



City of  
Portland

# Government Transition Advisory Committee Final Report

City Council Meeting  
March 19, 2025





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## Presentation

- Appreciations
- How we did our work
- Advice to City transition leaders
- Lessons learned
- Recommendations for new City leadership
- Guidance for the City going forward

## Discussion





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# The transition to a new government has been a success.





# How We Did Our Work

## **Deliberative**

GTAC volunteers with diverse experiences and expertise who publicly debated and deliberated over 76 public meetings

## **Researched**

Peer city research: Atlanta, Austin, Baltimore, Boston, Denver, Fresno, Indianapolis, Milwaukee, Minneapolis, Philadelphia, Phoenix, Sacramento, San Antonio, San Francisco, San Jose, Santa Fe, Seattle, Tacoma, and Washington DC

## **Community-driven**

141 community presentations, 601 survey responses, 5 community listening sessions, 5 policy discussions, 16 City briefings



# GTAC Advice to City Transition Leaders

1. Council staffing: GTAC recommended expanding number of employees
2. District offices: GTAC sought support for more community engagement and temporary low-cost district offices
3. Community engagement: GTAC encouraged improvements to community engagement, and an expedited process to hire the new citywide engagement officer
4. Onboarding of new leaders: GTAC recommendations strengthened the onboarding process for new elected officials





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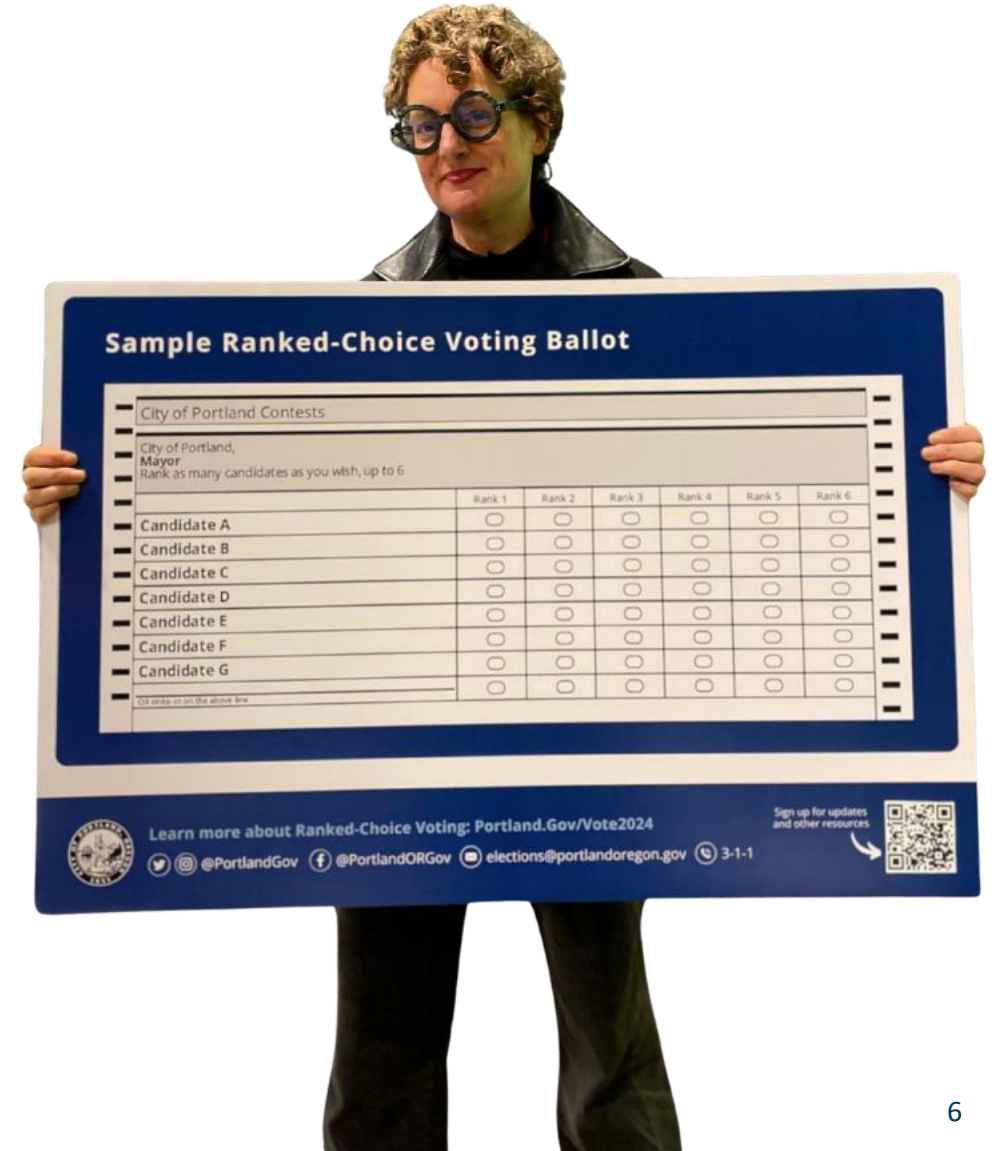
# Lessons Learned

