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Teamwork for Transition

Ernest Bonner

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July 1984
Proposal to Bud
Clark, after his
election to Mayor
in Spring 1984!

TEAMWORK FOR TRANSITION:

A PLAN FOR THE "PORTLAND PROGRAM"

It is important to establish, without delay, a process within which an orderly, effective transition from the Ivancie to the Bud Clark Administration can take place.

This process should be conceived and carried out as a broad-based community effort involving business, labor, community, civic and political leaders to gather ideas, build consensus and mold a program for Portland's future.

The keys to this endeavor are teamwork among the participants, use of existing resources, and an open-minded approach--all of which Bud emphasized during the campaign.

I. WHY IS A PLAN ORGANIZATION NECESSARY?

On his first day in office, Bud Clark will need:

- A. A capable and experienced staff.
- B. An assignment of Commissioners to Bureaus.
- C. A list of vacant appointive offices and names of capable individuals for appointment.
- D. A framework of policies and priorities to inform his 1985 budget request to Council.
- E. A fully-reviewed and accepted program for the 1985 State Legislative session.
- F. An analysis of the important issues facing Portland, along with options and recommendations by residents for action, by the City as well as by others.

The Mayor-Elect will not come close to meeting these important needs without a plan and an organization.

II. IMMEDIATE STEPS

As a first step toward meeting these ambitious goals, the Mayor-Elect should take the following steps immediately:

- A. Appoint a Transition Team
- B. Get a Transition Plan prepared, with the help of the Transition Team.
- C. Take the Transition Plan to Mayor Ivancie and City Commissioners with the following requests:

1. Permit the Mayor-Elect to review all appointments which must be made prior to Jan. 1, 1985; and dealy all other appointments.
2. Institute a hiring delay on all major civil service positions until Jan. 1, 1985.
3. Make \$150,000 available to pay for 6-month effort by Bud Clark, transition staff.

III. APPOINT A TRANSITION TEAM

The Transition Team num~~b~~ers 15 people appointed by Bud Clark. Members should be experienced in City management at relatively high levels and should constitute--as a body--a group which has the respect of the community.

We recommend the following members:

etc.

The Team's responsibilities are three-fold:

- A. Prepare the Transition Plan.
- B. Assist the Mayor-Elect and his Transition Staff in carrying out

the Transition Plan.

C. Produce issue analyses and program recommendations for the Mayor-Elect, utilizing broad-based Issue Teams, by Jan. 1, 1985.

IV. GET A TRANSITION PLAN PREPARED

A Preliminary Transition Plan is incorporated in these pages. It should be reviewed by Bud Clark and the Transition Team, then adopted by the Transition Team and used as the basis for activities in the coming months.

V. GET TRANSITION BUDGET APPROVED AND STAFF HIRED

At the earliest possible time Bud should meet with each of the City Commissioners and the Mayor to ask for advice and support for the Transition Plan.

Consideration should be given to asking the Council to delay consideration of non-essential items, appointments and top-level hirings. Bud should ask to be consulted on major issues.

A plan and budget for the transition should be presented to the Mayor and the Council, with staff on board by early July.

An effort should be made to raise contributions to fund transition and reimburse the General Fund for any up-front allocation.

VI. PRODUCE ISSUE ANALYSES AND PROGRAM RECOMMENDATIONS

A structure should be established to examine both issues and procedural matters during this transition. It is suggested that a number of committees be established with very minimum staff support to gain community ideas through a variety of public forums and mold these into a set of policies and programs for a Clark Administration.

Committees would include a broad cross-section of Portlanders.

They would be the mechanism through which ideas would be gathered, discussion would take place, and conclusions would be drawn.

They would be an educating mechanism for Bud so that he could build his knowledge of issues and broaden his contacts in the community.

The committees would also help, in part, answer the question, "What will the new mayor do in January?" Answer: "We promised community involvement in establishing the Clark Administration and that's what we are doing."

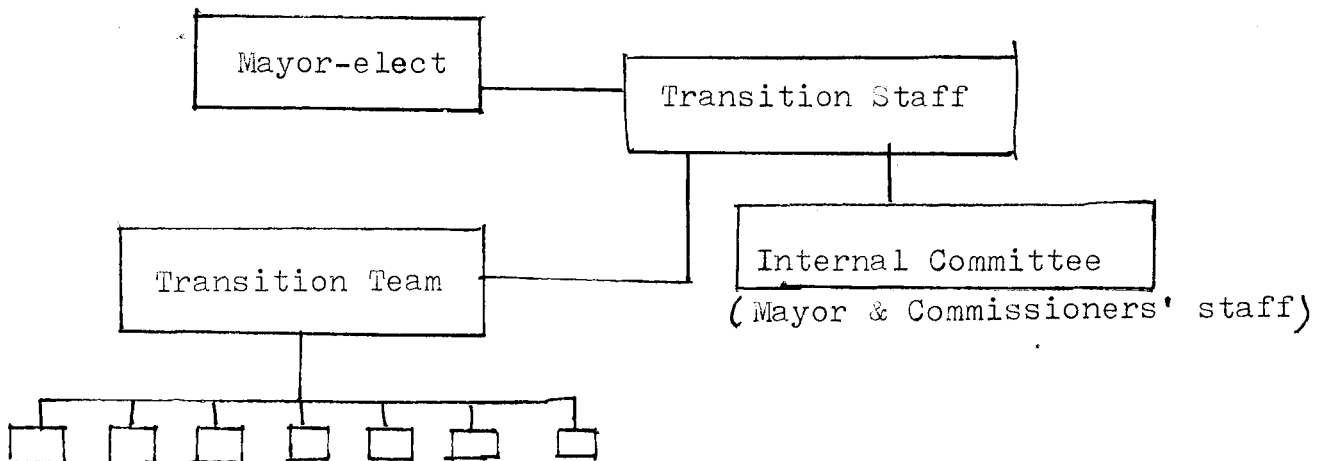
"We look for some draft reports out of committees by Nov. 1."

