



Portland Transition

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Monthly Status Update: February 2024

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

Implementation Strategy <i>By Jan. 1, 2025, the City is responsible for implementing the following voter-approved charter amendments:</i> <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	<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
<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 transition plan includes the project scope, schedule, and budget to implement the election methods and governance reforms. In partnership with the performance measuring team at the City Budget Office, the project is developing tools to measure the success of the transition work. The use of the evaluation tools will begin as soon as possible in 2024. The project sponsor and manager presented the projected expenses and funding plan to the council on February 22. The project estimates the costs for continuing the implementation of the charter amendments to be \$3.8 million. The funding plan includes carry-over unspent funds from this fiscal year and policy set-asides for the transition and onboarding of elected officials.</p>			✓	



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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



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 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. [The County hired a ranked-choice voting project manager to support the implementation and administration of ranked-choice voting.](#) The County is also developing software tools for reporting election results for RCV contests based on best practices in other jurisdictions. For more information about the certification and testing procedures use these links. [EAC Website](#), [EAC Testing and Certification Program Overview](#), [Voluntary Voting Systems Guidelines](#), [Voting System Test Laboratory Manual](#)

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 and software tools for reporting RCV contest results](#). Mock ballots produced by the transition team will be used for voter education efforts. Sample ballots with voting instructions will be developed for incorporation into voter education efforts after the May election.

Voter Education

Needs Action At Risk On Track Completed



Status: The City and Multnomah County signed a memorandum of understanding for coordination of ranked-choice voting voter education for the 2024 general election. Along with GTAC, [the education contractor and City Elections Office](#), these partners are co-developing community education materials for all Portlanders. In December 2023, the City Elections Office released an updated version of their candidate guide for the November 2024 City Election and hosted its first series of candidate learning sessions on Jan. 8

Next Steps: Transition and Elections office voter education project managers will join the fourth GTAC Voter Education subcommittee on February 13 and to debriefed on the Candidate Learning Sessions,



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<p>and 10. The City Elections Office is planning series of in-district candidate learning sessions after the May election. The Transition team in collaboration with its partners, are developing the following educational materials: FAQ, key messages, elections presentation, an educational comic, an RCV Elections platform, a district map coloring page, education website, city-video, paid-media strategy, and city-wide mailer, and outreach toolkits. The Partner Collaborative, composed of the Transition Team, City Election Office, Multnomah Elections Division, and the Unite Way of Columbia-Willamette(voter education contractor), have been meetings to have a coordinated approach to voter education. The County will fund a ranked choice-voting video for the 2024 election. City staff were involved in the selection of the video contractor. Additionally, the Partner Collaborative team has been planning for the sub-granting process. The timeline requires the applications to be launched on March 4 and will be open through April.</p>	<p>gave feedback on the RCV Elections Platform, and discussed paid media strategy. City staff also gave an update on the sub-granting process. Transition and Elections office voter education project managers will join the GTAC again on March 4 for the fifth meeting where they will discuss informing vs. educating with the county, the sub-granting outreach process, and continue discussing paid media planning. Launch the application for community partners.</p>								
<p>Establishing Geographic Districts</p>	<table border="1"> <thead> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green;"></td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed				✓
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<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>Next Steps: There are no additional steps.</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>									
<p>Council Operations and Elected Officials Staffing</p>	<table border="1"> <thead> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green; text-align: center;">✓</td> <td style="background-color: white;"></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed			✓	
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<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 comment on the code was considered and addressed. The ordinance to amend <i>City Code Chapter 3.02</i> 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.</p>	<p>Next Steps: Explore models for reporting and classifications to meet Charter requirements. Status has been marked <i>At Risk</i> due to the limited capacity of subject matter experts, short timeline, and the risk that the staffing recommendation may not receive full funding. The GTAC subcommittee on Districts and Council Operations and staff are working together to engage the community on council operations and how the community wants to</p>								



