

## The Oregonian

### Portland Auditor Mary Hull Caballero to Run for Re-election

*By Jessica Floum  
September 18, 2017*

Portland Auditor Mary Hull Caballero will run for re-election in May 2018, she announced in a press release Monday.

During her first term as Portland's chief internal watchdog, Hull Caballero led a successful campaign to increase the independence of the auditor's office over budgeting, hiring decisions and contracting. This effort was meant to protect against retaliation from the bureaus and commissioners' offices that she oversees.

Before working at the city, Hull Caballero worked in auditing at Metro and the Oregon Department of Transportation. Prior to that, she co-founded a policy leadership development program and worked as a journalist in Texas.

## The Portland Tribune

### Reforming Bureaucracy Is - Well, Bureaucratic

*By Jim Redden  
September 19, 2017*

**Agreed: Portland government needs a redo. But how especially since local voters don't want to change it?**

Reforming the city bureaucracy to improve service is a very bureaucratic process — or, rather, several very bureaucratic processes, judging by a City Council work last week.

The Sept. 12 session was convened to authorize work on four projects involving multiple bureaus proposed by city employees. The discussion, aided by a PowerPoint presentation, was filled with jargon, however, including the need to "scope out" the reforms, establish "bureau stakeholder groups," develop "procedures and protocols," and "formalize the council's guidance."

Identified as Major City Projects, they involve building permits, customer service, construction contracting and employee recruitment. As explained by Chief Administrative Officer Tom Rinehart and other top managers, there is little doubt the reforms are needed. Because different bureaus are overseen by different members of the council, they frequently do not work together efficiently on the same issues. As a result:

- The issuing of construction permits can be delayed for months because up to 17 groups from six different bureaus must review them. This is even true for projects prioritized by the council, such as building more affordable housing. Because much of the permitting

process is not conducted online, employees spend a lot of time walking copies of the permit applications around.

- There is no single phone number of people seeking city services to call. Because of this, many people call the wrong bureaus and council offices for assistance — and also call overworked 9-1-1 operators for non-emergency information.

- There is no centralized oversight of city construction projects, even though they have grown more than 200 percent over the past four years and are scheduled to increase even more in coming years.
- It currently takes an average of 140 days to fill a vacant city position after the opening has been posted. That compares to less than 100 days in most similar cities, prompting many qualified applicants to take other jobs before the local hiring process is completed. This is making it even harder to meet the council's equity goals.

"As Portland continues to grow, the city's approach to intrabureau projects must change to meet the expectations of Portlanders," Mayor Ted Wheeler said at the beginning of the session, calling for a "stronger project management approach" to work involving multiple bureaus.

According to Rinehart, because city managers oversee all the bureaus in most cities, they typically coordinate their work, usually assisted by project management offices. Respecting Portland's unique form of government that voters have repeatedly refused to change, Rinehart said he was not prepared to advocate the creation of such an office at this time. Instead, he said bureau managers had agreed that they could create multi-agency teams that would meet regularly to enact the reforms sought by the council.

One example is the Development Directors Group that has begun meeting monthly. It includes the directors of the six bureaus involved in the construction permitting process. One thing they've realized is that staffing levels vary greatly between the bureaus, meaning some complete their work faster than others — and some delays are caused primarily by the slowest review group.

Nevertheless, Rebecca Esau, the new director of the Bureau of Development Services, says progress is being made to approve permits more quickly.

Two themes recurred throughout the session. First, reforming the bureaucracy is a slow process. The council has been talking about creating a centralized 3-1-1 number to answer all non-emergency calls for city services for many years. A consultant was hired to recommend a program in 2014. There is still no start date.

And second, reforming the bureaucracy apparently means increasing the bureaucracy. Most of those who talked about their projects mentioned the need to hire additional staff to carry them out, including Assistant Human Resources Director Serilda Summers-McGee. She said her bureau needs more employees to recruit qualified candidates for job openings, especially within minority communities. According to the presentation, around 40 percent of the city's existing employees will be eligible to retire over the next few years.

The council members present for the session agreed the proposed projects are needed. A fifth project, coordinating requests for funding through the Build Portland infrastructure maintenance initiative approved in the current city budget, was discussed at an Aug. 29 work session.

Because such cooperation potentially threatens the historic independence of bureaus, Commissioner Nick Fish proposed the council sign a joint declaration committing them to work together. Wheeler and Commissioner Chloe Eudaly agreed. Commissioners Amanda Fritz and Dan Saltzman were absent.

Rinehart said the council will be presented with detailed plans for carrying out the projects when they are finalized in coming months.

# City Hall Watch: Report says Art Tax Administrative Costs Too High

*By Jim Redden  
September 19, 2017*

## **Plus, Neighborhood Small Grants offered and the Bicycle Parking Code online open house is ongoing**

The City Council agreed to consider proposals for reducing the administrative costs of the \$35-a-year art tax when it accepted the 2017 annual report on it Wednesday.

The report said administrative costs have averaged nearly 8 percent over the past five years, not the 5 percent maximum in the ballot measure approved by voters in November 2012.

