Tues, August 30, 2024

Budget Workgroup Meeting #7
Districts + Council Operations Meeting #11

Government Transition Advisory Committee

Voter Approved. Community Centered. City Delivered.

Meeting Logistics

- Meeting is being livestreamed and recorded. Recording will be posted on the transition website.
- We have Closed Captioning available.
- Committee members, please change your chat setting to “Everyone”.
- Community members, you can submit questions or thoughts through the Q&A.

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Meeting Agenda

TIME	ACTIVITY
11:00 – 11:05am	Welcome & Business
11:05 – 12:00pm	Recommendations for Future City Leaders – Areas for Discussion
12:00 – 12:55pm	Recommendations for Future City Leaders - Revisions
12:55 – 1:00pm	Vote and Next Steps on Recommendations
1:00pm	Meeting Adjourned

Subcommittee Business

- Excused absences: None
- Approve 7.30.24 meeting summary
- Review working agreements
- Review timeline

Working Agreements

Our expectations of each other include:

1. In discussions, challenge ideas rather than individuals; offer constructive suggestions
2. Approach different opinions with curiosity, seek to understand
3. Keep the needs and concerns of the local community and the larger region at the forefront of the work
4. Arrive on time and prepared (to the best of your ability). Let the group know if you are unable to attend a meeting
    a. The co-chairs will aim to incorporate tools for ‘breathers’
5. Keep multi-tasking to a minimum
6. Keep focus on the objectives of the meetings
    a. Utilize co-chairs to note additional topics for discussion by submitting topics in writing via email

Working Agreements Cont.

Our expectations of each other include:

7. Honor the decisions of the group
8. Contribute to the overall success of the group by finding ways to participate that best meet your needs
9. Step up Step Back – collectively work to ensure that every member who wants to be heard, is heard
10. Embrace conflict and work with your fellow Committee members and staff to find ways to give each other feedback
    - The co-chairs will aim to incorporate various feedback tools
11. Use “I” statements

Timeline to Final Recommendations

Aug. 27	**Budget Workgroup and Districts + Council Operations Subcommittee combined meeting: consider remaining input and finalize recommendations for GTAC's consideration**
Aug. 30	Revised document sent to subcommittee/workgroup members
Sept. 2	Subcommittee/workgroup edits due
Sept. 4	Distribute final recommendations to GTAC
Sept. 11	GTAC meeting: present final recommendations to GTAC for consideration and vote

Recommendations for Future City Leaders: Areas for Discussion

Areas for Discussion

- District offices
- Council committees
  - # of committees, # of members
  - Topic areas / jurisdictions
  - Relationship to advisory bodies
- Non-agenda communications

District offices revisions

- Council should have an ongoing agenda item to identify programming needs for community engagement with a district specific lens and strongly consider committing to a townhall/community center in District 1
- Recognize that District 1 needs something more profound than other districts and a town hall or community center is needed in District 1.
- Provide a more succinct recommendation on district offices given what we know from our research, what was passed by the committee and any additional feedback we hear from the community.

Council committees revisions

Relationship to advisory bodies

- Should they be matched to council committees to ensure external voices are involved (though might be duplicative)
- It's the executive branch that needs the infusion of advisory bodies aligned with the executive branch (service area) organization. The legislative branch should not start out tied to an organizational structure designed by the executive branch, but rather the legislature's own organizing principles.
- Recommend advisory bodies generally be realigned/evaluated

# of committees, # of members

- Council should be encouraged to deploy additional ad hoc committees as needed
- Add our rationale that that we hope to balance and distribute power as equally as possible across districts and across the council membership: Every councilor with a leadership position, every district represented on every committee. And (now, to the extent possible) every councilor with similar committee workload responsibilities.
- Soften the language about six committees and include rationale
- Revise our recommendation to FIVE standing committees PLUS the Budget/Committee of the Whole. This would remove the council president/vice president from (some) committee calculations and would acknowledge (in part) the staffing limits.

