



Portland Transition

Voter approved. Community centered. City delivered.

Monthly Status Update: December 2023

You can find all Monthly Status Updates and the Transition Plan on the transition website: <https://www.portland.gov/transition/resources>

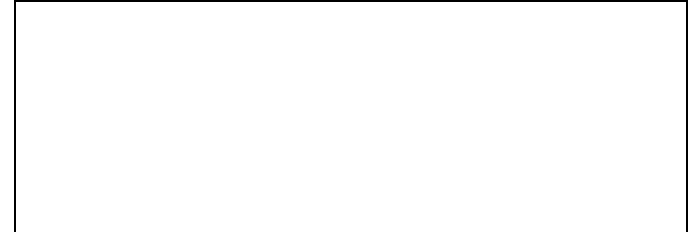
Implementation Strategy				
<p>By Jan. 1, 2025, the City is responsible for implementing the following voter-approved charter amendments:</p> <ul style="list-style-type: none"> • Allow voters to rank candidates in order of preference, using ranked-choice voting. • Establish four geographic districts, with three city council members elected to represent each district – expanding city council to a total of 12 members. • Establish a city council that focuses on setting policy and engaging with community, transitioning day-to-day oversight of bureaus to a mayor elected citywide and a professional city administrator. 				
Transition Plan	Needs Action	At Risk	On Track	Completed
			✓	
<p>Status: Council approved Resolution 37609 directing the CAO to develop and implement a transition plan and a community engagement plan to implement Measure 26-228. The draft transition plan was provided to city council and outlined a comprehensive approach to the multi-year implementation of the voter-approved charter amendments. The plan includes the project scope, schedule, and budget to implement the election methods and governance reforms. Information on how the proposed ongoing costs compare to the existing costs will be shared and discussed at the Dec. 5 GTAC meeting. The project is also developing specific tools to measure the success indicators included in the transition plan, especially satisfaction of all groups affected by the transition changes, communication clarity and effectiveness, understanding of the charter amendments, and effectiveness of community engagement. The use of the evaluation tools will begin in January 2024. See below about the adoption of the proposed organizational chart. On Nov. 29, the council approved the city's current appropriation levels (CAL) to reflect some of the changes managed by measure 26-228. The new CAL target is the first opportunity for city council to adjust budgets to reflect the upcoming changes to the organizational structure due to charter reform. The ordinance represents a net increase in current appropriation levels of approximately \$2.4 million in FY 2024-25 and an additional \$142,218 in FY 2025-26 for a total ongoing annual increase of roughly \$2.5 million. This ordinance addresses the changes to costs for city council (one staff per council member), the mayor's office, the city administrator position and one executive assistant and business operations support for the city administrator's office. On Dec. 13, Council adopted the classifications for the</p>	<p>Next Steps: Continue to refine the budget proposal to be included in the mayor's proposed budget.</p>			



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city administrator, assistant and deputy city administrator, mayor’s aide and senior mayor’s aide positions. These classifications are in line with the [organizational chart](#) adopted by the council on Nov. 1, 2023, and effective July 1, 2024. Staff briefed the GTAC and discussed the one-time transition costs on [Dec. 5 and 18](#) as part of the budget development process. Conversations continue about the implementation of the organizational chart and other project deliverables in alignment with the Nov. 1 resolution.



Election Methods

There are two voter-approved reforms the City must implement:

- Allow voters to rank candidates in order of their preference, using ranked-choice voting, and
- Establish four new geographic districts with three members elected to represent each district, expanding the city council to a total of 12 members.

Administration of Ranked-Choice Voting Elections

Needs Action	At Risk	On Track	Completed
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Status: Council adopted updates to the elections code (section 2.08). Portland voters reside in Multnomah, Washington, and Clackamas counties, with the vast majority residing in Multnomah County. The three counties have signed an IGA to ensure coordinated administration of elections for Portland ranked choice voting (RCV) contests. Portland RCV contests will appear on a separate ballot page that Multnomah County will design for Clackamas and Washington counties. Each county will print, mail, verify timely receipt and voter signatures, open ballot envelopes, and batch the RCV ballots. Multnomah County will centrally scan and tabulate the RCV ballots, and each county will archive its RCV ballots. Multnomah County is planning for changes in administration of elections based on RCV, [such as for audit and recount procedures](#). [The County is also](#) and coordinating with its vendor on updates to its voting system software to add RCV capabilities. The vendor initiated the federal certification and accredited voting system test laboratory review processes in August 2023.

