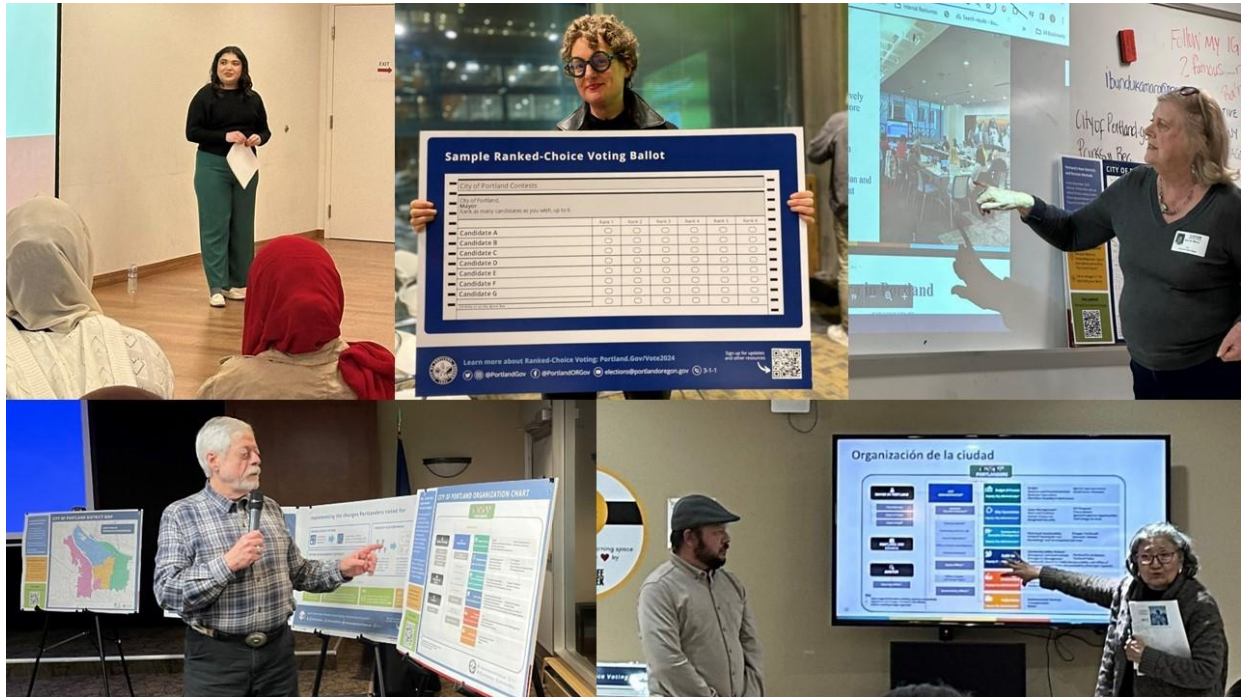


# The Government Transition Advisory Committee's RECOMMENDATIONS TO CITY LEADERS OF THE NEW GOVERNMENT

September 2024



*The Government Transition Advisory Committee's recommendations are based on 18 months of peer city research, internal and external engagement, and discussion.*

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## Introduction

On September 11, 2024, the Government Transition Advisory Committee (GTAC) voted to advance recommendations to City leaders of the new government. The GTAC is made up of volunteers with diverse experiences and expertise, appointed by city council in March 2023 to serve until March 2025. The GTAC's task is to ensure effective and efficient implementation of charter reforms, engage the public, and provide strategic advice to the City that is research informed. We are united in involving Portlanders in the successful transition of our government.

## Context Setting

The recommendations that follow come from a great deal of detailed work by members of the GTAC to understand the key issues for Portland's transition to its new government, to survey and research promising practices of good government elsewhere from which Portland might learn, and to test the recommendations with community leaders, stakeholders, transition and bureau staff, and hundreds of Portland residents in a summer of focused community engagement. After 18 months of service, working alongside City staff, engaging Portlanders where they are, and asking for innovative solutions to barriers in effectively engaging the public across the City, we hope you will be inspired and moved to action by these recommendations.

