



# Portland Transition

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## Monthly Status Update: June 2022

<p><b>Implementation Strategy</b></p> <p><i>By Jan. 1, 2025, the City is responsible for implementing the following voter-approved charter amendments:</i></p> <ul style="list-style-type: none"> <li>• Allow voters to rank candidates in order of preference, using ranked-choice voting.</li> <li>• Establish four geographic districts, with three city council members elected to represent each district – expanding city council to a total of 12 members.</li> <li>• 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.</li> </ul>					
<b>Transition Plan</b>		<b>Needs Action</b>	<b>At Risk</b>	<b>In Progress</b>	<b>Completed</b>
				✓	
<p><b>Status:</b> 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 will be provided to council and provides 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 has reviewed and provided comments on the draft plan.</p>		<p><b>Next Steps:</b> A Council work session on the draft plan is scheduled for June 29. Council input will be incorporated into the final plan, which will be posted on the transition website in mid-July. After the end-of-year accounting is complete, the resources available for FY 2023-24 will be identified and the financial plan will be updated and included in the July status update.</p>			
<p><b>Election Methods</b></p> <p><i>There are two voter-approved reforms the City must implement:</i></p> <ul style="list-style-type: none"> <li>• Allow voters to rank candidates in order of their preference, using ranked-choice voting, and</li> <li>• Establish four new geographic districts with three members elected to represent each district, expanding the city council to a total of 12 members.</li> </ul>					
<b>Administration of Ranked Choice Voting Elections</b>		<b>Needs Action</b>	<b>At Risk</b>	<b>In Progress</b>	<b>Completed</b>
				✓	
<p><b>Status:</b> 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</p>		<p><b>Next Steps:</b> Clear Ballot Group, the voting system vendor for Multnomah County, is working on software updates and plans to initiate the federal and state certification process in Q3 2023. Sample ballot designs are expected late this summer and</p>			



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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. Coordination with all counties and the voting system vendor is underway.

will be incorporated into voter education efforts. Multnomah County will continue to lead conversations across all three counties where Portland voters live to ensure the coordinated conduct of elections using ranked choice voting for Portland voters.

## Voter Education

Needs Action	At Risk	In Progress	Completed
		✓	

**Status:** The City is negotiating a contract with the selected awardee of the Citywide Voter Education & Outreach Partner RFP focused on hard-to-reach voters. The transition team is collaborating with Multnomah County Elections Department, City Auditor’s Office, and City Attorney’s Office on a Memorandum of Understanding to establish roles and responsibilities, coordination of community outreach, engagement and preparation of voter education materials.

**Next Steps:** The City will sign a contract for citywide voter education and outreach and memorandum of understanding with the county for voter education coordination. Additionally, a ballot template will be prepared by late summer.

## Establishing Geographic Districts

Needs Action	At Risk	In Progress	Completed
		✓	

**Status:** Portland’s Independent District Commission (IDC) voted on May 31 to release their [draft district map plan](#), a major step forward to formally establish four geographic districts for city council elections. The IDC is soliciting public input on their draft district plan through **July 22, 2023** and hosting a series of public hearings in July for Portlanders to comment on the draft plan. A citywide mailer will be delivered to all Portland households during the week of June 26, 2023, including information about the draft district map plan, public hearings, and how to get more information. A [fact sheet](#) and other multi-lingual educational materials are being prepared to provide an overview of this process.

**Next Steps:** In July 2023, the IDC will hold [eight public hearings](#). They are required to hold at least two hearings in each proposed district before voting to adopt a final version of the district map plan.

## 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.

## Council Operations

Needs Action	At Risk	In Progress	Completed
		✓	

**Status:** The transition team, the City Attorney’s office, and other subject matter experts

**Next Steps:** A policy choices briefing document for



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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.

City Code 3.02 will be presented to the GTAC on June 20. Interested GTAC members will help the project team plan a community listening session on council operations. A work planning session for the council staffing plan is scheduled for June 22, 2023.

## Salaries of Elected Officials

Needs Action	At Risk	In Progress	Completed
		✓	

**Status:** On June 13, the commission developed a salary proposal. [The draft report](#), which included the proposal, was released for public feedback on Friday, June 16. Since April 2023, the Salary Commission studied compensation best practices and agreed on guiding principles and criteria to determine pay rates for Portland’s new elected officials who will begin their terms in 2025.

**Next Steps:** On June 27, the commission will hold a public listening session on the draft salary report. The meeting will be hybrid and will include breakout sessions to hear from the community about the salaries and methodology they are considering. The Commission will also participate in the eight Independent District Commission hearings to talk to the community and earn feedback via a survey on their proposal.

