

# Government Transition Advisory Committee

**Government Transition Advisory Committee Meeting #25**  
**November 13, 2024, 6:00 p.m.**  
**Minutes**

## Attendance

Committee Members					
Name	Present	Absent	Name	Present	Absent
Leah Benson	X		Juliet Hyams	X	
Brian Belica	X		Zach Kearl	X	
Jane DeMarco	X		William Kinsey	X	
Jose Gamero Georgeson	X		Destiny Magaña-Pablo	X	
Terry Harris	X		Fred Neal	X	
Lory Hefele	X		Amy Randel	X	
Joe Hertzberg	X		Juanita Santana	X	

## Staff / Guests Present

Guillermo Rebolledo Salgado, Transition Team  
Shoshanah Oppenheim, Transition Team  
Jennifer Chang, Transition Team

## Welcome & Committee Business

Guillermo welcomed everyone and provided Zoom logistics. He noted that co-chairs Bill Kinsey and Destiny Magaña-Pablo will facilitate the meeting and added that we had Spanish interpretation, American Sign language, and closed captioning.

Bill asked if GTAC members can attend the onboarding presentation by GTAC. Shoshanah will get back to the GTAC.

**Motion.** Motion to approve the October 8, 2024 meeting minutes.

- Motion from: Committee Member Fred
- Second: Committee Member Jose
- None opposed, meeting minutes approved.

**Motion.** Jose volunteered to serve December 2024 to March 2025 as co-chair replacing Destiny and Fred volunteered to serve January 2025 to March 2025 as co-chair replacing Bill. Zach asked who will present at onboarding – it will be Bill and Jose.

- Motion from: Committee Member Terry
- Second: Committee Member Lory
- None opposed, next co-chairs approved.

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Jose shared his excitement to work with the incoming council. Fred looks forward to wrapping up the work and communicating the GTAC recommendations with the new council. Fred appreciates the members who have volunteered to work on the final report.

Destiny shared a few meeting practices that the current co-chairs will implement:

- Remember the working agreement to step up and step back.
- Current co-chairs don't expect to extend meetings. Last meeting, two members had to leave at 8pm and they couldn't vote in the final vote and it keeps staff and interpreters here over time.
- Substantive motions will be written down before vote to ensure members know what is being voted on. The co-chairs also plan on writing down motions so the membership is certain on what they are voting for.

## **Public Comment**

Guillermo allowed time for public comment but there was none.

## **Workgroup Recommendation: City Administrator Recruitment**

Bill introduced the agenda item. At the last meeting, a motion passed to form a working group to draft a recommendation that recommends our future mayor and city council be briefed on and support the process that has been outlined by Motus for hiring the city administrator.

Juanita, Terry, and Zach met once and drafted a letter to the mayor-elect and councilors-elect for GTAC's consideration and review. The letter wouldn't be sent until after December 2, 2024, when the election results are certified.

Zach shared the group's work with GTAC. There was general agreement that the appointment is not strictly political. The recommendations generally outline what the GTAC heard from Motus Recruiting and want to ensure that the first appointment set the standard for future practices.

Amy asked if the City hired Motus to do the recruiting and asked if the GTAC recommendation could be more pointed. Zach responded that the recommendations are meant to guide all future recruitments, not just the first one. Juanita shared that some of the workgroup's discussion was about not re-doing Motus' work. Juanita appreciated the workgroup's process.

Leah asked if the final two bullet points of the draft recommendations are in contradiction – asking both to have an equitable engagement process and to accelerate the hiring timeline – but didn't request one be removed. Shoshanah reminded folks that

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there were several listening sessions and a community survey that helped build Motus' work as well as work by the Charter Commission.

Fred noted that there are some grammatical errors in the letter and requested that someone review the letter before it's sent. Fred volunteered to provide those edits.

Joe noted that the bullet about recognizing Motus' plan is really two points: GTAC recommends that the City follow Motus' recruitment plan and to use it as a model for future recruitments.

Destiny noted some recommendations in the chat.