The GTAC understands that many of the recommendations can be complex, difficult to implement, resource-limited, or controversial. And we understand the recommendations are merely among the many urgent priorities that will be competing for the new government's time and attention. These recommendations are offered in the GTAC's advisory role. The new government – the new elected council, the new mayor, the new city administrator, and the administration – retains the prerogative as to if and how the City implements these recommendations. Despite these truths, these recommendations address foundational organizational and programmatic areas which will facilitate the effective and efficient implementation of the charter reform. We offer these informed and thoughtful recommendations in the spirit of leveraging the unique opportunity afforded by this charter reform that was moved forward by community effort and Portland voters.

The GTAC focused its work on areas of charter reform that would produce the most significant changes to how residents would engage in the new government. The GTAC reviewed similarly sized cities with governments comparable to that envisioned by charter reform, and identified areas where the biggest changes, the biggest uncertainties, and the biggest opportunities for Portland and its residents would likely occur in the transition.

The GTAC recommendations fall into four categories.

- **Engaging with City government.** Charter reform provides an opportunity to redefine what community involvement looks like in Portland, as well as shift the public opinion of the City itself. Reforms of community engagement practices, supported at the executive level, will help realize the promise of an inclusive, transparent, and accountable new government.
- **Setting up council in the new government.** The voter-approved charter reforms rebalance governmental roles and powers, establishing the council as a distinct legislative branch of government and the primary policy-making body. Charter reform provides an opportunity for council to be more strategic and forward-thinking and to engage community in new ways. The new council will require adequate staffing and appropriate resources to successfully implement these new powers and realize these opportunities.
- **Setting up council committees in the government.** An expanded and geographically distinct council under the charter reforms will require new ways of working. While Portland doesn't currently have council committees, they are common in other cities with mayor-council forms of government. Council committees can provide an opportunity for more robust and focused public discussion in the legislative process.
- **Participating in the City's new budget process.** Because the roles of the legislative and executive branches significantly change when it comes to budgeting, charter reform provides a unique opportunity to enhance community engagement in the City's new budget process. We believe the City can strategically build off the current and upcoming budget engagement opportunities.

### Community Outcomes

We believe that implementing these recommendations will advance desired outcomes previously identified by the community through a variety of channels. The City's transition team created a Community Outcomes report available [here](#). Portlanders want their City to be:

- Coordinated: Work in unison.
- Accountable: Communicate goals and values clearly every step of the way.
- Accessible: Inform Portlanders and connect them to government services.
- Responsive: Quickly address emerging issues that harm Portlanders.

- Equitable: Prioritize solutions and services for people who experience the most disproportionate impacts of social, economic, and public health challenges.

### City Core Values

City leaders should adhere to, and expect to be held accountable to, the City's core values:

- Anti-racism,
- Equity,
- Transparency,
- Communication,
- Collaboration, and
- Fiscal responsibility.

### Community Engagement Principles

Many of the GTAC's recommendations to City leaders relate to community engagement.

The GTAC's approach to community engagement is guided by the following principles:

- Be transparent with the public about how the City gathers information, deliberates, and makes decisions and recognize the City's responsibility for clear, consistent, and accurate public communications;
- Recognize that community engagement is a core competency for policy practitioners and should be a top priority for policymakers;
- Recognize that poor community engagement processes often waste time for community and staff, and can be counter-productive, leading to cynicism and frustration of community members;
- Build on community momentum, act with urgency, and pace the City's work in consideration of community capacity to participate; and
- Develop equitable public education and engagement strategies that eliminate barriers to participation, are culturally specific and relevant, delivered through trusted mediums, and compensate community for their expertise.

