

8.14.23 Government Transition Advisory Committee Meeting Questions & Staff Responses

JULY 2023 TRANSITION STATUS UPDATE

- **Voter education**
 - **What is GTAC’s role specially to reach hard-to-reach communities?**
 - The voter education kickoff will be at the October 3rd committee meeting and includes the City’s voter education partners for hard-to-reach communities. Many committee members also expressed an interest in forming and joining a voter education committee. The committee should begin around the time of the kickoff and its work could include defining the role of the committee in this transition area.
 - **Can we get a copy of the voter education contract?**
 - A copy of the both the RFP and the contract are in your shared folder in the RFPs & Contracts subfolder.
 - **Can we participate in the September kickoff?**
 - The kickoff will happen at the October 3rd committee meeting.
 - **Can we get a copy of the signed Memorandum of Understanding between Multnomah County and the City of Portland regarding voter education?**
 - A copy of the signed MOU is in your shared folder.
- **Change management – Can we receive change management plan prior to the September 20th presentation so we can send questions ahead of time?**
 - Change management is on the September 20th GTAC meeting agenda. It will be an opportunity for the committee to provide input on the goals and objectives of the change management plan and the tactics and strategies to achieve them. The project team will provide an overview of the key components of the plan. A complete draft plan is planned to be available by the end of September.
- **Future improvements – Why not develop future improvements recommendations before determining org structure?**
 - Establishing the organizational structure reporting to a City Administrator rather than to five Council office is important to the hiring of a city administrator and to implementing the governance changes that flow from the charter amendments. The implementation timeline is short. Decisions need to be sequenced to ensure the continuity of city functions, including the city budget, and that the new form of government is organized on January 1, 2025. The Future Improvements conversation, on the other hand, will cover deeper and more detailed structural changes, process improvements (the “how” of the work rather than just the where), opportunities for efficiencies and improvements, communications pathways, and more. The future improvements work has a longer time horizon prioritizing systems changes that flow from the organizational structure.

JULY 2023 COMMUNITY ENGAGEMENT STATUS UPDATE

- **Use of Public Input – How is the City responding to public input and how will GTAC know if input is being looked at and listened to? When do we hear from decision-makers that they listened to the input and changed tactic?**
 - All public comment received through the various methods (through the GTAC, email, survey, webform, 311 and others) is recorded and shared out with all project managers on the transition team. Ninety-five percent of the comments received to date are focused on the districting process and the work of the Salary Commission. Project Managers of the Salary

Commission and Independent District Commission analyzed public comments and provided reports to the Commissions. You can find the reports for ISD [here on survey analyses](#) and [here on survey results](#), and IDC [raw public comment here](#) and [public comment analysis here](#). Additionally, the team has hosted public listening sessions to gather input on key aspects of the transition. For example, the listening sessions on revisions the elections and council operations code. Comments received through these efforts are considered in developing recommendations, policy, and approaches to implementation. Some policy and approach decisions are made by the project sponsor, and recommendations on code revisions are presented to the City Council for adoption. When presenting to the GTAC the project team and Transition Project Manager will highlight how input is incorporated.

- **Salary Commission Survey**
 - **Where was the survey sent and how were communities notified?**
 - The survey was posted online, distributed via social media and newsletters, and provided via QR code and paper copy at 8 IDC hearings. Links were also included in the ISC proposal report which was translated into multiple languages and distributed via social media
 - **Respondents were disproportionately white homeowners – how were tactics adjusted along the way to increase representation?**
 - In the last week of the open comment period the team paid for social media ads that focused on more diverse populations to boost engagement.