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<p>Full funding of the CAO’s council staffing recommendation is dependent on decisions made through the budgeting process. This project is complex and faces risks associated with limited staff capacity, short timelines, and uncertain budget decisions. The project team is mitigating these risks by prioritization conversations with partners, explicitly limiting the maximum number of committees that can be supported by the limited shared services staff and providing the new council recommendations on staffing levels for the shared and dedicated staff supporting council. GTAC sent a letter to the City recommending increasing the number of staff for each councilor.</p>	<p>engage with the incoming district-based council. Virtual community listening sessions will take place on March 14 and 21 and an in-person session on March 19. March 19 and 21 employee townhalls will provide updates on council operations planning and point employees to the community survey.</p>								
<p>Elected Officials Onboarding</p>	<table border="1"> <thead> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green; text-align: center;">✓</td> <td style="background-color: white;"></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed			✓	
Needs Action	At Risk	On Track	Completed						
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<p>Status: The Transition team is planning for the onboarding the Mayor, Council and Auditor elected in the November 2024 election. The onboarding process includes planning and coordinating with City partners leading critical components of onboarding: the Auditor’s Office, the City Attorney’s Office, the Bureau of Human Resources, the City Budget Office, and bureau directors. The future council operations manager is anticipated to manage the onboarding of the council, including the election of the council president and the scheduling of the onboarding activities to prepare the council to meet starting Jan 2. 2025. In the fall BMP, Council approved a policy set aside to support the transitioning and onboarding the elected official offices. The proposed budget for onboarding materials, activities and swearing in ceremony are within the onboarding set aside amount. To respond to candidates' questions about the restrictions on elected officials holding profit-making positions, the city attorney provided guidance that is available on the auditor’s website.</p>	<p>Next Steps: Refine the high-level scope and start drafting the onboarding plan. Recommend funding for onboarding activities. Continue meeting with the GTAC subcommittee and internal subject matter experts to inform planning.</p>								
<p>Salaries of Elected Officials</p>	<table border="1"> <thead> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green;"></td> <td style="background-color: white; text-align: center;">✓</td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed				✓
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			✓						
<p>Status: Final Report: Salary Commission Final Report. September 2023.pdf</p>	<p>Next Steps: There are no additional steps</p>								
<p>City Budgeting</p>	<table border="1"> <thead> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green; text-align: center;">✓</td> <td style="background-color: white;"></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed			✓	
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<p>Status: The City Budget Office is currently integrating recommendations for the future of the annual budget development process into the FY2024-25 budget. The Mayor’s second budget guidance was provided in mid-December. Budget kick-off was held in late December and the City’s budget forecast is available here. In January 2024, council adopted the FY 2024-25 Budget Calendar. Bureaus began meeting within their newly defined service area in January. These meetings required developing scenarios for constraints as highlighted in previous city council work sessions and additional review of "Key Issues" outlined in the</p>	<p>Next Steps: City Budget Office requested budget reviews will be distributed to Council by March 22, 2024. After the budget process for FY 2024/25 closes, CBO will continue to work on updates to the budget process and will help develop plans for the process change</p>								