## Recommendations to City Leaders of the New Government

### A. Engaging with City Government

Recommendation A1: Embed community engagement in our new government's culture<sup>1</sup>

- Develop a Citywide Community Engagement Plan that is comprehensive and inclusive of all the engagement components, such as advisory bodies, district engagement, and resolution of community concerns.
- Assess the effectiveness of the community engagement function, by establishing clear measures of success; ensure implementation with lasting change, via legislative and policy actions.
- Consider community engagement as essential to ongoing transition-related topics, such as the Office of Community and Civic Life's work, the role of neighborhood district coalitions and district offices.
- Take advantage of Portland's wide range of community-based organizations and neighborhood groups when considering the initial framework for community engagement.
- Investigate the option of contracting with community-based organizations to coordinate geographic and non-geographic community engagement functions.
- Create a single webpage where Portlanders can find and participate in all the City's current opportunities to provide feedback on programs or projects.<sup>2</sup>
- Allocate appropriate funding for community engagement, considering the full extent and diversity of needs.
- Integrate the citywide community engagement practice with the citywide practices of communications, equity, and sustainability. Consistency, coordination, and integration among the four disciplines is essential.

Recommendation A2: Improve constituent information and experience with elected leaders

- Create a blend of unified, regularly scheduled citywide, council-level, and district-level communications, plus the opportunities and encouragement of individual councilors to communicate.

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<sup>1</sup> The GTAC sent community engagement recommendations to City leaders in the transition. See Appendix B1 or online [here](#).

<sup>2</sup> See, for example, San Antonio's [SASpeakUp](#).

- Improve the city council website. Ensure that community can easily follow council activities such as identifying where council is in the legislative process, upcoming decisions, and constituent issues and relations.<sup>3</sup>
- Improve the public's experience in easily skimming council agendas, meeting summaries, and packet materials minimizing the task of multiple clicks or downloading documents. Utilize tools to identify and simplify watching sections of council meetings on agenda items of interest to the constituent.
- Set up elected offices with a centralized tracking system for questions, requests, or issues sent to the offices. An ideal system would assign each request a tracking number, capture a problem description, direct it to the right staff or elected official, and help to ensure issues are addressed through reporting opened/resolved issues. This is in addition to the citywide need to expand the 311 system to assist and track Portlanders' contact with bureaus.
- Allocate the appropriate funding to address technology needs.

#### Recommendation A3: Establish councilors' district-based engagement<sup>4</sup>

- Establish regularly scheduled, district-specific communication channels and councilor engagement of constituencies ongoing through platforms such as newsletters, social media, and websites.
- Prioritize funding for district engagement, such as regularly scheduled councilor office hours and townhalls in district, and councilors attendance at community meetings.
- Conduct robust community engagement to determine what City programming, including district offices, Portlanders want in their district.
- Recognize that systemic barriers for representation and inclusion in Portland's government are more profound in East Portland (District 1) due to traditionally low levels of City investment, and the physical and logistical distance from City Hall. This will require a more significant and holistic direction of resources and investments to establish more equitable access to City government in East Portland, that is re-enforced by community feedback.
- Encourage and facilitate opportunities for councilors to meet and engage with community using existing community and governmental spaces like schools, libraries, and community centers. Consider feasibility of rotating council meetings

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<sup>3</sup> Austin, for example, has a "City Council Meeting [Information Center](#)" similar to many other jurisdictions. Furthermore, Austin also has a [City Council Message Board](#) for up-to-date postings and correspondence by city council members and staff.

<sup>4</sup> The GTAC sent district office recommendations to City leaders in the transition. See Appendix B2 or online [here](#).



and council committee meetings in district locations. Allocate appropriate funding for staffing and technology needs.

Recommendation A4: Improve community participation in city council decision-making  
The recommendations below are in order of priority based on community feedback.

- Encourage, facilitate, and solicit diverse perspectives and lived experiences in decision-making processes and meaningfully include communities historically left out of City Hall decision-making.
- Solicit community input outside of council and council committee meetings through neighborhood meetings, town halls, office hours, surveys, and social media platforms.
- Report on and explicitly address public input to council during decision-making.
- Primarily receive formal public input on policies in council committee meetings versus full council meetings.<sup>5</sup> This doesn't prevent council from holding policy-related town halls, etc.
- Permit recorded audio and video testimony to increase the public's access and accommodation needs.<sup>6</sup>
- Maintain the general non-agenda-item public comment in full council sessions.<sup>7</sup> In addition, create more routes for non-agenda communications to council such as townhalls; explore alternatives to first come-first serve; and exercise discretion to allow individual speakers to speak beyond the time allotted to accommodate needs, such as for translations or disabilities.
- Afford early and sufficient notice to the public of formal opportunities to provide input to city council. Current practices that often afford less than a week advance notice are unacceptable except in extreme or emergency circumstances.
- Disfavor council practices and procedures that limit or eliminate public comment.

