



CITY OF PORTLAND

Transition Implementation Progress Report

March 8, 2023

City of Portland Office of Management and Finance
Office of Chief Administrative Officer



A Letter from Michael Jordan, the City of Portland's Chief Administrative Officer

Dear Portlanders,

Welcome to the first quarterly progress report on the 3-year transition process to transform Portland's government structure. These quarterly updates demonstrate how our transition implementation team is leading this important work to deliver a transformative governance structure for a more equitable Portland.

Let's imagine what our new city government will feel like in 2025 — for Portlanders and for City employees:

- Portland city government will be organized to better deliver the services that Portlanders want and need.
- A citywide voter education campaign will create a new sense of ownership that will advance Portland's potential.
- You and your neighbors will understand how your choices on the ballot result in community members being elected to represent your neighborhood in City Hall.

Many Portlanders have already raised their hands to volunteer on the Independent District Commission, the Salary Commission, and the Government Transition Advisory Committee. Over the next two years, we will be engaging you and your neighbors in this once-in-a-generation effort to reform our city government.

I look forward to sharing our progress and learning from the community on your priorities. Over the next two years, it is my vision that Portlanders will choose to learn about our transformation, share their new knowledge with neighbors, exercise their right to vote and interact more easily with city government.



Michael Jordan
City of Portland
Chief Administrative Officer

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Background

A night-time photograph of the Portland Oregon Old Town sign. The sign is illuminated and features a reindeer silhouette at the top, the words "Portland Oregon" in a yellow script font, and "OLD TOWN" in red block letters at the bottom. In the background, a water tower with "OLD TOWN" written on it is visible against a dark sky with some clouds. City lights and buildings are also visible in the distance.

On Nov. 8, 2022, Portland voters passed ballot measure 26-228 to modify the city charter and reorganize city government.

Over the next three years, the implementation of the new charter will restructure local government in three ways:

- Ranked-choice voting, which allows voters to rank candidates in order of their preference.
- Four new geographic districts with three members elected to represent each district, expanding the city council to a total of 12 members.
- A city council that focuses on setting policy and a mayor elected citywide to run the city's day-to-day operations, with the help of a professional city administrator.

The voter-approved charter amendments require district-based elections using ranked-choice voting for all City of Portland elected offices in November 2024. A mayor, new city council and city auditor will enter office on Jan. 1, 2025, ready to lead Portland with new roles, responsibilities, and structure.

How did we get here?

A city charter is a guiding document that establishes the government system and structure of a city. It functions as our city's constitution. Portland's city charter requires that, at least once every ten years, Portland City Council appoint a 20-member charter commission to review and recommend changes to the charter. City council appointed the most recent charter commission in December 2020, and they completed their work in December 2022.

In summer 2022, the charter commission voted with a supermajority to advance a ballot measure to change Portland city government to the November 2022 ballot. Portlanders overwhelmingly passed ballot measure 26-228 with a vote of 58% to 42%. It is only by a vote of Portlanders that the charter may be changed.

We all knew and understood that the important work of charter review required engaging Portlanders across neighborhoods, lived experiences and backgrounds.

The charter commission partnered with almost 20 community-based organizations to support the design and implementation of community education and engagement activities. The charter commission conducted more than 100 public meetings, hosted 28 community listening sessions with almost 800 attendees, received about 2,000 public comments including more than 20 hours of verbal public testimony, had over 4,000 survey responses, and held over 130 briefings and presentations.

Before charter commissioners completed their terms, they identified some transition priorities for the City to consider:

- Implement the will of the voters.
- Opportunity to repair trust with Portlanders.
- Continue the public engagement of the charter commission.
- Need for comprehensive community education.



The Approach

An overview of the timeline, strategy, community advisors, project team and budget.