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<p>mayor’s second budget guidance. Council held work sessions through the first half of February to review service area transition and planned budget documents. Feedback was provided to each service areas as they prepared their Requested Budgets. Requested Budgets were then submitted by service areas on February 16.</p>	<p>management and provide support for the new process involving City Administrator/ Deputy City Administrator structure in the FY 2025/26 budget process.</p>								
<p>Facilities Improvements</p>	<table border="1"> <thead> <tr> <th data-bbox="1413 427 1535 488">Needs Action</th> <th data-bbox="1545 427 1675 488">At Risk</th> <th data-bbox="1686 427 1845 488">On Track</th> <th data-bbox="1856 427 1984 488">Completed</th> </tr> </thead> <tbody> <tr> <td data-bbox="1413 496 1535 532"></td> <td data-bbox="1545 496 1675 532" style="text-align: center;">✓</td> <td data-bbox="1686 496 1845 532"></td> <td data-bbox="1856 496 1984 532"></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed		✓		
Needs Action	At Risk	On Track	Completed						
	✓								
<p>Status: The Facilities team worked with the CM/GC team to establish Guaranteed Maximum Price (GMP) agreements for the expanded Council chambers and refreshed downtown Council workspaces. The Guaranteed Maximum Price (GMP) report, which defines the final cost estimate of construction, was presented to council and the report was accepted on February 21. The GMP report is 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 next step in terms of temporary space is the mid-year relocation of workspaces targeted for June/July 2024. Facilities is also in discussion with Council regarding in-district offices given the cost to provide security in a distributed workplace model. Facilities has also been meeting with the GTAC subcommittee to see if they want to provide a recommendation to Council on how to proceed with in-district offices, given that a decision needs to be made soon about whether or not to proceed with implementation of the Resolution to do this work by January 1, 2025. If this Resolution will not be implemented, or implemented as written, a change to the Resolution will need to be made by Council. Temporary workspaces are on track (green); permanent construction has experienced delays in initiating the work and the project has an extremely compressed nature of the construction schedule and a separated project schedule, so it is at risk (yellow); in-district offices need action Maty Sauter, DAM Manager met with Chiefs and the GTAC to further discuss. GTAC is to give input by second week of March. Chiefs are expected to report back with direction on March 5.</p>	<p>Next Steps: Construction of Chambers, Offices, and Major Maintenance at City Hall is about to commence! Several Council offices need to decide on their final location for temporary workspaces in 2024. Council at large needs to decide on whether or not to proceed with in-district offices as proscribed in Resolution 37638.</p>								
<p>Code Review and Revisions</p>	<table border="1"> <thead> <tr> <th data-bbox="1413 1146 1535 1208">Needs Action</th> <th data-bbox="1545 1146 1675 1208">At Risk</th> <th data-bbox="1686 1146 1845 1208">On Track</th> <th data-bbox="1856 1146 1984 1208">Completed</th> </tr> </thead> <tbody> <tr> <td data-bbox="1413 1216 1535 1252"></td> <td data-bbox="1545 1216 1675 1252"></td> <td data-bbox="1686 1216 1845 1252" style="text-align: center;">✓</td> <td data-bbox="1856 1216 1984 1252"></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed			✓	
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<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. <i>Amendments to Chapter 2.08, Elections of Candidates, Chapter 3.02, Council Operations and Procedure, and Title 15, Emergency Code are complete.</i> Amendments to <i>Title 3, Administration</i>, will be the focus of the project team in the first two quarters of 2024. The updates to <i>Title 3</i> will focus on language consistency, a</p>	<p>Next Steps: Updates to <i>Title 3, Administration</i>, are anticipated in Late June or early July. The remaining titles will be prioritized following the completion of Title 3.</p>								



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reorganization of chapters to align with future organizational service areas, and deletion of expired chapters.

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. [Motus did not attend and present to the GTAC on Feb. 6, 2024. Instead, On February. 7, 2024, Motus prepared a recording of their original presentation highlighting the recruitment process, interview process, and final selection. The recording and a memo from Motus were provided to GTAC Coordinator Julia Meier to share with the committee in preparation for the more detailed in-person presentation scheduled for March 13, 2024.](#)

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. On March 13, 2024, Motus and BHR will present to the GTAC a detailed pre-recruitment plan that includes community engagement tools and processes leading up to the development of the ideal candidate profile and a final proposed recruitment plan that will be presented to the mayor-elect Jan. 1, 2025.