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<sup>5</sup> In cities with strong committee systems, public input on policies is given in council committee meetings. Based on research from seven cities: Austin, Baltimore, Phoenix, Sacramento, San Jose, Santa Fe, and Seattle.

<sup>6</sup> See [Montgomery County, Maryland](#) for example.

<sup>7</sup> In cities with strong committee systems, full council meetings have discrete controlled periods for public input and most cities do allow non-agenda-item public comment at full council meetings, but it's tightly controlled (like Portland's current council rules). Based on research from seven cities: Austin, Baltimore, Phoenix, Sacramento, San Jose, Santa Fe, and Seattle.

## B. Setting Up Council in the New Government

### Recommendation B1: Increase staffing of councilors and council operations<sup>8</sup>

- Ensure individual councilors have sufficient staffing for their administrative, legislative, and constituent service needs.
- Ensure the council president has sufficient staffing for the additional legislative policy and procedural duties as the council's presiding officer, to include, for example, a legislative director.
- Ensure that full council is afforded sufficient shared research, drafting, legal, administrative and operations staffing for committees, and committee chairs, and legislative needs of individual councilors.

### Recommendation B2: Provide opportunities for council team-building<sup>9</sup>

- Develop a road map with a short list of council priorities for 2025 (as distinguished from the City's priorities), including specific measurable objectives for themselves as a team.
- Provide the new council the opportunity, as early as possible, to share councilors' values, aspirations, philosophies, and expectations; develop a common understanding of their current situation, strengths, weaknesses, opportunities, and challenges; and forge their own identity as a team with the support of a contracted and independent facilitator.

### Recommendation B3: Prioritize early development of a citywide strategic plan

- Direct executive branch staff to scope, and assess the funding needed for, a citywide strategic planning process.
- Dedicate funding for strategic planning in the Fiscal Year 2025-2026 budget.
- Begin strategic planning after the new mayor and council are seated.
- Set the City's priorities, through a collaboration between the legislative and executive branches, which will then guide Fiscal Year 2026-2027 budget development.

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<sup>8</sup> The GTAC sent council staffing recommendations to City leaders in the transition. See Appendix B3 or online [here](#).

<sup>9</sup> The GTAC sent onboarding recommendations to City leaders in the transition. See Appendix B4 and B5 or online [here](#) and [here](#) respectively.

## C. Setting Up Council Committees in the New Government

### Recommendation C1: Create council committee structure and procedures

- Utilize a common legislative model. Most cities use such a model, in which bills (ordinances or resolutions) are (a) introduced, (b) referred to a committee, (c) public comment and work sessions are held by committee, (d) the committee reports back to council, (e) council acts on the reported legislation with or without more public input, and (f) council acts on final passage with or without more public input. This flow can usually be altered by a majority or supermajority, and typically separate procedures occur for ceremonial or emergency actions.<sup>10</sup>
- Establish a relatively strong committee system. All council items go to the relevant committees (with some rare exceptions). Many cities have strong committee systems in which legislation referral to committee is either automatic or mandatory. Committees are the primary venue for agency and expert involvement, detailed amendment, and deliberation and most - if not all - public processes.<sup>11</sup>
- Include - in a proactive and organized way - community voices, including communities historically left out of City Hall decision-making, to inform and advise on legislation discussed in council committees and how committees' internal policies are developed.
- Implement rules, outreach, and engagement to educate, encourage and guide public legislative involvement in the new committee system.
- Regularly schedule some city council meetings and council committees in the evenings and in council districts to increase constituent attendance.
- Appropriately resource council committees to proactively include subject-matter experts and those directly impacted by the issues.

### Recommendation C2: Establish and compose council committees

- Set the number and composition of standing council committees to distribute power and workload as equally as possible across the council districts and membership. For example, committees include councilors from each district, a similar number of committees per councilor, and similar leadership roles as committee chairs and vice-chairs.