TRANSITION BUDGET

- **Won't the Small Donor Elections costs be ongoing every election season vs. truly one-time?**
 - The Small Donor Elections program is an ongoing program. The one-time cost estimate is based on all City of Portland elected seats being up for election in 2024.
- **Please share the numbers Shoshanah cited on slide 13 that aren't on the slide.**
 - See below.
- **Can future materials include a column showing the original estimate vs. the revised estimate for transparency.**
 - In spring of 2022, before the Charter Commission finalized the amendments that would be referred to the voters, the Commission asked the City to provide cost estimates for specific elements of the proposal. At that time the estimate was between \$12 M and \$17.7 M. Given the timing and scope of the Commission's original request for costing information, many of the underlying assumptions are no longer relevant. As a result, the more accurate point of comparison is the estimated cost of the new form of government and election methods compared to existing costs. As ongoing costs are identified throughout the next several months, information on how the proposed ongoing costs compare to the existing costs will be shared and discussed with the GTAC.
- **The numbers are so big. Can we get breakdowns of the expenses? E.g., for transition team – number of positions, type of position.**
 - The FY 2023-24 one-time costs identified during the August GTAC meeting include the following:

Transition Administration

- Transition team staff cost estimates include approximately 16 FTE. Four of the positions are currently vacant. Staff reside in the Mayor's Office (0.5FTE), the City Budget Office (1.0FTE), the Auditor's Office (1.5FTE), the Bureau of Human Resources (2.0FTE), and the Office of the Chief Administrative Officer (10.65 FTE). The services provided by the Transition Team in the

Office of the CAO include project management and delivery, public involvement and community engagement project coordination, and communications.

- The Community Engagement, Communications, and Community Bodies budget includes the costs for supporting the Independent District Commission, Salary Commission, and Government Transition Advisory Committee. Notable costs to support this work include interpretation and translation expenses, a facilitation contract for the Independent District Commission, design and printing costs for education materials, postage expenses for a citywide mailer to every Portland household noticing public hearings. The budget also allocates resources for communication expenses, such as graphic design support and video development. The estimate also includes resources for GTAC to reimburse community partners for engagement related expenses (\$95,000).
- The Transition Team Consulting Support budget allocates \$600,000 in resources for change management and facilitation support.

Governance

- Facilities will provide an update on September 6.

Election Methods

- Voter education and outreach budget includes resources for engaging hard to reach voters (\$675,000) and resources for utilizing existing government channels to reach Portlanders more broadly (\$400,000).
- Small Donors Elections can present the breakout of their cost estimates.
- Costs include a contract for technical support and mapping services to support the Independent District Commission's work.
- **There are many assumptions in the estimate. Can you share the assumptions behind the estimates?**
 - See above.
- **Are there expenses in this budget cycle or future cycle for planning or conducting site surveys of existing city properties for the possibility of in-district offices to create a more accurate cost estimate for the new council to consider?**
 - Our preliminary concept related to district offices was to modify community centers to create four sets of district offices. Because there were so many significant unknowns when we were working on this concept (e.g., where the district boundaries would land, how many staff Councilors would have, etc.), and because we knew that these unknowns would not be resolved quickly enough for us to meet our "go live" deadline of January 1, 2025, we tabled this effort to instead focus on the work we knew we had to complete by our "go live" deadline (modifying council chambers to accommodate an expanded council and modifying downtown workspaces to support councilors and their staff and the city administrator and their staff). Our first blush estimate for modifying community centers to encompass district offices (with MANY unknowns, and without clarity that Parks even has this space to give up) was \$3.5 million for all four offices. Because this idea had so many unknowns, it was not included in the \$7.2 million estimate presented to Council to cover our Phase 1 work. Right now our team remains focused on that Phase 1 work from a capacity and funding standpoint.
- **Are you thinking about the impacts of council committees on facilities? This is also a staffing and technology question.**
 - Transition team members working on planning for future council operations attend reoccurring facilities meetings with the design services firm to comment on programmatic needs related to the new form of government, including but not limited to committees.
- **Are the decisions made in Oct/Nov like on the slide? The budget isn't decided until summer.**
 - The decisions that will occur in October/November are to help identify the General Fund appropriation level for the new form of government in FY 2024-25. This is commonly referred

to as the Current Appropriation Level or CAL. Creating CAL targets for the 12 Elected Offices and any new organizational structures require Council action in October/November of 2023 for FY 2024-25 budget development.

