



Portland Transition

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Monthly Status Update: July 2023

Implementation Strategy

By Jan. 1, 2025, the City is responsible for implementing the following voter-approved charter amendments:

- 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
		✓	

Status: Council approved Resolution 37609 directing the CAO to develop and implement a transition plan and community engagement plan to implement Measure 26-228. The draft transition plan was provided to 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. The Government Transition Advisory Committee (GTAC) participated in the review and creation of the draft plan. The council work session was held on June 29, and the plan is posted on the website. On July 10, GTAC voted to recommend a Transition Community Engagement Plan, which has been approved and adopted by the Chief Administrative Officer. The estimates for the various elements of the project continue to be updated as more decisions are made by the independent commissions, council, and the project team. A change management plan is under development to implement the changes that flow from the charter amendments. On August 2, the 2022 [Portland Insights Survey results](#) was shared with City Council and the public. Government effectiveness is a category in the 2022 survey, and the transition team plans to contribute a set of questions and focus groups for the 2023 Portland Insights Survey. The survey will be administered in focus groups.

Next Steps: On August 14, present current budget estimates, inputs, and decision-making for ongoing and one-time funds. Continue to revise estimates with council and project decisions. Implement a community engagement plan. Determine the next steps for success indicators. Draft and finalize the change management plan. On September 20, share change management strategy with GTAC.



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Election Methods				
<p>There are two voter-approved reforms the City must implement:</p> <ul style="list-style-type: none"> 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
			✓	
<p>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 are working to ensure a coordinated approach for administering elections for Portland ranked choice voting contests, including the design of ballots and a system to provide for the centralized tabulation of all vote data that ranked-choice voting requires. Multnomah County is coordinating with its vendor on updates to its voting system software to add ranked choice voting capabilities. Sample ballot designs are expected late this summer and will be incorporated into voter education efforts. Coordination with all counties and the voting system vendor is underway. The City is developing a MOU with Multnomah County to address the key elements of RCV implementation – voter education, coordination across jurisdictions and communication.</p>	<p>Next Steps: Clear Ballot Group, the voting system vendor for Multnomah County, is working on updates and plans to initiate the federal and state certification process in Q3 2023. Sample ballot designs are expected late this summer and will be incorporated into voter education efforts. Multnomah County will continue to lead conversations across all three counties where Portland voters live to ensure coordinated conduct of elections using ranked choice voting for Portland voters. By mid August, finalize and sign MOU with the county.</p>			
Voter Education	Needs Action	At Risk	On Track	Completed
			✓	
<p>Status: The City signed a contract for citywide voter education and outreach focused on hard-to-reach voters. There is a draft Memorandum of Understanding between Multnomah County Elections Department, City Auditor’s Office, and City Attorney’s Office to establish roles and responsibilities, coordination of community outreach, engagement and preparation of voter education materials.</p>	<p>Next Steps: The City will sign a memorandum of understanding with the county for voter education coordination. A ballot template will be prepared by late summer. The citywide voter education and outreach collaborative focused on hard-to-reach voters will have its kick-off meeting in September.</p>			



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Establishing Geographic Districts	Needs Action	At Risk	On Track	Completed
<p>Status: Portland’s Independent District Commission (IDC) released their draft district map plan, a major step forward to formally establish four geographic districts for city council elections. The IDC solicited public input on their draft district plan through July 22, 2023 and hosted nine public hearings in July for Portlanders to comment on the draft plan. The IDC hosted two hearings in each proposed district before and one virtual city-wide hearing. The IDC received about 816 public comments and about 400 community members joined the hearings.</p>			✓	
<p>Next Steps: In August 2023, the IDC will reconvene to deliberate on the input received, refine map as needed and vote on the final district map. The IDC has four meetings scheduled in August for its final deliberations. The earliest the IDC can vote on the final district plan is on August 16.</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	Needs Action	At Risk	On Track	Completed
<p>Status: The transition team, the City Attorney’s office, and other subject matter experts have identified key policy choices and recommendations to provide a framework for successful initial operations of the 2025 council. Code 3.02, which outlines council operations will be refined based on community feedback. GTAC will provide advice to council to consider as they review the draft code and prepare for potential approval in September. The transition team is 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. City Council will continue to be engaged as we develop options and recommendations for review and potential approval in September.</p>			✓	
<p>Next Steps: Planning is underway for an August 8 Community Listening Session on draft revisions to City Code 3.02. Code revisions will be presented to City Council in September. Estimates are being used to develop funding options for the staffing plan and BHR is being given the information they need to develop job specs and compensation ranges by the end of August. Council Offices could be engaged on the process and estimates as early as August.</p>				
Salaries of Elected Officials	Needs Action	At Risk	On Track	Completed
<p>Status: On July 24th, the Salary Commission amended and finalized their salary proposal. Final salaries are: Mayor: \$175,463, Auditor: \$168,758, Councilor: \$133,207 In addition, any elected official can choose to apply for the City of Portland’s Language Access Program for an additional \$1 per hour if they qualify as bilingual.</p>				✓
<p>Next Steps: The Salary Commission will meet for a final time on August 22 to finalize their report and recommendations for future Salary Commissions to consider.</p>				