## City Budgeting

Needs Action	At Risk	In Progress	Completed
		✓	

**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

**Next Steps:** Continue with review of budget functions, engage stakeholders over the summer and develop recommendations by the first week of September. Present findings internally to City leadership. Attend the GTAC in late summer prior to finalizing recommendations.



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<p>actionable changes that may be replicated with the future form of government starting in January 2025.</p>									
<p><b>Facilities Improvements</b></p>	<table border="1"> <thead> <tr> <th data-bbox="1270 376 1425 407">Needs Action</th> <th data-bbox="1425 376 1583 407">At Risk</th> <th data-bbox="1583 376 1751 407">In Progress</th> <th data-bbox="1751 376 1902 407">Completed</th> </tr> </thead> <tbody> <tr> <td data-bbox="1270 407 1425 440"></td> <td data-bbox="1425 407 1583 440" style="text-align: center;">✓</td> <td data-bbox="1583 407 1751 440"></td> <td data-bbox="1751 407 1902 440"></td> </tr> </tbody> </table>	Needs Action	At Risk	In Progress	Completed		✓		
Needs Action	At Risk	In Progress	Completed						
	✓								
<p><b>Status:</b> 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><b>Next Steps:</b> Schematic design work has revealed that current Commissioner offices will likely need to move during construction. The Mayor’s office is serving as a liaison to the project and managing the disruption of construction on City Council. The City is expected to award the construction manager/contractor services contract later this summer. This item is at risk due to evolving scope, schedule and budget. Key decisions in the coming weeks will help manage this risk.</p>								
<p><b>Code Review and Revisions</b></p>	<table border="1"> <thead> <tr> <th data-bbox="1270 807 1425 837">Needs Action</th> <th data-bbox="1425 807 1583 837">At Risk</th> <th data-bbox="1583 807 1751 837">In Progress</th> <th data-bbox="1751 807 1902 837">Completed</th> </tr> </thead> <tbody> <tr> <td data-bbox="1270 837 1425 870"></td> <td data-bbox="1425 837 1583 870"></td> <td data-bbox="1583 837 1751 870" style="text-align: center;">✓</td> <td data-bbox="1751 837 1902 870"></td> </tr> </tbody> </table>	Needs Action	At Risk	In Progress	Completed			✓	
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		✓							
<p><b>Status:</b> 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><b>Next Steps:</b> An update to city code Chapter 3.02 - Council Organization and Procedure, is scheduled for first reading at the September 20, 2023, council meeting. An update to Title 15 - Emergency Code, is anticipated for first reading in late November or early December of 2023. Updates to both Title 5 - Revenue and Finance, and Title 7 - Business Licenses, are anticipated for first reading in the first quarter of 2024.</p>								
<p><b>The Role of the City Administrator and Recruitment Preparations</b></p>	<table border="1"> <thead> <tr> <th data-bbox="1270 1237 1425 1268">Needs Action</th> <th data-bbox="1425 1237 1583 1268">At Risk</th> <th data-bbox="1583 1237 1751 1268">In Progress</th> <th data-bbox="1751 1237 1902 1268">Completed</th> </tr> </thead> <tbody> <tr> <td data-bbox="1270 1268 1425 1300"></td> <td data-bbox="1425 1268 1583 1300"></td> <td data-bbox="1583 1268 1751 1300" style="text-align: center;">✓</td> <td data-bbox="1751 1268 1902 1300"></td> </tr> </tbody> </table>	Needs Action	At Risk	In Progress	Completed			✓	
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		✓							
<p><b>Status:</b> 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</p>	<p><b>Next Steps:</b> Develop an outreach plan for community input with the GTAC. Plan and budget for recruitment in FY 2024/25.</p>								



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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.

## Creating the organizational structure that reports to the city administrator

**Status:** The goal of this work is to build a high-level organizational structure that reports to the new city administrator. Since spring 2023, City Council, bureau directors, and other bureau subject matter experts and leaders have been 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 June 2023, teams completed Phase 1 of the assessment process and shared progress reports and participated in a team retreat to discuss next steps. Phase 2 is now underway.



Needs Action	At Risk	In Progress	Completed
		✓	

**Next Steps:** Phase 2 of the programmatic assessments is underway. The team, including leadership from Council offices and bureaus, will have a series of retreats and meetings this summer to inform the CAO's recommendation for Council consideration in October. The project is planning a community workshop with the Government Transition Advisory committee on July 27. Community and employee feedback will help inform the process of developing a recommended organizational chart and other high priority process improvements.

## Future Improvements:

**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.

Needs Action	At Risk	In Progress	Completed
		✓	

**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.