Zach said he would accept the change that Joe recommended as a follow up to Amy's point and would accept the offer from Fred and any others to provide non-substantial edits.

**Motion.** Motion to move the letter, as amended by the comments tonight summarized by Zach above. Juanita offers an amendment to remove the second to last bullet (ensure the process, at minimum, engages community . . .). Zach disagrees with the amendment because if it's not explicitly stated it may end up an internal process without community involvement. Juanita removes her amendment. Bill asked as a courtesy if the revised letter can be distributed via email to the GTAC with a day for review. Zach clarified that the workgroup will make the revisions as they understand them and share the revised letter with the group and outside of substantial revisions, there weren't have to be a second vote. Lory clarified that folks can only comment on the revisions.

- Motion from: Committee Member Terry
- Second: Committee Member Amy

Leah – Yes; Jane – Yes; Jose – Yes; Terry – Yes; Lory – Yes; Joe – Yes; Juliet – Yes; Zach – Yes; Destiny – Yes; Fred – Yes; Amy – Yes; Juanita – Yes; Brian – Yes; Bill – Yes.

**Motion passes.**

Destiny thanked the workgroup.

## **Change Management & Employee Engagement**

Destiny introduced the agenda item and asked staff to focus on the GTAC's roles related to this area of work.

Jennifer Chang from the transition team shared an update on the change management plan focused on four areas: employee town halls and office hours; CityInsider employee e-newsletter; transition ambassadors; and change management trainings.

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Bill asked if there is interaction between change management the City's equitable engagement group. Jennifer said that the transition team has engaged that group on the citywide practices of equity and engagement. The group was also invited to apply to the transition ambassadors program.

Juliet asked how many City employees there are. Jennifer said that there are more than 7,000. Juliet asked if attendance was voluntary or mandatory and Jennifer said voluntary.

Fred asked for copies of the CityInsider and asked for the content of the change management training. Jennifer said that there are three consultants conducting the trainings and said that she could share the PDFs that highlight what is included in the training. Jennifer said that staff can also share the CityInsider.

Jose asked if staff track attendance by person vs. overall number. Jennifer said she would check and follow up. Jose is concerned that there is a big group of employees who have never attended an event. Shoshanah said she doesn't think we are tracking individual attendance and that folks may attend based on the topic of an event.

Jane asked if there will be more opportunity post-January when the change really happens and what kind of funds are available. Shoshanah said that the leadership team met with the mayor-elect and that he understands change management and can expect a continued focus on employees. Shoshanah also said that there are existing funds for change management.

## **Priority Issues**

Bill noted that the GTAC previously agreed to reach out to newly elected officials to share the recommendations and to offer to meet to discuss the recommendations. Emails won't be sent until December 2, 2024 when the election is certified. Amy asked if the emails would be personal. Bill said that the invitations would be coordinated and on behalf of the GTAC. Jose also noted that folks may use their relationships with electeds' staff.

Bill asked for each member to share how to prioritize GTAC's existing recommendations and what folks want the takeaways to be from GTAC's onboarding presentation.

- How critical public engagement is to the new council and administration's role (Fred).
- Council committees (Zach).
- Council being closer to the ground and what district representation means (Juliet).
- Advisory bodies, cleaning up codes, ditto to district representation, committees, council rules, council staffing (Terry).

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- How fraught current community relations are and the new council has the power to institutionalize relationships and mandate that across the City, committees (though GTAC has no power over that), priming people for the challenges they will face and solutions (Amy).
- Priority setting – developing roadmap of council priorities and strategic planning process, structure – staffing, council, committees, budget advisory committees, generally communications and engagement – citywide, district-specific and budget-specific, engagement – improve council website and district budget town halls (Lory).
- Impress upon council how important the processes they build will be – committees, president, etc. (Jose).
- Strategic planning process, structure of fiscal and financial departments – recommendations of consultant report, engagement – how it will be structured and the policies (Juanita).
- Strategic plan, committees, develop their own district-based outreach plan (Jane).
- Disappointed GTAC isn't doing a separate onboarding sessions but thinks the individual meetings will be beneficial and should be well-structured. Regarding the 15-minute presentation, GTAC should point out that it is the only one that represents the community and is the primary engagement body for the transition and has gotten a lot of input into its recommendations (Joe).
- Strategic plan, answer the community question what does council do and what does district representation mean and how can community engage with them (Leah).
- Engagement including how to engage with committees, district-based engagement, and offer GTAC as an ongoing resource (Destiny).
- Collaboration between legislative and executive branches, budget and prioritization (Bill).