Council committees revisions

Topic areas / jurisdictions

- Align to strategic priorities
- Clarify legislative priorities as distinct from executive functions
- Be less prescriptive, e.g., revise recommendation to
  - (1) we support a strong committee system under the rules where all legislation finds some jurisdiction in at least one committee,
  - (2) there are pros and cons for organizing by service areas, and pros and cons for organizing by strategic priorities,
  - (3) there are also acute council staffing constraints and workload balancing concerns, so we'd suggest starting with a blend, and
  - (4) thoughtful strategic planning, along with learning through experience, might help the council evolve standing committee jurisdictions for the future.
- Committees should identify their area of responsibility including any service area or intergovernmental overlaps
  - Is this in tension with *every* piece of legislation goes to *some* committee. It will be difficult to determine jurisdictions in advance without leaving gaps. My guess is that it will always, necessarily, be up to the council president to decide these things.

Non-agenda communications revisions

- Time allotted
  - Expand non-agenda communications to 30 minutes.
  - Don’t expand the time for non-agenda communication because there are frequent flyers.
  - Increase the time and prioritize comments made by individuals historically not heard form in council. Frequent flyers are probably well known.
- Retain the opportunity for non-agenda item public comment in full council sessions with the hopes that access to the council is sufficiently improved through all the other reforms so that it becomes less necessary and can be discontinued or narrowed.

Recommendations for Future City Leaders: Revisions

Revisions

- Engaging with city government
- Setting up council in the new government
- Participating in the city’s new budget process
- Other revisions

Engaging with city government revisions

- In recommendation #1: Ensure that community engagement is embedded in our new government's culture, add the following bullets (Juanita)
  - Develop Citywide Community Engagement Plan that is comprehensive and inclusive of all the engagement components, such as recruitment and training of community advisory committees, geographic districts' structure and functions, and process to resolve community concerns.
  - Take advance of Portland's wide range of neighborhood associations and coalitions when considering the initial framework for community engagement at the district level.
  - Investigate the option of contracting with community-based organizations to implement and coordinate districts' key functions such as community advocacy, engage residents and other business and community groups, neighborhood planning and development, community projects and initiatives, communication hub, and collaboration with city departments, among others.

Engaging with city government revisions

- In recommendation #2: Improve constituents' access to information and experience with elected leaders – add a new bullet (Juliet)
  - Allocate appropriate funding levels to provide appropriate technology (Juliet)
  - Improve the ease of skimming council agendas, meeting summaries, and packet materials that don't require multiple clicks or downloading documents. Utilize tools to simplify watching snippets of council meetings on agenda items of interest to the user. (Zach)
- In recommendation #4: improve community participation in city council decision-making, add
  - Consider a rotation of city council or committee meetings in districts wherever feasible for more opportunities for in-person attendance form communities with diverse perspectives (Zach)

Setting up council in the new government

- In Recommendation #1: Increase staffing of councilors and council operations
  - Should we revisit our council staffing recommendations to include council president needing a "legislative director" position (or equivalent) which is apart from the more neutral shared staffing under the council operations manager and more than the single staffer provided to all councilors. (Terry)
- In Recommendation #2: Engage in a council team-building goal-setting process, add the following bullets (Juanita)
  - Due to the transition, the new council will face additional challenges while implementing the changes mandated by the City Chart. The implications of the council not being prepared, at least on a basic level, to know each other and establish a road map to face those challenges will increase the length of time they will need to become a functional work team.
  - Before the new council start their official work in January 1, 2025, They should start a team building-goal setting process with a full day retreat facilitated by an outside facilitator. This will allow the council to get to know each other in a more personal basis, share what they want to accomplish, identify and discuss the mayor challenges they will face, agree on how to work and communicate with each other to achieve more effective results, among other positive outcomes.
  - After the first meeting in December, the new council should meet again at least every three months during the first year of service, utilizing the same facilitator to ensure continuity and consistency in their work. This approach will support and promote the city{s need for a cohesive city council with a strong vision, a clear communication process, and an agreed upon problem solving approach.