Creating and implementing the organizational structure that reports to the city administrator

Needs Action	At Risk	On Track	Completed
		✓	

Status: City council adopted a [new organizational structure](#) for the City in November 2023. The new structure is organized by six service areas, establishes key leadership positions, including the city administrator, and realigns core services to operate more 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, interim assistant city administrator and designated deputy city administrators (DCA) are likely to be appointed prior to 2025, while council members continue to oversee service areas. [One interim DCA has been named to date: Commissioner Gonzalez announced the intention to appoint Mike Meyers, Director of Community Safety as the Deputy City Administrator for Public Safety on July 1, 2024. It is expected that all interim DCA's will be appointed by April 2.](#) 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 has convened a group of technical experts to complete the vital internal infrastructure changes to implement the new reporting structure. [Teams are also working on finalizing the reporting structure within the service areas, developing proposed priorities for the new leadership team, considering the officers spelled out in the new structure](#)

Next Steps: The transition team is considering what kind of additional assistance is needed to support the implementation of the Nov. 1 resolution, including clarifying reporting structures, supporting budgeting, and working with the DCAs as they are designated.



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and the disciplines that they'll coordinate and lead, and additional work needed to prepare service areas for the transition before Jan. 1, 2025.

Supporting Employees Through the Changes

Needs Action	At Risk	On Track	Completed
		✓	

The following progress was made this month in the team's **Supporting Employees through Change** work plan and deliverables:

- The first employee citywide newsletter, the City Insider, was developed and published on January 31. The newsletter featured a welcome message from CAO Mike Jordan, a transition update, other important citywide updates, and an employee profile. Subsequent newsletters will be published monthly, at the end of the month.
- The first of three new change management training sessions, titled "Leading Through Change: Cultivating Psychological Safety and Trust on Your Team," have been scheduled to start in early March. Contracts with two additional consultants are in the process of being finalized this month to add training sessions for managers, supervisors, and peer leaders, starting in late March and April.
- The team convened a jurisdictional peer panel, "Deputy City Administrators: Office Composition and Executive Leadership Roles" on February 22 for bureau directors. There were approximately 40 participants in attendance. The panel was followed by a peer workshop session where participants had chance to discuss, synthesize, and apply their learning.
- Scoping documents and leads have been identified for the Transition Ambassadors and the Peer Support Network, two new programs in the change management plan to support employees. Project leads are staff in BHR People + Culture and Health and Well-being teams. Work plans are being developed and finalized this month, with both programs planned to launch in March or April.
- Scoping document and role clarification has been finalized for employee town halls and office hours. The next town hall will be the third week of March, with two sessions: March 19 (3-4pm) and March 21 (9-10am). In early March, the transition team will brainstorm proposed agenda items for the remaining town halls and then will coordinate with CAO Unified Comms and other staff to further input on the agendas before finalizing later in March.

Next Steps: Ongoing monthly publications of the City Insider will continue, including the addition of a new employee-focused video series called "Fireside Chats." Planning is underway for three additional peer panels and workshops for executive leaders I March, April, and May. Two additional change management trainings will be finalized and be scheduled to launch in late March and early April.



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Organizational Improvements and Alignment	<table border="1"> <tr> <th data-bbox="1404 365 1535 428"><i>Needs Action</i></th> <th data-bbox="1535 365 1682 428"><i>At Risk</i></th> <th data-bbox="1682 365 1850 428"><i>On Track</i></th> <th data-bbox="1850 365 1999 428"><i>Completed</i></th> </tr> <tr> <td data-bbox="1404 428 1535 475" style="background-color: red;"></td> <td data-bbox="1535 428 1682 475" style="background-color: yellow;"></td> <td data-bbox="1682 428 1850 475" style="background-color: green; text-align: center;">✓</td> <td data-bbox="1850 428 1999 475"></td> </tr> </table>	<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>			✓	
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		✓							
<p>Status: Now that the council has adopted a new organizational chart, the city will continue to work on organizational improvements and alignment. This work is evolving based on what we learned in 2023 and while the scope and plans are still in the works, it will largely revolve around readying the organization for change, focusing on functional improvements, onboarding the new DCAs 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 inform this work.</p>	<p>Next Steps: Continue development of scope of work and milestones.</p>								

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.