## Key Challenges

- Unclear committee objectives
- Limited time
- Absence of structured community engagement framework

## Key Wins

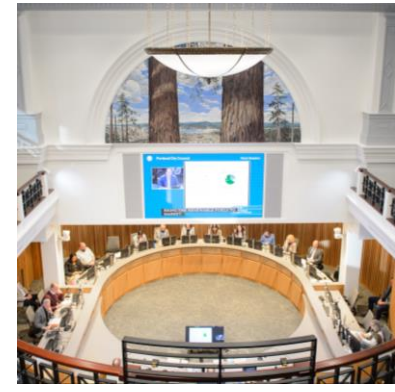
- Transparency
- Civic Engagement





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# Recommendations to New City Leadership





# Recommendations to New City Leadership

- Engagement with City government
- Budget and budget engagement
- Council and council committees
- City administrator recruitment
- Voter education







# Engagement with City Government

1. Embed community engagement in our new government's culture.
2. Review and reform the City's overall approach to advisory bodies in the context of the new form of government, district representation, and a renewed emphasis on system-wide community engagement.
3. Improve constituent information and experience with elected leaders.
4. Establish councilors' district-based engagement.
5. Improve community participation in city council decision-making.





# Budget

1. Find savings in the new form of government.
2. Develop an action plan to implement findings and recommendations in the Budget and Finance Staffing and Budget Process Transition Report into the upcoming budget cycle.





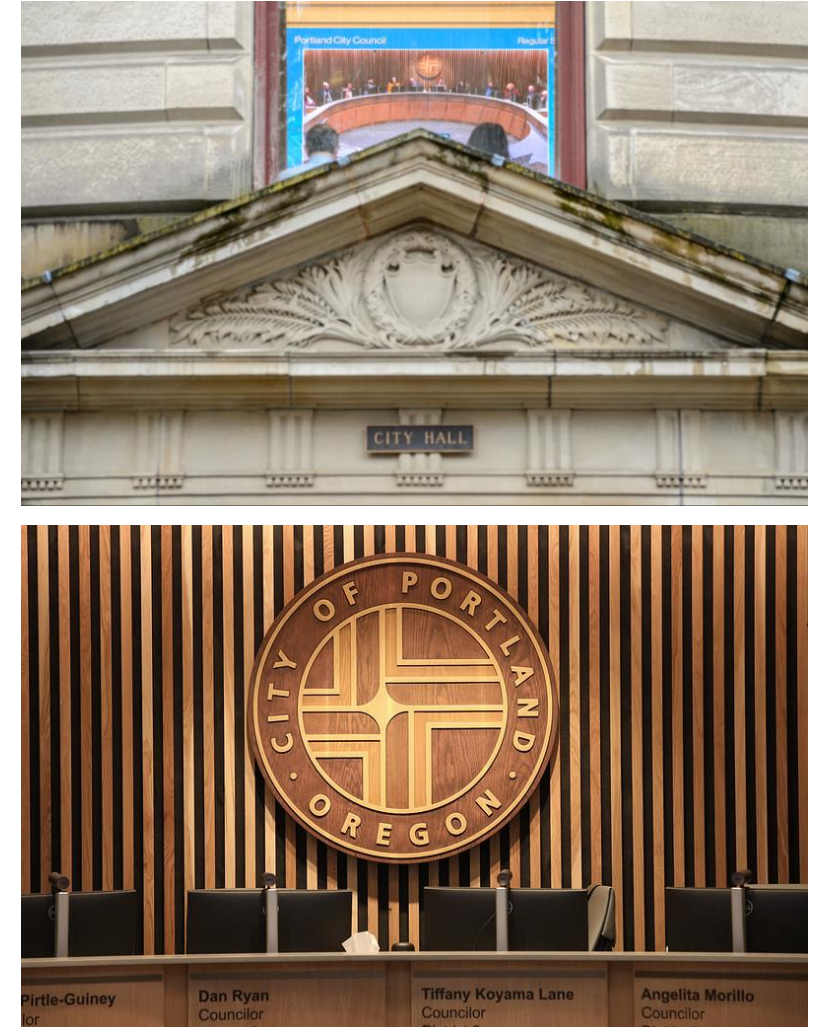
# Budget Engagement

1. Start budget engagement earlier and diversify the methods for unput.
2. Communicate openly and honestly with the public about the budget and ensure feedback loops.
3. Develop communication tools to help Portlanders understand the City's budget process.
4. Host district budget townhalls.
5. Build the maintain relationship with community-based organizations with an additional focus on communities traditionally left out of city hall and city decision-making.
6. Dissolve bureau-specific budget advisory committees, create service area advisory committees, and assess and revisit the Citywide Community Budget Advisory Board.
7. Centralize primary responsibility for design, coordination, and implementation of community engagement in the budget process in the City Administrator's Office.