Bill shared that this will help members draft the final report.

## **Reflections Two-Years into the Transition**

Destiny introduced the agenda item. She noted that this is the third time that members have reflected on the work to date and summarized the previous reflections.

Destiny asked for each member to share.

- Tired. We've done a lot of work on recommendations. Challenge of writing recommendations that reflect everyone. Appreciate everyone's commitment to the work (Zach).

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- Interested in breaking down silos and creating efficiencies – would like to see reporting on that. Things that haven't come out of transition: Prosper Portland, the Bureau of Human Resources, and lack of a gender equity policy or program (Juliet).
- Tired. Appreciate the group and learning about the City. Frustration about not understanding GTAC's audience or its power. Appreciate staff. Challenge that there wasn't a strong call for this committee. Don't know who's listening (Leah).
- Ineffectiveness of committee because nobody wanted our advice. Ineffectiveness of me as a member to show our value. Disappointed in engagement part of our work – committee was on its own without foundation of community partnerships. Appreciate colleagues and staff. Not enough time to reflect (Joe).
- Incredible experience and I've learned a lot. Some frustration, e.g. given 15 minutes at onboarding (Juanita).
- Shrinking scope of jurisdiction from the beginning was a message to us that kept getting compounded, e.g. code revisions, council rules. GTAC was used as engagement washing for the transition – the engagement we did wasn't listened to (Terry).
- Grateful to have been a part of the effort. Regret that our efforts never felt like they quite landed, e.g. onboarding process. Hopeful of the diversity of the new council. We are part of the brain trust of the transition (Amy).
- Feel great today. Appreciate the work of the subcommittees and our written recommendations. I understand the limitations of advisory committees. Celebrate the people who are doing the work. I had the best time doing the community engagement work and I thought it was worthwhile. I advocate that we don't meet with December and take time to celebrate (Jane).
- I can't believe the enormity of the transition and the work that has been done. Grateful for being part of the work. Appreciate committee leadership and staff for improving meeting practices and for the opportunity to learn. I love doing community engagement. Reflect the same disappointment about our level of impact on the outcomes of the City's work (Lory).
- GTAC has taught me how to be a better citizen and what I want to see in an elected official. I learned a lot about myself and my community. Taught me how to engage in my community (Jose).
- I'm tired. Voter outreach was a lot. Felt like we didn't have supporting materials at first for education and materials changed. I want to know what the content of our future presentations will be (Fred).

## Upcoming Meetings

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Destiny said the next meeting is December 11<sup>th</sup> and then on January 14<sup>th</sup> a debrief of the November election with the City and County.