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<sup>10</sup> Based on research from 20 cities: Atlanta, Austin, Baltimore, Boston, Denver, Detroit, Fresno, Indianapolis, Milwaukee, Minneapolis, Philadelphia, Phoenix, Sacramento, San Antonio, San Francisco, San Jose, Santa Fe, Seattle, Tacoma, and Washington DC.

<sup>11</sup> Based on research from seven cities: Austin, Baltimore, Phoenix, Sacramento, San Jose, Santa Fe, and Seattle.

- Peer cities average around five councilors per committee with different levels of participation among committee members.<sup>12</sup>
- Peer cities have five to eight standing council committees.<sup>13</sup> And based on peer city research<sup>14</sup>, Portland could consider committee topics such as: Committee of the Whole; Government Performance & Finance; Public Health & Public Safety; Transportation & Infrastructure; Community Development; Sustainability & Climate; Housing & Homelessness; and Community Engagement, Equity, and Communications.
- Establish ad hoc council committees.
- Provide sufficient funding and staffing for council committees.<sup>15</sup> According to City staff, current budget allocations for staffing the future council will support only four council committees.
- Set the topic areas of standing committees to reflect legislative priorities, as distinct from executive functions, and align them to strategic priorities.
  - While there are some pros and cons to aligning topics to the initial service areas identified by council, maintaining committee topical areas distinct from pre-existing service areas will allow council more latitude with the City's priorities holistically and help mitigate the silos among bureaus that remain from the commission form of government.
  - This structure will support the new council's legislative policy duties beyond budgeting and the oversight of service areas, especially as the new form of government evolves over time.

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<sup>12</sup> Based on research from 20 cities: Atlanta, Austin, Baltimore, Boston, Denver, Detroit, Fresno, Indianapolis, Milwaukee, Minneapolis, Philadelphia, Phoenix, Sacramento, San Antonio, San Francisco, San Jose, Santa Fe, Seattle, Tacoma, and Washington DC.

<sup>13</sup> Based on research from 20 cities: Atlanta, Austin, Baltimore, Boston, Denver, Detroit, Fresno, Indianapolis, Milwaukee, Minneapolis, Philadelphia, Phoenix, Sacramento, San Antonio, San Francisco, San Jose, Santa Fe, Seattle, Tacoma, and Washington DC.

<sup>14</sup> Based on research from 20 cities: Atlanta, Austin, Baltimore, Boston, Denver, Detroit, Fresno, Indianapolis, Milwaukee, Minneapolis, Philadelphia, Phoenix, Sacramento, San Antonio, San Francisco, San Jose, Santa Fe, Seattle, Tacoma, and Washington DC, common council committees in other cities include Committee of the Whole, Governance, Public Health and Safety, Transportation and Infrastructure, Planning and Sustainability, Community Development, Education, Arts and Culture, Housing and Homelessness.

<sup>15</sup> The GTAC sent council staffing recommendations to City leaders in the transition. See Appendix B3 or online [here](#).

## D. Participating in the City's New Budget Process

Recommendation D1: Start engagement earlier and diversify the methods for input

- Anticipate and accommodate changes to the budget's legislative process necessary for an expanded legislative council and use the new process to offer new and expanded engagement opportunities.
- Release an early "trial budget" in the fall as a baseline for early public engagement.<sup>16</sup> The trial budget should clarify the financial position of the City and highlight any tradeoffs to inform public input.

Recommendation D2 Communicate openly and honestly with the public and ensure feedback loops

- 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.
- Frame the budget as a reflection of our shared values.
- Be honest about budget cuts and constraints.
- Be specific about what the City will act on and how it will close feedback loops with community.
- Provide written and verbal summaries of budget input throughout the budgeting process.
- Ask for, and report, feedback on the community engagement opportunities in the budget process.

Recommendation D3: Develop communication tools to help Portlanders understand the City's budget process

The below tools are presented in the order that community feedback suggests are most effective at improving Portlanders' understanding of the budget. The City should prioritize the first few tools.