Transition plan timeline and strategy

On Feb. 2, 2023, Portland City Council adopted [Resolution 37609](#), which provides a roadmap for the transition. The resolution directs Portland's chief administrative officer to:

- Develop and implement the City's transition plan and community engagement plan, including project schedule and budget management, resource allocation, and funding strategy.
- Coordinate with the City Attorney's Office to identify and draft code revisions.
- Provide regular progress reports to the mayor, commissioners, and bureau directors.

Council remains responsible for approving code or budgetary changes as needed. The resolution also directs the chief administrative officer to develop a common methodology to guide conversations and assessments around how bureaus are managed to prepare for the new form of government and improve service delivery.

A first step of this work grouped city bureaus into five initial service areas: administration; public safety; public works; culture and livability; and community and economic development. Find more information about the service areas and service delivery in the Form of Government and Service Delivery section of this report. Based on these assessments and using the current service areas as a starting point for discussion, a new organizational structure will be determined by late October 2023 for inclusion in the Fiscal Year 2024-2025 budget process.

Finally, the resolution established a 90-day City Council Action Plan, which features short-term actions and priorities for each service area. The action plan recognizes that while the transition work happens, council must continue to address its four shared priorities — homelessness, community safety, livability and economic recovery — through the lenses of good government, equity, and climate and sustainability.

Community Bodies

The success of implementing the voter approved charter amendments rests with our ability to carry forward the desired outcomes of the 2020 charter commission and involving the community in decision making. This project has three community centered bodies:

- The Independent District Commission will evaluate community data and design the four geographic districts that will be used in the 2024 city council elections.
- The Salary Commission will establish the salaries of the 14 elected offices at the City of Portland.
- The Government Transition Advisory Committee will advise city council, the chief administrative officer, and city transition team on issues related to the development and implementation of the transition plan and community education and engagement plan related to the charter amendments approved by the voters in the November 2022 election. This advisory committee is the main public engagement body for the transition.

Portlanders are at the heart of this effort. Our success will be determined by our ability to deliver the changes for how Portlanders elect our representatives, and if Portland's new government is accessible, transparent, reflective, responsive, accountable, and trustworthy.

Project Team

To deliver for Portlanders we have assembled a transition team, while several key positions are outlined below, many more staff members are working diligently to implement charter reform.

Portland's Chief Administrative Officer Michael Jordan is the project sponsor for the implementation of the charter amendments and the service delivery improvements that flow from the changes to our form of government. Deputy Chief Administrative Officer Sonia Schmanski is assisting to advance all aspects of the transition implementation project and serves as sponsor for the service delivery project.

The project management team is comprised of community engagement specialists, communications professionals, project managers, and community leaders all committed to implementing the will of the voters:

- Project Sponsor: Michael Jordan, Chief Administrative Officer
- Project Sponsor: Sonia Schmanski, Deputy Chief Administrative Officer
- Transition Manager: Shoshanah Oppenheim
- Engagement and Community Participation Manager: Julia Meier
- Transition Service Delivery Manager: Becky Tillson
- Inclusive Democracy Manager: Sofia Alvarez Castro
- Strategic Project Manager: Tate White
- Strategic Project Coordinator: Diana Shiplet
- Transition Project Coordinator: Nicole Forbes
- Strategic Engagement and Project Delivery Coordinator: Jamey Duhamel
- Transition Communications Manager: Daniel McArdle-Jaimes
- Transition Engagement Coordinator: Adam Briggs
- Transition Public Information Officer: Christine Llobregat
- Transition Communications Coordinator: Francisca Garfia

Budget

The City of Portland Budget Office estimated that the one-time costs of the transition implementation project would be between \$4.0 million and \$5.9 million per year, or between 0.6% and 1.0% of fiscal year 2022-2023 discretionary resources. Costs are on track to fall within those estimates for the 3-year transition period from 2022 to 2025.