Ideas discussed ranged from raising the cap to using discretionary general fund dollars to supplement the administration of the tax, officially called the Arts Education and Access Fund.

On the other hand, the report said collections to support arts classes in schools and nonprofit arts organizations have increased over the past five years, growing from \$7.9 million in 2012 to \$9.6 million in 2016. Nearly one-quarter of Portlanders are still not voluntarily paying it, however.

### Neighborhood Small Grants offered

The Office of Neighborhood Involvement is offering \$100,000 in Neighborhood Small Grants to neighborhood and community organizations for community engagement projects. The grants are available through Portland's seven neighborhood district coalitions. Each has its own application process and deadline.

Goals include increasing the number and diversity of people engaged in their communities and neighborhoods. Priority is placed on projects involving underserved communities, including people of color, immigrants and refugees, low-income individuals and families, youth, homeless people, people with disabilities, and the lesbian, gay, bisexual, transgender and queer (LGBTQ) community.

You can learn more at [www.portlandoregon.gov/oni/43120](http://www.portlandoregon.gov/oni/43120).

### Bicycle Parking Code online open house ongoing

The Portland Office of Transportation is updating the city's Bicycle Parking Code and offering an online open house for the public to learn about it.

Over the past 18 months, the stakeholder advisory committee developed a set of recommendations that include updating the amount of required short- and long-term bicycle parking, allowing for reduced spacing for rack placement, encouraging space-saving rack designs, and establishing a hierarchy of bicycle parking location and security standards.

The open house is available through Sept. 25 and can be found at [tinyurl.com/ya757wku](http://tinyurl.com/ya757wku).

# Multnomah Commissioner Loretta Smith will Run for Portland Council

*By Nick Budnick  
September 18, 2017*

## **Smith will challenge Hardesty, others to succeed Dan Saltzman, who is not running**

Mere hours after City Commissioner Dan Saltzman dropped his re-election bid, Multnomah County Commissioner Loretta Smith announced that she would enter the race to succeed him.

Former lawmaker and prominent activist Jo Ann Hardesty has already announced her plans to run, and filed for the office, and others are expected to file in the wake of Saltzman's surprise announcement.

Here is Smith's statement:

"I want to thank Commissioner Dan Saltzman for his 25 years of dedication to the place we all call home. I wish him well on his new path.

"Today I am announcing my intention to run for Portland City Council Position No. 3.

"I have been in public service my entire professional life, first serving with Senator Ron Wyden for twenty-one years, and then as a Multnomah County Commissioner for the past seven years where we have created hundreds of jobs for young people, educated seniors about scams and dangers of opioid abuse, and have been a voice for so many Oregonians who have been left behind.

"The opportunity to continue to fight for the most vulnerable on the Portland City Council would be an honor and a privilege.

"Our next leaders need build a shared vision for Portland's future that ensures it remains affordable for working people, stand up for progressive values, and provide every community a meaningful voice in City Hall."

# City Auditor Mary Hull Caballero Files for Reelection

*By Jim Redden  
September 18, 2017*

## **Audit led successful effort to increase the independence of the office during her first term**

Portland City Auditor Mary Hull Caballero filed for re-election on Monday. No one has yet announced against her.

Hull Caballero was first elected to the office in 2014. During her first term, she led an effort to increase the independence of the Auditor's Office that referred to the ballot by the City Council and approved by 86 percent of the voters in last May.

In her filing statement, Hull said her priorities for her second term include building on that support to finish implementing the changes voters approved, as well as continuing to improve the communication of results of audits and investigations to the public. She also want to ensuring that the City of Portland is equitable, effective and efficient in the delivery of its services.

Before being elected, Hull Caballero was a principal management auditor at Metro. She previously worked as a senior internal auditor at the Oregon Department of Transportation. Before entering the auditing field, Hull Caballero co-founded and managed a public policy leadership development organization and was a newspaper reporter in Texas.

Hull Caballero holds a Master's Degree in Public Policy and Management from Carnegie Mellon University. She received her undergraduate degree in Communication from Lewis and Clark College. Hull Caballero is a Certified Internal Auditor and a Certified Government Auditing Professional. She lives in northeast Portland with her husband, Raymond Caballero.

## **Willamette Week**

# **City Auditor Mary Hull Caballero Files for Reelection After a Term Focused on Increasing the Independence of the Office**

*By Katie Shepherd  
September 18, 2017*

City Auditor Mary Hull Caballero filed for reelection Monday morning, vowing to finish implementing changes that furthered the independence of her office.

Caballero, who lives in Northeast Portland, last year spearheaded a ballot measure that gave the city auditor's office more control over its budget and allowed the office to use independent lawyers rather than the city attorney, among other moves to make the office more independent from the rest of city government. The measure had overwhelming public support, getting support from more than 86 percent of voters.

In her announcement today, she pledges to improve how the results of audits and investigations are communicated to the public.

The City Auditor's office serves as a watchdog over Portland's city government and includes the Independent Police Review and the city Ombudsman.

Before she was elected to serve as city auditor, Caballero worked as an auditor for Metro and the Oregon Department of Transportation. She is a certified internal auditor and a certified government auditing professional.