## **Meeting adjourned.**

Minutes respectfully submitted,  
Julia Meier, Transition Team

## Meeting Chat:

18:10:12 From Terry Harris to Charter Transition Team(direct message) : Can you elevate Joe Hertzberg to a panelist?  
18:13:26 From Jane DeMarco : I cant hear Zach!  
18:14:01 From Juanita Santana : I cant hear him either.  
18:14:52 From Brian Belica : +1  
18:16:51 From Jane DeMarco : Thank you Jose and Fred. Fabulous!  
18:16:52 From Victor (ENG↔ESP Interpreter) to Hosts and panelists : Thank you for making me a panelist can I be assigned as a Spanish Interpreter and Make Rosie as a panelist as well?  
18:17:32 From Destiny Magana-Pablo : thank you Victor, just sent a promotion to Rosie  
18:18:26 From Zach Kearn : Sorry for my microphone troubles, all. I asked that we have clarity about who is invited to attend the onboarding with new elected officials. Shoshana's assumption is that we are all invited and will follow up with us if that is not accurate  
18:18:58 From Victor (ENG↔ESP Interpreter) to Charter Transition Team(direct message) : Can you assign us as interpreters please?  
18:19:06 From Victor (ENG↔ESP Interpreter) to Charter Transition Team(direct message) : Both Rosie and I  
18:19:09 From Jane DeMarco : Thanks Zach. A full team effort would be great  
18:20:25 From Victor (ENG↔ESP Interpreter) to Charter Transition Team(direct message) : Thank you!  
18:20:37 From Charter Transition Team to Victor (ENG↔ESP Interpreter)(direct message) : Did that work?  
18:20:52 From Victor (ENG↔ESP Interpreter) to Charter Transition Team(direct message) : yes  
18:20:57 From Victor (ENG↔ESP Interpreter) to Charter Transition Team(direct message) : Thank you very much  
18:22:07 From Charter Transition Team to Victor (ENG↔ESP Interpreter)(direct message) : Yes sorry for the tech issues  
18:22:17 From Victor (ENG↔ESP Interpreter) to Charter Transition Team(direct message) : It is understandable  
18:22:29 From Victor (ENG↔ESP Interpreter) to Charter Transition Team(direct message) : Thank you for doing the troubleshooting

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- 18:26:29 From Jose Gamero-Georgeson : +1 to Amy
- 18:27:15 From Destiny Magana-Pablo : I hear- Amy would like to add that city has paid for Motus's services in connection with following Motus
- 18:27:35 From Destiny Magana-Pablo : I hear- Amy would like to add that city has paid for Motus's services in direct connection with following Motus recruitment plan.
- 18:28:11 From Destiny Magana-Pablo : pausing- tech is here fixing sound :0
- 18:28:53 From Jane DeMarco : GREAT sound!
- 18:29:33 From Amy Randel : City of Portland tech staff FTW!
- 18:31:05 From Amy Randel : My suggested revision: add "in future recruitment efforts"
- 18:33:12 From Charter Transition Team to Destiny Magana-Pablo(direct message) : Are you able to make the changes? I missed some
- 18:35:42 From Juliet Hyams : Per my email, please correct the spelling of MichAEl Jordan's name.
- 18:35:59 From Leah Benson : Agree with Amy. With that small addition, the bullet that starts "ensure the process, at minimum...." also makes more sense.
- 18:36:31 From Destiny Magana-Pablo : Amy's additional language- "Recognize Motus Recruiting's recommended recruitment plan as a good example to follow for future recruitment efforts"
- 18:37:30 From Jane DeMarco : Thanks Terry, Zach and Juanita for your work
- 18:39:02 From Destiny Magana-Pablo : motion-to vote on the letter as amended by the comments tonight regarding city administrator recruitment to city councilors.
- 18:40:50 From Destiny Magana-Pablo : motion-to vote on the letter as amended by the comments tonight regarding city administrator recruitment to city councilors. Include the deletion- of Ensure the process, at minimum, engages community, includes listening sessions and a series of interview panels composed of City and community leaders to vet qualified candidates.
- 18:41:03 From Guillermo : What is different is the interview panels-
- 18:42:06 From Destiny Magana-Pablo : motion-to vote on the letter as amended by the comments tonight regarding city administrator recruitment to city councilors.
- 18:42:39 From Fred Neal : I've now had a chance to read the letter and find that my "grammatical concerns" are met.
- 18:51:13 From Jane DeMarco : Great to go out to staffing their fields! Good going
- 19:01:50 From Destiny Magana-Pablo : Capturing- asking they forward the city employee newsletter
- 19:02:02 From William Kinsey : Jennifer, During the presentation to the Citywide City Equitable Engagement group by Terry and me, one question was an employee concerned about budget reductions. I share this because budgetary and implicitly employment concerns can affect receptiveness to change management.
- 19:02:42 From Destiny Magana-Pablo : question brought by Jose- are they tracking unique attendance which Jennifer will follow up
- 19:03:11 From Juliet Hyams : Julia did send us the Insider for April and May.