Next Steps: Multnomah County’s voting system vendor will continue working on updates through the voting system test laboratory review and federal and state certification processes. State certification is anticipated in early summer 2024. [Multnomah County will continue to develop updated administrative procedures for elections using RCV](#). Sample ballots are being developed for incorporation into voter education efforts after the May election. Until then, the simple mock ballot produced by the transition team will be used.



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Voter Education	Needs Action	At Risk	On Track	Completed
<p>Status: The City and Multnomah County have signed a memorandum of understanding for coordination of ranked-choice voting voter education for the 2024 general election. The Transition team and City Elections office, in coordination with Multnomah County and the Government Transition Advisory Committee, are working on co-developing community education materials. The City Elections Office will release an updated version of their candidate guide for the November 2024 City Election in December 2023. The City Elections Office will host its first series of candidate learning sessions on Jan. 8 and 10. The Transition team has already begun developing a series of educational materials, such as FAQ, key messages, RCV Trainings, educational comics, and more.</p>			✓	
<p>Establishing Geographic Districts</p>				✓
<p>Status: The District Commission has ended, and their terms are now complete. The City project manager and technical consultant drafted a <u>final report</u>, summarizing the IDC process for future redistricting efforts.</p>				
<p>Governance Portlanders voted to transition to a mayor-council form of government by Jan. 1, 2025. The new legislative council will focus on setting policy, and the executive mayor will be elected citywide and will run the city's day-to-day operations with the help of a professional city administrator.</p>				
Council Operations and Elected Officials Staffing	Needs Action	At Risk	On Track	Completed
<p>Status: The transition team, the City Attorney's Office, and other subject matter experts identified key policy choices and recommendations to provide a framework for the successful operations of the 2025 council. <i>Code 3.02</i>, which outlines council operations, was refined based on GTAC and community feedback. The transition team has been working with internal partners to plan for council office staffing levels to support the shifting roles of the future city council, mayor, and city administrator. A listening session was held on Aug. 8 on the proposed revisions to <i>Code 3.02</i>. Public</p>			✓	

Next Steps: Transition and Election's office voter education project managers will join the third GTAC Voter Education subcommittee on Jan 9. The focus of the meeting will be to provide updates on the Candidate Learning Sessions, finalize a voter education plan, and begin to review draft educational materials. On Jan.8 and Jan.10, the Elections Office is hosting two Candidate Learning Sessions to learn how to run for office in the City of Portland.

Next Steps: There are no additional steps.

Next Steps: Refine the scope of work for phase 2 of council operations work is currently in coordination with GTAC's subcommittee on council operations. The subcommittee is performing best practices research and analysis to inform their future recommendations on council operations and



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comment on the code was considered and addressed. The ordinance to amend *City Code Chapter 3.02* was passed by city council on Sept. 27, 2023. Phase 2 recommendations on council operations will be made to the 2025 council and will focus more on committee rules and procedures and how the community will interact with council. [A recommendation for elected officials staffing was incorporated into the Financial Impact Statement for the City Organization Resolution. Full funding of this recommendation is dependent on decisions made through the budgeting process.](#)

onboarding. [Continue the development of an onboarding plan for release in spring 2024.](#)

Salaries of Elected Officials



Status: Final Report: [Salary Commission Final Report. September 2023.pdf](#)

Next Steps: There are no additional steps

City Budgeting



Status: The City Budget Office is currently integrating recommendations for the future of the annual budget development process into the FY2024-25 budget. The central goals for this work are to review the current budget function in the City to look for ways to improve the overall process and outcomes. CBO provided a presentation on their work at the GTAC on Sept. 6. A report from city stakeholders' group was prepared and shared with leadership at a work session on Oct. 3. View the work session [here](#) and a report of the Budget Process Change Finance Manager Workgroup can be [found here](#).