To put this in perspective, in the FY 2022-23 approved budget, the City has approximately \$617M in General Fund discretionary resources, which are funds that can be allocated with few restrictions. Discretionary funds are approximately 10% of the overall total city budget. An overview of cost drivers and an overview of the budget follows:

- **Community Engagement & Facilitation.** The City is investing in support for the various community bodies and transition-wide engagement. Following a competitive process, the City has published a notice to proceed to contract with Ontiveros & Associates LLC to stand up the various community bodies, facilitate meetings, and develop and implement an engagement and education strategy. This firm will support the advisory bodies and their community engagement plans.

- **Voter Education.** The City will release a request for proposals to support the voter education campaign that was required by the voter-approved charter amendments. The City will need community partners to educate Portlanders about both ranked-choice voting and district-based elections.
- **Transition implementation.** The City has assigned staff and hired new team members to manage the transition, develop necessary policies, prepare for a city administrator reporting structure, and manage the Salary and District Commissions as well as the Government Transition Advisory Committee. The project team includes project managers, strategists, community leaders, and communications and engagement specialists. To help the city staff navigate the organizational change, the project team used a competitive process to identify and contract with NEX Strategies, a professional consulting firm focused on organizational development and change management. The size of the transition implementation project team reflects the size and scope of the mandated changes.
- **Council offices, chambers, and workspaces.** The City's facilities team is developing a plan to establish safe, welcoming and accessible workspaces for the expanded city council, including a council chamber that can accommodate the larger city council. The City is also developing recommendations on the location and workspace needs of the city administrator.
- **Ranked-choice voting implementation.** Portland voters live in three counties: Multnomah, Washington, and Clackamas. Implementation includes vendor coordination, software and tabulation upgrades, ballot design and voter education. Coordination across the jurisdictions is underway, and updates to the elections code are in the appendix to this progress report. The City is planning to release a request for proposals to support a comprehensive voter education campaign this spring.
- **Districting process.** To support the Independent District Commission with demographics and maps, the City used a competitive two-phase solicitation process to contract with Flo Analytics, a nationally known local firm specializing in geographic information systems (GIS) and data analytics.

The City's Budget Plan for Transition Implementation FY 2022-23

Resources	FY 2022-23
Carryover from Charter Commission	\$1,208,737
FY 2022-23 Initial Investment	\$800,268
Fall 2022 Post Election Investment	\$2,100,000
TOTAL	\$4,189,005
Expenses	FY 2022-23
Staffing	\$1,235,056
Community Bodies, Access, Support	\$318,750
Technical Districting Contract	\$180,000
Change Management Contract	\$600,000
Community Education & Facilitation	(estimate) \$500,000
Voter Education Partners	(estimate) \$675,000
TOTAL	(estimate) \$3,508,806
Ending Fund Balance	(estimate) \$680,199

The City's Budget Plan for Transition Implementation FY 2023-24

Resources	FY 2023-24
Policy Set Aside	\$1,900,000
Ending Fund Balance	(estimate) \$680,199
TOTAL	\$2,850,199
Expenses	FY 2023-25
Staffing	\$2,819,490
Community Bodies, Access, Support	\$150,000
Voter Education	\$200,000
TOTAL	\$3,169,490
Budget Request for FY 2023-24	(estimate) \$589,291
Capital Costs	
Facilities, Technology, & Security	*\$6,700,000
Total Costs in FY 2023-24	\$9,869,490

* Capital costs will be financed via debt service and are therefore not included in the FY 2023-24 budget request.

Community Partnerships

Transitioning to a new form of government and elections system requires engaging Portlanders across neighborhoods, lived experiences, and backgrounds.

The City of Portland is committed to a community-driven process to inform its decision-making and an equitable, accessible, and transparency community engagement process.

Community Engagement

Below are key data points highlighting how community members engaged with the transition process.



Note 1: Numbers are current as of 3/8/2023, except public comments are current as of 2/24/2023.

The City is committed to communicating its progress on the transition. This progress report is a part of that commitment. The City expects to release quarterly progress reports. In addition, the City maintains a [transition website](#) and sends monthly transition updates by email.