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City Budgeting	Needs Action	At Risk	On Track	Completed
<p>Status: The City Budget Office is currently reviewing the annual budget development process in advance of the FY2024-25 budget. In order to have actionable changes to the City’s budget process the CBO will use the next three months to outline and plan for future budget processes with the new form of government coming online mid-way through FY 2024-25. The review includes gathering stakeholder experiences, feedback, and recommendations over the summer of 2023 on key steps in the City’s process to inform future structures, timelines, and responsibilities. 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, and to provide recommendations in advance of the FY 2024-25 budget process. These recommendations will be geared towards being actionable changes that may be replicated with the future form of government starting in January 2025.</p>			✓	
<p>Facilities Improvements</p>		✓		
<p>Status: With an expanding council, a critical deliverable required is to expand council chambers and council offices. To prepare for an expanded council, the City of Portland’s facilities team is developing a comprehensive plan to build safe, welcoming, and accessible workspaces. The City’s Facilities Team is working with an architect to engage internal subject matter experts on programming needs for council chambers and workspaces. This work will bridge into a broader architectural and engineering contract and inform the project timeline and scope of work for the future CM/GC.</p>				<p>Next Steps: Schematic design (SD) work revealed that current Commissioner offices and chambers operations will likely need to move during construction. The Mayor’s office serves as liaison to the project and managing the disruption of construction on City Council. The City awarded the CM/GC services contract to Howard S. Wright this month. Facilities has begun early engagement with the contractor to familiarize them with existing sites, scope, schedule, and budget. The design team is preparing a SD level cost estimate and will share with the CM/GC in the coming week to review and affirm costs and constructability. This item is at risk due to evolving scope, schedule and budget. Key decisions will help manage this risk.</p>



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Code Review and Revisions	<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
<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 advises the project on process and bureau needs. Amendments to Chapter 2.08, Elections of Candidates, are complete. Amendments to Chapter 3.02, Council Operations and Procedure, are under development. Other priorities are Title 15, Emergency Code, Title 5, Revenue and Finance, and Title 7, Business Licenses because each of these titles either clarifies mayor and council roles or are related to the city’s budgeting process. The project team will continue to review and make necessary updates to code titles throughout the next several years.</p>			✓	
<p>The Role of the City Administrator and Recruitment Preparations</p>			✓	
<p>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. Additionally, the City plans to draft a recommended recruitment plan for consideration and finalization by the person elected mayor in 2025. Since these are deliverables for fall 2024, and are not near-term crucial path activities, limited action is needed. The focus of this work is on the reporting structure that reports to a city administrator. See below.</p>				
<p>Creating the organizational structure that reports to the city administrator</p>			✓	
<p>Status: The goal of this work is to build a high-level organizational structure that reports to the new city administrator. City Council, bureau directors, and other bureau subject matter experts and leaders are working together on a series of programmatic assessments. This work will lead to a recommendation from the CAO to City Council for their consideration in October of this year. The assessments and recommendation will be informed by community and employee feedback. In early August 2023, teams will complete Phase 2 of the assessment process and share progress reports and participate</p>				



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<p>in a series of retreats. This work and stakeholder input will inform the CAO's recommended structure, which will go to Council for consideration in October.</p>	<p>other high priority process improvements.</p>
<p>Future Improvements</p>	<p><i>Needs Action</i> <i>At Risk</i> <i>On Track</i> <i>Completed</i></p> <p>█ █ █ ✓ █</p>
<p>Status: Once the initial organizational change decisions are made, the City will shift its focus to address recommendations from the assessments that were not implemented in the first phase as well as other ideas from conversations with employees, leadership and community. The team plans to hold conversations with internal and external stakeholders about the ways to improve our service delivery to Portlanders.</p>	<p>Next Steps: Complete the programmatic assessment process, and identify and prioritize future improvements that are needed to support the proposed organizational structure as well as additional improvements. Conduct additional outreach and engagement activities to inform recommendations and prioritization.</p>

Status Key:

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