- Ensure budget information is available in languages other than English and written for an eighth-grade reading level.
- Enhance the budget website: share data in a timely, updated, and public-friendly way, highlighting key information, and summarizing areas for public input.<sup>17</sup>

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<sup>16</sup> See, for example, early "Trial Budgets" in Phoenix and San Antonio.

<sup>17</sup> See good examples of dashboards, open checkbooks, open budgets, etc. in Baltimore, Denver, Seattle, Minneapolis, Detroit, Phoenix, and Austin.

- Produce a one-page overview of the budget process with all engagement opportunities listed in a set schedule.
- Release a community or readers' guide to the budget.
- Introduce the City budget process to community and staff through presentations, videos, in-person conversations, etc. provided year-round during community gatherings and events (Budget 101).<sup>18</sup>
- Use gamified, interactive tools (e.g., Balancing Act) to educate the public and gather budget prioritization input.<sup>19</sup> These tools are particularly useful in guiding group conversations such as community meetings and focus groups.
- Provide a central, timely, public blog-like feed for all city entities (working on the budget, or just generally) to distribute communications.<sup>20</sup>

#### Recommendation D4: Host district budget townhalls

- Host at least one budget townhall per district early in the budget process to inform councilor priorities for their districts.<sup>21</sup>
- Document community input received in the townhalls and demonstrate how it informs council's decision-making.
- Conduct place-based outreach, e.g., through flyers and yard signs, and ensure events are communicated through multicultural channels.<sup>22</sup>
- Return to the districts after the proposed budget to collect more detailed feedback with townhall locations rotating.

#### Recommendation D5: Build and maintain relationships with community-based organizations with an additional focus on communities traditionally left out of City Hall and City decision-making

- Support community-based organizations, who understand and represent the communities they serve, to act as liaisons between the City and community members.
- House responsibility for building and maintaining these relationships in the City Administrator's Office to ensure a coherent City approach that doesn't overwhelm under-resourced groups.
- Hold community-specific budget meetings in partnership with community-based organizations and, if appropriate, City advisory bodies.

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<sup>18</sup> See, for example, Baltimore, Seattle, Minneapolis, and Detroit.

<sup>19</sup> See, for example, Austin, Phoenix, and Seattle.

<sup>20</sup> See, for example, Seattle City Council Blog, and San Antonio's SASpeakUp.com.

<sup>21</sup> See, for example, district-based town halls or hearings in Austin, Phoenix, San Antonio, and Detroit.

<sup>22</sup> See, for example, San Antonio's efforts behind their in-district "Community Budget hearings."

- Conduct focus groups with community-based organizations so that the City Budget Office and Deputy City Administrators understand their interests and suggestions for how the City allocates its resources.

Recommendation D6: Dissolve bureau-specific budget advisory committees, create service area advisory committees, and assess and revisit the Citywide Community Budget Advisory Board

- Conclude bureau-specific budget advisory committees. To our knowledge, only five bureau-specific budget advisory committees still operate and our early stakeholder engagement with members and staff of these committees consistently found the committees ineffective due to lack of training, information, time to do their work, and authority.
- Create advisory committees that aren't strictly budget-specific but rather include budget and performance monitoring and program oversight for each of the new service areas. Promising practices for these advisory bodies include
  - Meet year-round;
  - Be open to the public – beyond public meetings law (notice and minutes), record meetings and take public input;
  - Provide written recommendations to the City and receive written responses;
  - Improve recruitment and promotion processes and consider a regular, open recruitment period to identify and engage interested community members;
  - Have committed cooperation from the City Budget Office (we recognize this means budget advisory bodies must be limited in number); and
  - Offer member stipends consistent with citywide policies on equity and engagement for advisory bodies.
- Assess and revisit the Citywide Community Budget Advisory Board. This body is currently required by City resolution and while the resolution creating the Board needs to be revisited, the Board's work can be improved in the meantime. See the recommendations above for any advisory body on the budget.

Recommendation D7: Centralize primary responsibility for design, coordination, and implementation of community engagement in the budget process in the City Administrator's Office

- Create a centralized resource that establishes best practices for engagement and coordinates training for staff and community.<sup>23</sup>

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<sup>23</sup> See, for example, budget engagement efforts in San Antonio, Phoenix, and Austin.