- The FY 2024-25 Requested Budget is due in late January/early February 2024, the Mayor's Proposed Budget must be released by May 5, 2024, the Approved Budget must pass by late May/early June of 2024, and the Adopted Budget must pass Council by mid-June 2024.
- **Can we get an early preview of council staffing? When?**
 - Staff can provide an optional GTAC meeting in the fall to discuss staffing plans.

FACILITIES

- **Is there more precise information about cost?**
 - More precise information on cost to be presented at September 6th Government Transition Advisory Committee meeting.
- **Is there a more discrete list of facilities projects? For example, "council workspaces" in the cost estimate should be broken into specific projects by now.**
 - The Facilities' scope of work includes improvements to the existing City Hall council chambers and second floor commissioner offices to support the expanded council. Temporary chambers and offices will be provided to support council operations during construction.
- **Is it correct that facilities include (1) council chambers; (2) downtown offices for councilors and (3) district offices for councilors; and that each of these has at least five dimensions: policy, security, construction, budget, and political realities?**
 - It is correct that Facilities' scope currently includes Phase 1 work (council chambers and downtown workspaces for council and their staff, as well as the future city administrator and their staff), and a future Phase 2 that encompasses an assessment and potential development of district offices. I do not know all of the dimensions that the Government Transition Advisory Committee feels are in scope related to facilities, but from our perspective, we are focused on the following things: having facilities that meet the City's basic civic administration requirements from a design and functionality perspective; ensuring that our civic facilities enable any/all Councilors and their staff to be able to perform their daily work in a way that limits their safety and security risks; supporting public safety; managing one-time and ongoing facility construction, maintenance, and operating costs well given the very limited funds that have been dedicated to facility needs citywide; creating spaces that give Councilors and their staff the ability to work collaboratively with one another on matters of civic importance (e.g., to build relationships, meet routinely, negotiate, and solve problems together); creating adjacencies between the Mayor and the City Administrator (again, so that they can commune, negotiate, and solve problems together); and facilitating connection and engagement between Councilors and the public that they represent. We are happy to engage with the advisory committee and get its perspective on what matters, and to build rapport and connection on this topic.
- **Where would offices and chamber operations move during construction?**
 - The intent is to provide temporary chambers and offices at an existing City owned property with adjacencies to temporary chambers and security being the top priorities.
- **Where will council committees do their work and where will committee staff be?**
 - My working assumption has been that committees will use Council Chambers for committee meetings (does not prohibit change in the future) and staff supporting committees would work

at City Hall as a combination of Auditor's Office/Council Clerk staff and shared council support staff where the flexible workspaces are being provided, but open to comments from the facilities group on this.

- **Timing**

- **Can we take more time to do this project and rent space temporarily – there is so much empty space downtown? Are security issues insurmountable for using retail space?**
 - There are many technical and security requirements that limit what spaces can be used. This can be an area of discussion on September 6.
- **Can you figure out what to do to City Hall if there is no decision yet as to how many staff each of the councilors need?**
 - Staff established working assumptions about the number of staff that will be required to support councilors and facilities and planning for flexible workspaces to match the higher range of those assumptions. Workspace models at the city are much more dynamic and flexible due to hybrid work.