Reports would be issued by Nov. 1 for further public comment.

The Transition Team should immediately put into place Issue Teams to analyse City issues and make program recommendations. We would recommend the following Issue Teams:

- A. Budget & Finance
- B. Planning & Community Development
- C. Social Services
- D. Economic Development
- E. Regional Cooperation
- F. Basic Services
- G. Public Safety

The Transition Organization would be organized as follows:



For each of the 7 issue Teams, the Transition Team would prepare a charge, a recommended membership, and a deadline for the Issue Team reports. The Transition Team should also help assure that the deliberations of each Issue Team get public participation and attention and that the Teams move in a timely fashion to a recommendation.

We recommend the following kinds of members for each Issue Team:

1. Budget & Finance

Bankers, CPA's, City Auditor, Community reps

2. Planning & Community Development; Housing; Transportation

a) Downtown Study Area:

Real estate, PDC, PSU Urban Studies, Downtown merchants, Bankers, Labor, transportation, Chamber of Commerce

b) Neighborhoods

Community activists, transportation interests, housing interests, small business people, social service interests, School District.

3. Social Services

Social service agencies, community foundations, United Way, State funding reps, community activists, labor

4. Economic Development, Employment, Jobs

Business, Chamber of Commerce, Port of Portland, School District, Small business owners, community leaders, labor.

5. Regional Cooperation

Schools, METRO, Port of Portland, Counties, Tri-Met, State legislature, surrounding small cities.

6. Basic Services & Public Facilities

City Department Heads, Police, Fire Public Works, etc.

7. Public Safety

Police, Police Review Committee, Urban League, Business, ACLU,
Chamber of Commerce

SCHEDULE

June 1- Appoint Transition Team. Adopt Preliminary Transition Plan

June 1 - 15 - Mayor -Elect meets with Mayor and Commissioners; gets
approval for \$150,000 budget.

June 1- July 1 - Transition Team prepares Final Transition Plan,
solicits potential Issue Team members. Bud
appoints Issue Teams.

July 1 - Aug. 1 - Mayor-Elect appoints Transition staff.

July 4 Mayor-elect opens Transition Office

July 6 First video report to City residents on transition.

July 1 - Sept. 1 Orientation for Issues Teams. Basic research
and analysis. Get ready for community forums
and video shows.

Aug. 3 Second Video report to City residents

Aug. 1 - Nov. 15 Briefing of Mayor-Elect and Transition Team on
1985 City budget, 1985 legislative program.
and vacancies.

Sept. 1 - Oct. 15 Community forums, video shows, press conferences
on issues by Issue Teams.

Dec. 1 Issue Teams report to Transition Team with
policy and priority recommendations for 1985
budget and legislative program.

Dec. 15 Transition Team recommends personnel, appointments,

policies, priorities and programs to Mayor-elect.
Jan. 1 Mayor-Elect on video to present his "Program for
1985 and Promise for the '80's"

TRANSITION BUDGET - 6 MONTHS

Staff

1 Transition Director	\$ 18,000
3 Committee staff persons	45,000
1 Appointment secretary	9,000
2 Clerical support	16,800
1 Researcher-Press Liaison	<u>12,000</u>
	\$ 100,800
Benefits @ 20% (health ins.)	<u>20,160</u>
Staff Subtotal	\$ 120,160

Support

Rent	6,000
Phones	1,800
Office supplies	6,000
Equip. Rental (Word Processor)	3,000
Local Mileage	2,400
Insurance	2,400
Data processing	1,200
Printing	<u>3,000</u>
Support Subtotal	\$ 25,800

Capital Outlay

City donated	-0-
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TOTAL	\$ 145,960
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5/22/84

Lecture

- A. Appen competent
- B. Look @ - maybe professional (short)
- C. Be Prepared to manage } he is the Mayor
- D. Answer What Mayor can do
- E. Involve Public

B. Budget; Joe Hunt, Ben Ross

Money from private source
Get on Budget