- Place leadership of the City's budget process engagement and responsibility to listen to and integrate public input in the City Administrator's Office, working closely with the City Budget Office.
- Hire the Engagement Officer as soon as possible to support centralized community engagement.
- Explore the potential of increasing community engagement via participatory budgeting.

Recommendation D8: Generally, endorse the findings and act on the recommendations in the Budget and Finance Staffing and Budget Process Transition Report

- Acknowledge that the budget process is both time consuming and too fast, confusing, disconnected from goals and priorities, and leaves stakeholders and community members alike without a clear understanding of how and why particular budget decisions are made.
- Implement recommendations from the report and the GTAC that are complementary and consistent, e.g., regarding community engagement, budget procedures and timelines, the roles and responsibilities of the council, the need for strategic planning, and the need for bureau budget advisory committee reforms.
- Utilize the implementation timeline suggested in the report that would work for many of the GTAC's budget process recommendations as well.



## Closing

The GTAC recognizes that these recommendations are starting and improvement points that require prioritization, adequate resources, and lasting commitment. While the form of government officially transitions on January 1, 2025, it will take time and a lot of collaborative effort to realize the hoped-for promise of the charter reforms set in motion by Portland voters.

In the six months or so left in our appointment, the GTAC's responsibility remains to ensure effective and efficient implementation of voter-approved charter amendments following the City's core values. As we approach the key moment of transition, we intend to be enthusiastic helpers in the final preparations for the new government, and in its critical initial steps forward.

The GTAC would like to thank the many people who contributed to this effort. In particular: the elected leaders who took the time to meet with us and engage in discussion; the transition team leadership and program staff who provided us with information, guidance, and important perspectives; and bureau leadership and staff who made themselves available to answer questions and offer suggestions. And of course, the GTAC's superb and transformational staff team of Julia Meier, June Reyes, Guillermo Rebolledo Salgado, Katie Gavares, and Ruby Dovi.

Finally, the GTAC is honored by and thanks the hundreds of Portland residents who came to a meeting, a community presentation, a listening session, or provided impressive and useful input in any number of ways in these past few months. We hope these recommendations reflect and advance your interests and concerns to shape and form this momentous transition into Portland's future.

## Appendices to the GTAC's Recommendations to City Leaders of the New Government

All appendices can be found at the links below. You can access the combined appendices [here](#).

### Appendix A: Engagement Reports

- A1: [Engagement Report on the GTAC's Draft Recommendations to Our Future City Leaders](#) (August 2024). *This report summarizes the internal and external input on the GTAC's draft recommendations.*
- A2: [Future Districts and Council Operations Public Comment Report](#) (April 2024). *This report summarizes the feedback received during a preliminary engagement period to inform GTAC's draft recommendations.*
- A3: [Budget Workgroup Early Stakeholder Engagement Report](#) (April 2024). *This report summarizes the results of a survey sent to City budget advisory committee members and staff to inform the GTAC's draft recommendations on how to improve community engagement in the City's new budget process.*

### Appendix B: The GTAC's Recommendations to City Leaders in the Transition

- B1: [Community engagement](#) (March 2024). *This is a letter from the GTAC to city council and the Chief Administrative Officer recommending improvements to community engagement at the City.*
- B2: [District offices](#) (March 2024). *This is a letter from the GTAC to city council, the Chief Administrative Officer, and the Manager of the Division of Asset Management recommending temporary low-cost district offices while the City conducts robust community engagement about what programming Portlanders want in districts.*
- B3: [Council staffing](#) (February 2024). *This is a letter from the GTAC to city council, the City Budget Office Director and Deputy Director, and the Chief Administrative Officer arguing that the council budget allocation is insufficient to staff an effective legislative body.*
- B4: [Onboarding new elected officials I](#) (March 2024). *This is a letter from the GTAC to the Chief Administrative Officer with a set of onboarding recommendations.*
- B5: [Onboarding new elected officials II](#) (August 2024). *This is a letter from the GTAC to the Interim City Administrator because the GTAC believed some key elements were missing from the City's draft onboarding plan.*