- **District Offices**

- **Councilors should eventually have offices in their district. Are plans for City Hall keeping that in mind?**
 - There was not sufficient time for us to identify the location of and build out a program for district offices prior to January 1, 2025. Consequently, we focused on what we knew was essential for January 1, 2025: a functioning Council Chambers, and associated spaces to work downtown. We did, however, explore the concept of district offices at a high level as we started work, and would like to discuss our preliminary findings with the GTAC. We did not find any comparable examples nationwide of this model, and we have strong concerns about dispersing the City's security program to cover the needs of and ensure safety for councilors in district offices. We also have cost concerns given broader facility funding issues at the City. This is a topic we would like more discussion of with the GTAC as we feel that there might be a large delta between the concept and ideals of district offices and the reality of implementation.
- **Have we looked at best practices from other cities with district offices and can we have a plan in place before the new council is elected – we are punting a lot to the new council?**
 - As part of our preliminary research on this matter, we assessed 37 jurisdictions throughout the United States regarding their current practices and specifically the use of district offices to support community engagement. We found only four jurisdictions that use the district model to promote community engagement, all of which are in cities that are much larger than ours in terms of both population and geography (New York, Chicago, Houston, and Philadelphia). More detailed conversations with some jurisdictions (e.g., City of Seattle) indicated that they have contemplated but not built out district offices for the same reasons that we have concerns: security and costs. We welcome input from the GTAC on specific examples they have heard of that we should research further regarding the district office concept; at present, best practice for a city of our size appears to have centralized services versus district-based services.
- **What, if anything, is the relationship between neighborhood coalitions and district offices?**
 - I don't think that Facilities has the answer to this as we own and operate major municipal facilities (public safety facilities, public works facilities, office spaces, etc.) and thus don't really intersect with neighborhood coalitions in the course of our normal work. However, if GTAC has these relationships, this might be an area for collaboration

as we complete our first phase of work (Chambers + downtown workspaces) and move to the district phase of work. (See below for more comments on a subcommittee – this would be a great scope for a subcommittee.)

- **Are you looking at existing city properties for possible district offices?**
 - Our preliminary research regarding district offices covered this topic. Given that district boundaries, staff counts, and other relevant aspects of the design program were not known (and have still not been completely defined in some instances) when we needed to start work to make a January 1, 2025 deadline, we assessed the viability of using existing City properties that were likely in areas that would fall in distinct districts. We assessed what types of spaces would be welcoming (residents are used to thinking of these spaces as community spaces, and would know where to find them, etc.), and what types of existing spaces would be safest from a security perspective (not stand-alone facilities that can be easily targeted). We landed on four community centers that indeed seem to be aligning with distinct district boundaries. However, these community centers have limited to no available or unused space, and in some instances still would need substantial security and technology upgrades to work as civic spaces. Should we decide to pursue this option, the City will need to work closely with Parks on occupancy planning and their space needs related to parks programming; likewise, set aside additional funds for site and tenant improvements.
- **Role of GTAC**
 - **What is GTAC's role in facilities? It seems like our oversight and input is essential.**
 - We agree that we would like to have greater contact with GTAC. Facilities are very intensive from a capital, maintenance, and operations perspective and we have a lot of experience with and knowledge about topics that people don't often think about, like occupant safety, data security, etc. Working with the GTAC to build rapport and understanding about facility development and management requirements will help all of us work toward a design program that can be implemented and sustained.
 - **Should we have a GTAC subcommittee or workgroup on facilities? If so, what would be the scope, duration and frequency?**
 - We have a VERY fast pace for the work downtown. We would not be able to easily accommodate an additional actor in that work given all the things that need to fall into place to get to January 1, 2025. However, we would welcome a subcommittee to work with on future-phase topics that are still conceptual in nature at present, such as district offices.

Code 3.02 – Council Organization & Procedure

- **Will staff's policy choices be shared with GTAC before submission to council? For example, where you land on adding a provision about removing the council president.**
 - Transition Team staff and the City Attorney's Office are working together to document, review, and respond to questions and comments received related to the City Code 3.02 update. These responses will be shared with GTAC and online well in advance of the September 20 Council Meeting.
- **Can GTAC see another draft before it is submitted to council?**
 - A copy of the next iteration of the draft City Code 3.02 will be shared with the compilation comment and response document referenced above. As the draft proceeds through regulatory review in advance of Council, the Auditor's office may make additional edits before it is

presented to City Council for review. Members of the public, including GTAC, may attend the City Council meeting, sign up to testify, or provide written input - <https://www.portland.gov/council/agenda>.