Next Steps: Requested budgets are due on Feb. 16. Budget work sessions will happen in early February. Budget calendar will be release on January 10, 2024

Budget development work sessions were held on Nov. 7 and Nov. 14 that were in line with the recommendations of the work group to move financial planning issues to earlier in the process and identify goals and outcomes in advance of the budget development process. [The Mayor's second budget guidance was provided in mid-December and the service area budget development process will begin in January. Budget kick-off was held in late December and the City's budget forecast is available \[here\]\(#\).](#)



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Facilities Improvements	Needs Action	At Risk	On Track	Completed
<p>Status: With an expanding council, a critical deliverable is to expand council chambers in time for a Jan. 1, 2025 transition date, and to reconfigure and rehabilitate council workspaces downtown. Facilities is working with a design team and CM/GC constructor to finalize construction documents and establish Guaranteed Maximum Price (GMP) agreements for chambers and downtown workspaces. Through a series of council work sessions, Facilities presented the recommended pathways to onboard council chambers and offices by Jan. 1, 2025. Given more rapid progress than expected in defining the operational scope and staffing numbers for the city administrator, Facilities also recommended including the mayor and city administrator office improvements in the current project, which will be more cost-effective than deferring this work to 2025. Council had several work sessions on the scope and timing of these projects. Based on the council feedback, Facilities drafted a resolution to amend the project timeline and add the scope for the mayor and city administrator. This resolution passed its first vote on Nov. 29. The Guaranteed Maximum Price (GMP) report, which defines the final cost estimate of construction, is expected to be presented to Council for approval in February. The GMP report will be separated into two costs for construction: one for council chambers and the second for the councilor offices, mayor and city administrator offices, and major maintenance scope of work. The decommissioning of existing council chambers at City Hall began in November. The Facilities and BTS teams are actively preparing room 2500 in the 1900 Building for the temporary council chambers. The first in-person council meeting in the temporary chambers will be the week of January 16. Facilities is assessing in-district office options. A clear option exists for District 2; probable options exist for Districts 3 and 4; and no clear option exists for District 1. Facilities onboarded a broker to assess an appropriate site for District 1. Facilities is assessing in-district office options and will be reporting back to City Council with more information.</p>				
<p>Status: The goal of this work is to ensure that the City Code matches the revised City Charter. A core team with representatives from the City Attorney’s office and the City Auditor’s office are leading this project. Additionally, subject matter experts from each bureau advise the project on process and bureau needs. Amendments to <i>Chapter 2.08, Elections of Candidates</i>, and <i>Chapter 3.02, Council</i></p>				

Next Steps:
 Facilities will make adjustments to the chambers and downtown workspaces per the resolution passed on Nov. 29, 2023. Chambers was turned over to Facilities on Nov. 17 for owner work to begin. Technology is currently moving broadcasting equipment up to the 1900 building.
 Facilities to report to with a status report to council on in-district offices, date TBD.
 The GMP report is expected to be presented to Council in February.
 Preparing for the first in-person council meeting at the 1900 Building temporary chambers the week of January 16.

Next Steps: Updates to *Title 15, Emergency Code* are anticipated for a first reading at council in February 2024. [Draft language for Title 15 will be posted for community review and input on the website](#)



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Operations and Procedure, are complete. [Amendments to Title 3, Administration](#), will be the focus of the project team in the first quarter of 2024. The updates to *Title 3* will focus on language consistency, a reorganization of chapters to align with future organizational service areas, and deletion of expired chapters.

[dedicated to updating city code](#). Updates to *Title 5 - Revenue and Finance*, *Title 6 – Special Taxes*, and *Title 7 - Business Licenses* are anticipated for first reading in March 2024.

The Role of the City Administrator and Recruitment Preparations

Needs Action	At Risk	On Track	Completed
		✓	

Status: The roles and responsibilities of the city administrator are outlined in *Section 2-406* of the *City Charter*. The Transition team is planning to gather input from the community and stakeholders to recommend supplemental skills and talents to include in the position description. The short-term focus of this work is on the reporting structure that reports to a city administrator. The Bureau of Human Resources presented to [GTAC on Oct. 17](#) and received feedback on the planned approach.

Next Steps: [Develop a recruitment plan that includes outreach strategies for community input with the GTAC. Plan and budget for recruitment in FY 2024/25.](#)

The Bureau of Human Resources has engaged [Motus Recruiting](#) to lead the development of a recruitment and community engagement plan that will include:

- Schedule for recruitment;
- Roles for the recruitment firm, BHR, transition team, GTAC and others;
- Listening session on the executive branch of the new organization mayor and city administrator roles and authority; and
- Community engagement tools and methods and community info packets.

