



Office of Management and Finance

Michael Jordan, Chief Administrative Officer

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Date: May 4, 2023
From: Mike Jordan
To: GTAC
Re: Follow-up from 4/25 meeting
Purpose: Thank the committee, offer more information about where, when and how they can expect to engage aspects of the project

Dear GTAC members,

Thank you for hosting transition project manager Shoshanah Oppenheim, the transition team, and me at your meeting last week. We are very grateful for your service on this committee and your commitment to the success of this transition. We appreciated your questions about GTAC's role and hope this follow-up is helpful as you continue to develop your work plan.

What is the role of GTAC?

In an early February [resolution](#), Council directed me to develop and implement the City's transition plan, and to regularly report to Council and bureau directors about our progress.

As the primary advisory body to the overall transition project, I hope that GTAC will play two roles: advise the project on key questions and strategies as we build and implement work plans; and gather and share community input on the project.

When and how will GTAC weigh in on aspects of the project?

The project team and I will be seeking your input on a variety of questions throughout the term of your service - some that are known now, and others that will become clear as the work progresses. There will also be junctures where it is valuable for Council to hear from us together. As we build out our Council engagement calendar, we will coordinate those opportunities with you.

We will share information with you through monthly updates and prior to key decision points. We will share our draft progress reports so you can hear our progress and inform

the upcoming priorities. We will work with your co-chairs and project manager to build time into your workplan as needed.

Here are areas where your advice will be especially valuable:

- Community and employee engagement
 - Are our strategies for community and employee engagement aligned with the project's desired outcomes and the City's core values?
 - What strategies for employee engagement have you seen work well in your own professional experience?
 - What approaches have you seen be most successful in your own personal or professional experience?
 - How can we leverage your reach to amplify our messages? Which communities and organizations are you connected with?
 - How can we model change management into our community engagement efforts across our work consistently?
 - How do we best educate community about the charter amendments and the impact on how Portlanders interact with their leadership and the City?

- Transition project budget
 - Did we highlight and resource the right priorities for FY 2023/24?
 - Are additional resources needed for FY 2023/24? If so, we hope you will contribute to any fall supplemental budget request.
 - When developing the FY 2024/25 budget, did we identify the right needs and resources?
 - Are our projections about future year needs comprehensive and realistic?

- Change management
 - What lessons have you learned in your own professional experience?
 - How can we apply those lessons to our work?
 - How do we best connect with and support our leaders and managers to support their employees through this extended period of change?
 - How do we best connect with and support employees directly?
 - Specific to aligning the budget process to the mayor-council form of government with a City Administrator, are the roles and transition processes clear?
 - To ensure that council can effectively operate in January of 2025, we will bring recommendations for your feedback about specific policy choices related the roles and responsibilities of the new elected leadership, council meetings and operations.

- Voter education
 - What strategies have you seen be especially successful in this area?
 - What other resources should we leverage? Who else should the City partner with?
 - Are our strategies aligned with the project's desired outcomes and the City's core values?

- Definition and measures of success
 - Given that this project's impact will be fully felt in the medium- and long-term, which output metrics will be valuable to measure and evaluate in the near term?
 - Which outcome and impact metrics will be valuable to measure in the medium and long term?
 - How can we report out to community about our progress and hold ourselves accountable in the medium- and long-terms?

Again, thank you for your service on this committee. Your time, energy, and insight will help us deliver a sound, effective transition for community and for executive and elected leaders of our organization.

Shoshanah Oppenheim, Transition Project Manager and Sonia Schmanski, DCAO will attend your meeting on May 11 to continue our discussion. I look forward to seeing you again soon.

Michael Jordan
Chief Administrative Officer