# Council and Council Committees

1. Increase staffing of councilors and council operations
2. Provide opportunities for council team-building
3. Prioritize early development of a citywide strategic plan
4. Create council committee structure and procedures
5. Establish and compose council committees
6. Establish a code commission

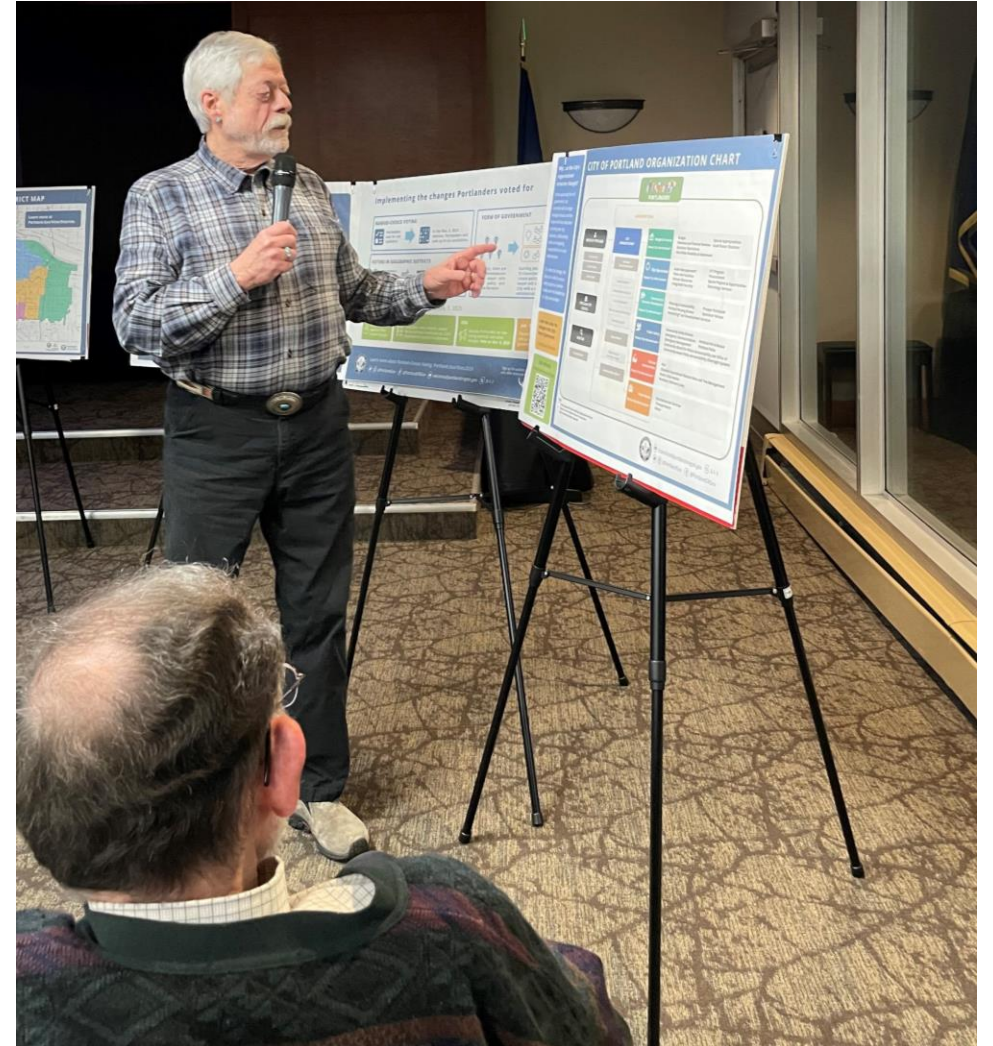






# City Administrator Recruitment

- Implement a robust, well-designed, timely, community-informed, transparent city administrator appointment process.





# Voter Education

Invest in what worked in 2024 and address identified areas of improvement for voters of color and voters in District 1.

1. Begin planning now for the next election
2. Increase internal and external coordination and collaboration
3. Refine educational content with a focus on hard-to-reach communities





## Guidance for the City Going Forward

1. Finding efficiencies in the new form of government during this budget cycle and ways to continue the transition work
2. Launching a citywide strategic planning process and schedule
3. Creating a citywide, systemic approach to community engagement
4. Refining procedures for the ongoing collaborative work between the legislative and executive branches
5. Developing a workplan to implement the GTAC recommendations



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