DELINEATION OF

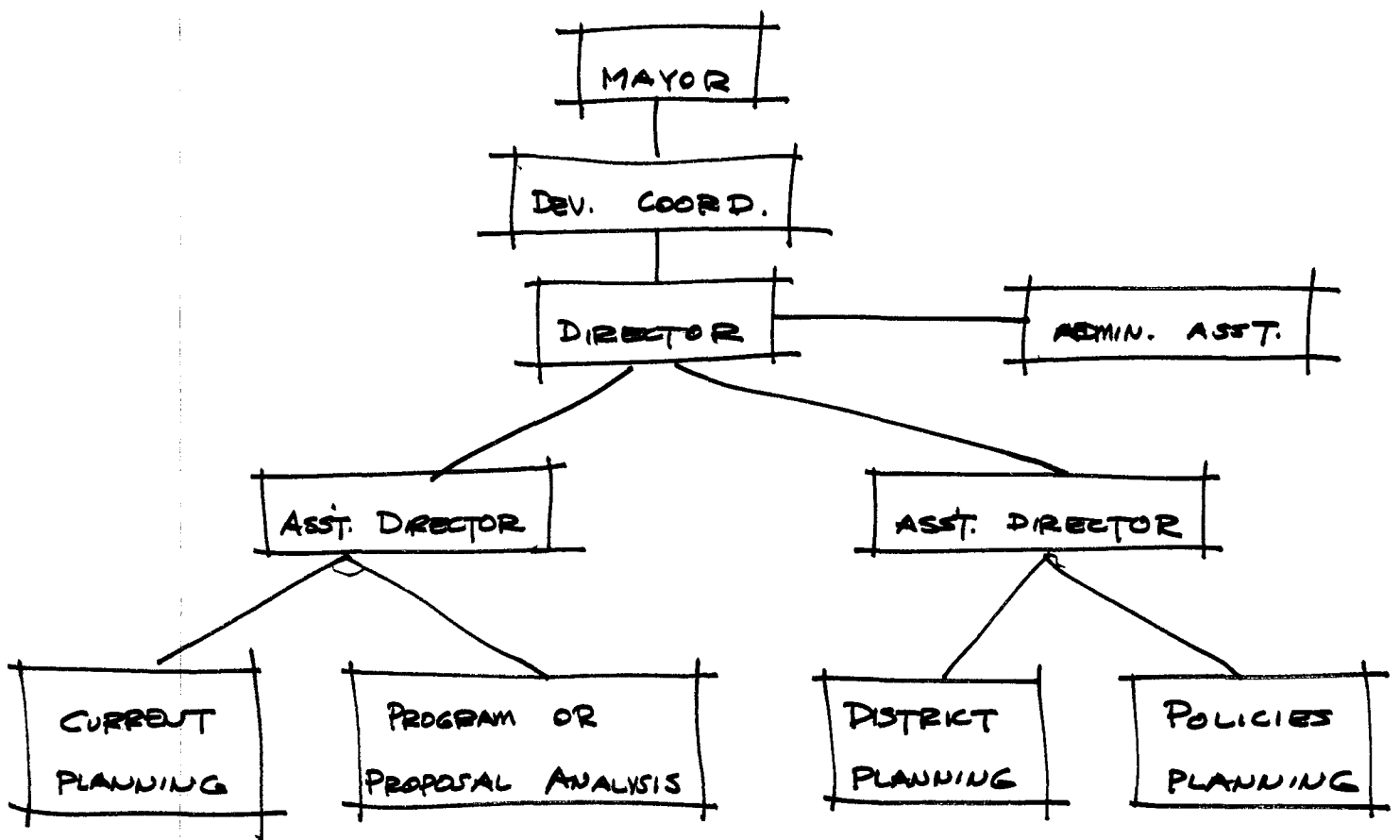
- PRIORITY DISTRICTS-
- LIAISON W/ SCHWAB-
- PROGRAM OF
PUBLIC INVESTMENTS
AND REGULATIONS-
- COOPERATION AND
LIAISON WITH CITY
LINE AGENCIES

ALTERNATIVE GOALS

- FOR CITY — ANALYSIS
OF RAMIFICATIONS-
- POLICY ANALYSIS
IN FUNCTIONAL AREAS:
- Housing *
- Transportation *
- Community Develop. *
- Govt. Reform
- Human Resources :
- Economic Develop.