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- 19:03:36 From Destiny Magana-Pablo : Thank you Juliet for flagging!
- 19:04:04 From Joe Hertzberg : Thank you Destiny for tracking everything.
- 19:06:10 From Juliet Hyams : Yes; just wanted to confirm that everyone gets the Insider, not that they have to sign up or opt in?
- 19:07:27 From Terry Harris : Jose's question and the discussion led me to wonder to what extent the change management work is focused on the "laptop class" of the workforce. What is the outreach to others
- 19:07:54 From Leah Benson : +1 to Terry's comment
- 19:10:18 From Fred Neal : Juliet - yes, every staff member receives the CityInsider (they don't have to opt in)
- 19:10:20 From Zach Kearn : @Jennifer Is there active recruitment for transition ambassadors? 25 seems relatively small compared to 7k City employees and I would imagine that attrition might be a challenge
- 19:11:37 From Fred Neal : Hi Terry - our office hours events (going to field staff) and Transition Ambassadors (peer supporters), are two approaches we have used to reach more employees. Definitely, there is more work to be done.
- 19:12:22 From Fred Neal : Zack - the 25 ambassadors is for the pilot cohort. They hope to grow and expand and things move forward.
- 19:13:37 From Lory Hefele : can someone point me to the letter we are talking about?
- 19:15:12 From Destiny Magana-Pablo : @Lory- It was the Final Recommendation Letter
- 19:18:01 From ASL Interpreter to Hosts and panelists : Pls promote other asl interpreter to panelist
- 19:18:21 From Destiny Magana-Pablo : thank you, promoted
- 19:18:46 From Juliet Hyams : Concur about advisory committees. Some of their policies are outrageous and offensive.
- 19:32:20 From Juanita Santana : It is my understanding that the committee was going to make a presentation about our recommendations. Has this been changed?
- 19:35:34 From Destiny Magana-Pablo : @Juanita, we are hearing peoples thoughts to shape our presentation to make sure we get the biggest points our committee members have within 15 mins
- 19:36:52 From Juanita Santana : WE are going to need more time that 15 minutes. What do we need to do to have a meeting with the new council by ourselve
- 19:36:52 From Joe Hertzberg : People in the room: Sound has gotten worse.
- 19:37:21 From Joe Hertzberg : Please be aware of where the mics are.
- 19:37:44 From Amy Randel : can you hear Destiny right now?
- 19:37:52 From Juanita Santana : Also, who made the decision to gives only 15 minutes?
- 19:38:30 From Joe Hertzberg : Yes, thank you..
- 19:41:16 From Destiny Magana-Pablo : Zach, Juliet, then to our hybrid folks- Leah, Joe, Juanita, then back to Terry
- 19:41:46 From Joe Hertzberg : Thank you Destiny for the heads-up

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19:48:50 From Destiny Magana-Pablo : Terry, Amy, THEN JANE, then Lory, Jose....

19:51:21 From Jose Gamero-Georgeson : +1 to engagement washing

19:51:39 From Joe Hertzberg : Terry: it's why I rehearsed.

19:55:59 From Leah Benson : YES JANE. December is for parties.

19:56:10 From Destiny Magana-Pablo : We hear your positivity Jane!

19:57:32 From Jose Gamero-Georgeson : +1 to our staff being awesome

19:58:35 From Joe Hertzberg : Paradox: Engagement washing for sure, but we also loved doing the engagement.

19:59:23 From Leah Benson : +1 Jose, well put!

19:59:58 From Jane DeMarco : Jose yes, have all LEARNED so much and been so engaged. It's sooo good for us

20:03:25 From Joe Hertzberg : Thank you Bill & Destiny. this was not an easy meeting