



Office of the City Administrator

Michael Jordan, City Administrator

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September 30, 2025

To: Mayor Keith Wilson, Council President Pirtle-Guiney, Council Vice President Koyama Lane and Portland City Council

From: City Administrator Mike Jordan and Chief Engagement Officer Amanda Garcia-Snell

Subject: Follow-up on Government Transition Advisory Committee (GTAC) recommendations to the Administration

Hello Mayor Wilson, Council President Pirtle-Guiney, Council Vice President Koyama Lane and Portland City Council,

The Government Transition Advisory Committee (GTAC) advised City Administrator Jordan and the transition team on many aspects of charter change implementation from March 2023 to March 2025. The City is grateful for their insights, commitment and service. The group shared a number of [recommendations](#) for the new executive and legislative branches to consider as the new form of government continues to develop and evolve. In [February](#) and [April](#), 2025, the administration provided written status updates to the recommendations. Looking ahead, the City Administrator plans on quarterly updates through 2025 on the recommendations specifically focused on the administration, including this memo. There were additional recommendations shared with Council, Council Operations and the Auditor's office, not reflected here.

Since the GTAC shared their recommendations, and as the city has continued to evolve in our new form, several of the recommendations have already been built into the priorities and operations of the city, including Council onboarding (completed early 2025), the City Administrator recruitment, and ongoing conversations about more comprehensive budget engagement. As noted in previous updates, the city continues to face budget constraints and shifting staff capacity just as priorities and workflows continue to evolve in response to the new form of government. We expect this evolution to continue in the months to come, and we anticipate that it will be necessary for our focus to remain on urgent operational and policy discussions. Therefore, we will provide one additional update on the implementation of GTAC recommendations and look forward to continued engagement with all interested members via other city engagement channels.

As of now, in addition to the updates provided in earlier memos, the administration offers the following updates:

Recommendation: Embed community engagement in our new government's culture

Update: The new Chief Engagement Officer, hired in February 2025, is leading the effort to revamp our city's approach to community engagement by developing citywide strategies for comprehensive community engagement and aligning engagement work across the city. The Engagement officer is working closely with Council in the context of budget note implementation.

- More information: September City Administrator's Report to Council has a budget note tracker, here: [2025-324 | Portland.gov](#), as will future monthly updates.

Recommendation: Citywide Strategic Planning

Update: Work is on hold while the City is focused on priority operational and policy efforts. We will include any relevant updates in the next memo.

Recommendation: Participating in the city's new budget process

Update: The city is currently developing a robust plan for communications and engagement that will provide information, education and meaningful opportunities for community to engage at key points in next fiscal year's budget process. The city is committed to continuing partnerships with community-based organizations to ensure that all Portlanders have the chance to engage.

The city is also continuing to explore options for budget advisory committees that are in alignment with the new form of government and serve as effective engagement opportunities for community. Beginning this fall, staff will develop recommendations and provide options to Council for their consideration.

This plan involves starting engagement earlier in the budget process and expanding budget education materials. CBO is reviewing elements of this plan with Council as part of the work session on budget process on October 22. Budget engagement planning and implementation is being done in partnership with Civic Life and Communications. More information will be available in the coming months.

Recommendation: Recruiting the City Administrator

Update: The nationwide search for the new City Administrator opened August 25, 2025 and will remain open until filled, with the goal of bringing a candidate to city council for confirmation in time for them to begin work in late 2025 or early 2026. The position description is rooted in the charter and informed by community engagement efforts that were conducted in 2024.

- More information: [Portland launches national search for first long-term city administrator | Portland.gov](#); [City Administrator - Open Until Filled | Job Details tab | Career Pages](#)

Recommendation: Find savings in the new form of government.

Update: In early 2025, the city began a strategic assessment aimed at realigning operational services including communications, engagement, equity, procurement, human resources and technology. The projects will restructure and streamline core services under Portland's new citywide organizational structure. These efforts aim to enhance service delivery while addressing the city's ongoing financial challenges. The City Administrator set 20% savings targets for those operational services, with 10% assumed for FY 25-26 and the other 10% for FY 26-27. Council made a number of related budget decisions during this year's budget process, which are currently being implemented.

- More information: The September City Administrator's Report to Council has an update on the Communications project, here: [2025-324 | Portland.gov](#)

Recommendation: Implement findings and recommendations in the Budget and Finance Staffing and Budget Process Transition Report

Update: Key action items from GTAC's recommendations and report include implementation of a strategic planning process, developing the capacity and methodology to track metrics related to the strategic plan, and implementation of budget process reforms. Although strategic plan development is on hold (see "Recommendation: Citywide Strategic Planning" section above) CBO has worked to build the performance systems and processes to track and report metrics related to a strategic plan. These systems and processes can be adapted to a new strategic plan once it is ready.

As part of the FY 25-26 budget development work, CBO piloted a new system of record for performance metrics called Scorecard. This system allows for more advanced and less burdensome reporting, which includes better integration of narrative to better explain the data to the public. Last year, CBO also piloted a citywide- and service area- approach to performance, with an emphasis on high-level strategic outcomes and population-level indicators. To wrap up this data systems work, this year, CBO is completing the transfer of existing bureau- and program offer-level metrics to Scorecard.

Other process reforms that are in progress include those around staffing, budget engagement, and integrating equity in the budget process. The city is also continuing to explore different budget and finance staffing models, beginning with CBO's collaboration and communication with service areas through service area budget leads. The city is working toward formalizing organizational changes starting next calendar year. These organizational changes are intended to support clearer and more consistent budget data and analysis that will give decisionmakers better information throughout the budget process.

CBO is also preparing to start budget education and engagement earlier in the process for FY 26-27 (see “Recommendation: Participating in the city’s new budget process” above). And, the Office of Equity and CBO have been convening a group in the City to begin identifying tools, policy, and process changes to enhance equity in the budget process, including through updates to the budget equity tool.

- More information: [Performance Portland | Portland.gov](#)

Recommendation: 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.

Update: On Mar. 31, the Engagement Officer presented an outline of the Advisory Bodies Enhancement Project to the council Governance Committee. Since then, Community and Civic Life is working with partners across the city on the Advisory Boards Enhancement Project to align the Advisory Bodies program with Portland’s new form of government, standardize processes, and promote meaningful participation in advisory bodies moving forward. A project overview, status updates and opportunities for input can be found on the website below, and a final summary report is anticipated in late fall 2025.

- Monthly progress reports and supporting materials are posted to the project website. More information, including the timeline and those reports, can be found here: [Advisory Bodies Enhancement Project | Portland.gov](#)