The recommended recruitment plan will be available for consideration and finalization by the person elected mayor in 2025. Since these are 2024 deliverables, limited action is needed until the recruiting firm is onboard.

[On Dec. 13, 2024, council adopted the classifications for city administrator, deputy city administrator, and administrator, other positions that support the new organizational structure. The classifications are technical and broad in nature and differ from the specific position descriptions and the ideal candidate profiles for recruitment.](#)



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<p>Creating and implementing the organizational structure that reports to the city administrator</p>	<table border="1"> <thead> <tr> <th data-bbox="1325 337 1455 402">Needs Action</th> <th data-bbox="1455 337 1656 402">At Risk</th> <th data-bbox="1656 337 1829 402">On Track</th> <th data-bbox="1829 337 1990 402">Completed</th> </tr> </thead> <tbody> <tr> <td data-bbox="1325 402 1455 444">[Red]</td> <td data-bbox="1455 402 1656 444">[Yellow]</td> <td data-bbox="1656 402 1829 444">[Green] ✓</td> <td data-bbox="1829 402 1990 444">[White]</td> </tr> </tbody> </table>				Needs Action	At Risk	On Track	Completed	[Red]	[Yellow]	[Green] ✓	[White]
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[Red]	[Yellow]	[Green] ✓	[White]									
<p>Status: City council held a work session on Oct. 31 on the City's organizational structure and financial plan and in a hearing on Nov. 1, Council adopted a new organizational structure for the City. The adopted structure was based on the recommendation of the Chief Administrative Officer and amended per Council discussions. The new structure is organized by six service areas, establishes key leadership positions including the city administrator, and realigns core services to operate more efficiently and effectively. It organizes all bureaus reporting to a city administrator rather than to the five council offices, like they do now. The council also established its council roles in the transition through the end of 2024. An interim city administrator and designated DCAs may be hired prior to 2025, while council members continue to oversee service areas. The new structure will take effect July 1, 2024, providing six months to prepare for the formal launch of Portland's new form of government by January 2025. The team have convened a group of technical experts to do the vital internal infrastructure changes to implement the new reporting structure. The city is also working on developing a proposed budget in the new service areas. And, the team is preparing to formally launch the change management plan, designed to support employees through change over the course of 2024. A new round of assessments to assist service areas in implementing the new organizational structure were completed by service area. The assessments focus on the reporting structures for the new service area groupings, budget development in collaboration with CBO, and additional work needed to prepare service areas for operating in their new groupings before Jan. 1, 2025.</p>	<p>Next Steps: The transition team is reviewing the assessments provided by the service areas and developing milestones to support the implantation of the Nov. 1 resolution.</p>											
<p>Future Improvements</p>	<table border="1"> <thead> <tr> <th data-bbox="1325 1138 1455 1203">Needs Action</th> <th data-bbox="1455 1138 1656 1203">At Risk</th> <th data-bbox="1656 1138 1829 1203">On Track</th> <th data-bbox="1829 1138 1990 1203">Completed</th> </tr> </thead> <tbody> <tr> <td data-bbox="1325 1203 1455 1252">[Red]</td> <td data-bbox="1455 1203 1656 1252">[Yellow]</td> <td data-bbox="1656 1203 1829 1252">[Green] ✓</td> <td data-bbox="1829 1203 1990 1252">[White]</td> </tr> </tbody> </table>				Needs Action	At Risk	On Track	Completed	[Red]	[Yellow]	[Green] ✓	[White]
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[Red]	[Yellow]	[Green] ✓	[White]									
<p>Status: Now that the council has adopted a new organizational chart, the City will define the scope of the future improvements project. This work will largely revolve around implementing the new organizational structure and laying the groundwork for future strategic planning efforts. The team has heard ideas and feedback from employees, community and programmatic assessment teams that will serve as a starting point for this project. The scope and plans for this are still in the works.</p>	<p>Next Steps: Continue development of scope of work and milestones.</p>											



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Status Key:

<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
Needs significant action to get on track. Requires resources, staffing, or budget to accomplish. Requires immediate attention or decision-making to move forward. Needs immediate course correction.	Requires resources, staffing, or budget to accomplish. Requires decision-making to move forward. Requires course correction to move forward.	Work is progressing. Risks are managed. Decision-making clear.	No additional deliverables.