Setting up council in the new government

- In Recommendation #3: Begin a strategic planning process
  - Will it be yearly or multi-year? (Juliet)
  - The City Administrator must start a strategic planning process for the 26-27 budget as a first act of business following January 1, 2025 when the new mayor and council are seated. (Juanita)
  - (1) Assess and scope strategic planning needs e.g., for overall city operations, for FY 25-26 budgeting, for 26-27 budgeting, for mid-term and long term budgeting, and for council itself. (2) identify and allocate funding necessary for the planning effort(s) and (3) begin immediately. (Terry)

Participating in the city's new budget process

- In Recommendation #5: advisory bodies, add
  - Improve the promotion of appointing members and consider having a regular recruitment period to identify and engage new interested community members (Zach)
- In Recommendation #7: Communicate openly and honestly with the public and ensure feedback loops add
  - Use the economic forecast, performance reports from the previous year for each service area and bureau, the strategic planning goals, and mayor's budget guidance as opportunities to honestly communicate with the public and jumpstart community engagement (Juanita)
- Generally, endorse the Budget and Finance Staffing & Process Transition Report (Terry)
- Add support for recommendations from the draft Budget and Finance Staffing & Process Transition Report (Juanita)
  - The City's budgeting process must be based on the results of a multi-year strategic plan, ensuring the budgeting process is aligned with the strategic goals and priorities established during the strategic planning process.
  - The City should focus on public engagement during strategic planning, especially in setting priorities and goals. The public is in a better position to advice on the services they prioritize and the outcomes they would like to see.

Participating in the city's new budget process

- Add support for recommendations from the draft Budget and Finance Staffing & Process Transition Report Continued (Juanita)
  - Develop a transparent Budget Engagement Plan that articulates its purpose, structure, and timeline of engagement opportunities. The engagement plan should be led by outreach and engagement professionals and supported by an assigned budget.
  - To gain stakeholders' trust, the City should implement an enhanced budget education and information process, based on consistent and transparent financial monitoring practices, including a financial, economic, programmatic, and performance reporting system to the community. This will provide transparency and accountability in the budget development and monitoring processes.
  - Within the next few weeks, the City should release detailed information on the recently adopted FY 2024-2025 budget and the proposed budget process for 2025-2026. Ensuring the data is visually pleasing and accessible for multiple audiences. Providing accessible budgetary information around allocations and the changing process is essential to building public trust in budgeting in the new form of government.
  - As the first act of business, the new Mayor and City Administrator must start the strategic planning process for the 2026-2027 budget following January 1st, when the new mayor and council are seated.
  - The budget office should have a direct line of authority and communication with the city administrator and the mayor.

Participating in the city's new budget process

- Add support for recommendations from the draft Budget and Finance Staffing & Process Transition Report Continued (Juanita)
  - The city budget office should provide budget analysis to the council and prioritize the council's capacity for budget analysis in decision-making.
  - All the City's service areas should track and report on performance metrics that are consolidated and connected to a city-wide strategic plan with targeted goals that will facilitate the tracking and report progress toward the desired service area's outcomes.
  - Budget office staff should only provide recommendations as requested or about issue areas that the budget office has the authority to manage.
  - The report's findings impact every City's service area and department. The report indicates there are 387 positions classified as Analysts and 25 positions classified as equity analysts. A more in-depth analysis in each service area, including Human Resources is necessary to ensure efficiencies in all departments and the effective use of resources where they are most needed.
  - The City should establish a new centralized office consolidating budget development, monitoring, and analysis with city-wide performance, strategy, and data analytics reporting directly to the city administrator and the mayor. The City should implement this change as soon as possible since it would address the core issues of miscommunication, fractured planning, goal-setting process, and lack of accountability.

Other revisions

- In the Introduction
  - Add something about why these topics - how did we narrow down our research and feedback to these specific topics? (Lory)
  - Add a statement acknowledging that the new council will have full prerogative in whether, and if so, how they will organize and comprise the membership of their committees – helps put our recommendations in perspective (Fred)

Vote and Next Steps on Recommendations

Vote

Member	Vote
Amy	
Destiny	
Fred	
Joe	
Jose	
Juanita	
Lory	
Terry	
Zach	

Finalizing the Recommendations

Aug. 30	Revised document sent to subcommittee/workgroup members
Sept. 2	Subcommittee/workgroup edits due
Sept. 4	Final document sent to GTAC

Upcoming Meetings

- Voter/Candidate Education & Outreach Subcommittee meeting: Sept. 9
- GTAC meeting: Sept. 11

Meeting Adjourned

Revisions slide

TO BE POPULATED DURING THE MEETING