*first priority —
be prepared for
important changes in
federal legislation.

EVENTUALLY —



As before

MOD SQUAD FOR
"HOT ITEMS" AND
PROPOSALS WITH
IMPORTANT POLICY
IMPLICATIONS

As before
with CBD
one of
the districts

As before

Note: Even with Canady in Current Planning Section, this gives me 5 good people — a minimum. Hopefully more will be found within the staff. I will get 3 more with special skills to fit somewhere in policies planning section or program : proposal analysis section.

STAFF NEEDS

Skills
I Need

Administrative Assistant	(10-12,000)	
Transportation Planner ^{1/}	(16-20,000)	EVENTUALLY TO BE HEAD OF POLICIES PLANNING SECTION
Housing Planner ^{1/}	(16-20,000)	
Economist/Public Finance	(10-14,000)	
Ecologist/Biologist/Conservationist	(10-14,000)	
Urban Designer ^{2/}	(16-20,000)	HEAD OF DOWNTOWN PLANNING
Lawyer (Maybe from Legal Aid Clinic or Law Dept.?)	(10-14,000)	
Institutional Entrepreneur ^{3/}	(16-20,000)	HEAD OF DISTRICT PLANNING
All-Around Guy ^{4/}	(21,000)	HEAD OF POLICIES PLANNING

People
I Need

1. Doug Wright [will come for 17,000] (worth more)
2. Chris Loupas [might come for 20,000] (will offer 17,000)
3. Harry Fagan [might come for 20,000] (worth more)
4. Sheldon Linn [needs 21,000]

STAFF PROBLEMS

- Work does not seem to get done on time, if at all.
- Work is of mediocre quality, if not downright embarrassing.

It appears that all observations of staff problems spring from the above two factual assessments by the world outside the yellowed walls of the Commission offices.

If the work is mediocre because the staff is inherently incompetent (yet to be shown) some heads will have to roll. I intend, however, to give each staff member a reasonable amount of time to prove his incompetence and, therefore, to assure ~~his~~ either his removal from the staff or his assignment to the boondocks of the organization. Those who refuse to resign and those who are ~~not~~ insensitive to a position of no status and no relevancy — I assume — will be difficult to dislocate. We may have to rent ^{a field} ~~an~~ office or two in ~~the~~ ~~some~~ some remote area of the downtown or the neighborhoods and assign them the task of inventorying everything that moves or stands still to get the message across. Most important, I do not intend to spend much time with ~~with~~ the few problem employees we may have. My time is much wiser spent with those who are good, and those who will produce.

For those remaining staff members who do not prove themselves incompetent, they are likely to produce good work on time if they understand the responsibility they have been assigned, if they ~~do~~ understand the ~~purpose~~ larger purpose of their work, if they are supervised by those they respect, and if they are

rewarded for performance. The existing staff will also be informed—maybe by letter before I get here—as clearly as possible what I will expect of them, and what they can expect of me. ~~_____~~
~~_____~~
~~_____~~

Needless to say, all staff that I hire will have already proven to me—or a trusted advisor—that they can produce good work on time.

NECESSARY AND IMMEDIATE EFFORTS TO ACCOMPLISH NEW ORGANIZATION AND DIRECTION

- Institution of new civil service class or modification of existing positions.

Either: 1. New positions, say Chief Planner, at salary range 16-21,000, (at least 4), or
2. Extend salary range of Senior Planner to 20 or 21,000. (I think a good case could be made for this).

- Conady to Head of Current Planning Section, with good responsible and hard-charging assistant to take care of business. ^{Who?} Assistance, ^{to Current Planning} also, from other sections ~~where~~ ^{when} matters of policy importance come up. Also, possibility of Hearing Examiner to take some load off Commission and, incidentally, maybe put more responsible efforts into the area of current planning.

- Keefe to some position in Current Planning—not in direct conflict ~~with~~ with Conady. (This might be impossible). Can Keefe keep salary while giving up title, or can he save his retirement benefits if he is reduced in title and salary? What are my options with Keefe?

- Sheldon Linn hired in vacated Asst. Director slot or, temporarily, at Sr. Planner with enough overtime (he will probably get this legally) to bring him to 20 or 21,000. I need a month to know what Keefe can do, then 3 months to accept his resignation or agree to lower title and pay. (Note: If I can get extension of salary range for Sr. Planner to 21,000, Keefe would not have to take such a cut in salary when he changes titles).

as decided by Conady, me and Gary.

- Get the Planning Commission offices shaped up—particularly the entry stairs, the front office and the commission hearing room. If we can't change fundamentally so quickly, at least we should immediately present a new visual image to the world. Same, soon, with other offices.
- * Also, new stationery and logos.
- Initiate budget control procedures (especially for 701 fund) to assure monthly reporting to me of:
 1. Amount spent in previous month by work element and fund
 2. Anticipated surplus or deficit if ~~the~~ annual rate to date is continued.
 3. Estimated percent of specified work tasks completed to date (particularly for 701 work program).
- Distribution ~~of~~ of standard Civil Service application forms to each member of staff and return of completed applications ~~by time~~ before I arrive in Portland. (This is the first specific task I will give to Conady). Included with this information will be their (each staff member's) indication of who he reports to with completed work, who assigns him work, and who he can generally trust to answer questions he might have which are necessary to the progress of his work.

~~_____~~

- ~~Draft work program in broad outline for _____~~
- Draft work program, assign personnel and specify deadlines for staff efforts during the remaining months of this fiscal (calendar?) year. Check priorities and ~~completeness~~ completeness with Gary, and Mayor's office (Alan?). Revision of 701 work program will be part of this. Staff meeting to discuss relationship between work to be done and something important in the outside world.

- Draft, in broad outline, work program for year starting Jan. 1, 1974. Check with Gary and Mayor's office. Start 701 work program for next contract period with HUD.
- Meet with CRAG and County planning directors to discuss areas of joint and separate responsibility as well as ongoing work of those agencies. Take along staff members who may eventually assume responsibility of day-to-day liaison—if that is required.

~~W. H. H. H. H. H.~~

- I'll bet that one of the real problems is that most personnel have nobody between them and Conady right now. Exactly what informal chains of command have been established in response I don't know. Specific lines of authority and responsibility, however, will have to be set up. Until I know who can be responsible or until I get somebody in who I trust, I am going to have to work that out. I intend, however, to delegate that responsibility as soon as my understanding and trust of existing staff will permit it.

WORK PROGRAM

- Establish some firm priorities with respect to what is now going on. Not everything can have the high priority given it by the Planning Bureau in their "planned accomplishments" report. These priorities should be set by reference to:
 1. What decisions by Commission^{and} or Council will depend upon completion of the work and when will the decision have to be made?
 2. What recommendations — policy or program — will result from the study or work being done? Will these recommendations be financially feasible, from both public and private investors' point of view. ~~the~~ Will any ~~such~~ client be served by such recommendations? Who is that client?

I presume that the answers to such questions will make it obvious to all that some projects now underway can be stopped immediately — never to return; and that other projects might very well be put off until sometime in the future. In any case, those released can begin to work on other tasks which pass the tests above.

- I would like to find some relatively simple but important area of work as a test of what the Commission staff can do. If it's successful in some way yet to be defined, the staff might get a glimmer of what it's like to win for a change.

WORK PROGRAM — NOW UNTIL JAN. 1, 1974