Government Transition Advisory Committee

The Government Transition Advisory Committee will serve as the main public engagement body for the transition. The 15-member body will be appointed by the mayor and approved by city council in late March and begin meeting in April. Committee meetings will be open to the public.

The role of the advisory committee is to advise city council, the chief administrative officer and the City transition team on issues related to the development and implementation of the transition plan. While the advisory committee will develop its own workplan, expected responsibilities include the following:

- Ensure that implementation of the November 2022 voter-approved charter amendments is done effectively and efficiently, and in alignment with the City's core values of anti-racism, equity, communication, collaboration, transparency, and fiscal responsibility.
- Maintain open and consistent communication and engagement with internal and external stakeholders throughout the transition, and ensure input is meaningfully integrated into the City's implementation of the November 2022 voter-approved charter amendments. Other than districting-specific public input, serve as the primary solicitor and repository of public input related to the transition.
- Advise the City on the November 2022 voter-approved charter amendments transition plan and community education and engagement plan, including project schedule and project budget, resource allocation and funding strategy.

If there is anything you want to share with the advisory committee, please submit public comments here. Public comments will be provided to the committee as soon as they are appointed.

Independent District Commission

The Independent District Commission is charged with preparing and adopting a plan to divide Portland into four districts for the election of city councilors. The 13-member body was appointed by the mayor and approved by city council in January 2023. Below are the 13 members appointed to the Independent District Commission. [Read commissioner biographies on the project website.](#)

- Commissioner Amanda Manjarrez
- Commissioner Arlene Kimura
- Commissioner David Michael Siegel
- Commissioner DaWayne Judd
- Commissioner Edie Van Ness
- Commissioner Joshua Laurente
- Commissioner Kari Chisholm
- Commissioner Lamar Wise
- Commissioner Melody Valdini
- Commissioner Neisha Saxena
- Commissioner Paul Lumley
- Commissioner Sharon VanSickle-Robbins
- Commissioner Steve Fleischman

Alternate members:

- Sohrab Vossoughi
- Ransom Green III
- Marta Hanson

Reserve alternate members:

- Weston Koyama
- Sarah Thompson
- Brian Wilson

The Independent District Commission is an independent body authorized and responsible for preparing and adopting a district plan by Sept. 1, 2023.

To stay up to date with the work of the Independent District Commission, upcoming meetings, and community engagement opportunities, please visit [the commission website](#) and [submit public comments here](#).

Salary Commission

The Salary Commission will determine the compensation for all City of Portland elected officials: the mayor, auditor, and city councilors. The 5-member body with two alternates was appointed by the mayor and approved by city council on March 8 and will begin meeting later this month. Below are the 5 members and 2 alternates appointed to the Salary Commission. Visit the [transition website](#) to meet your new Salary Commissioners.

- Commissioner Abby Engers
- Commissioner Joni Marie Johnson
- Commissioner Laura Sampson
- Commissioner Maura Cooney
- Commissioner Rosanna Gill

Alternate members:

- Commissioner Moya Wong
- Commissioner Rut Martinez-Alicea

The first Salary Commission meeting will be March 28, 2023. Commission meetings will be open to the public. The commission must complete its work by Aug. 1, 2023, and it must document the basis of its decision. Salaries will take effect on Jan. 1, 2025.

In the future, salary commissions will be convened every two years. Future commissions will be appointed by the city administrator subject to council confirmation.

The Salary Commission looks forward to hearing from the community through the [public comment form](#) on the project website.

Partnerships

In January 2023, the City released a request for proposals to support the work of the Government Transition Advisory Committee, the Independent District Commission, and the Salary Commission by facilitating and coordinating meetings and supporting community education and engagement design and implementation.

The City will also release a request for proposals to support the voter education campaign that was required by the voter-approved charter amendments. The City will need community partners to educate Portlanders about both ranked-choice voting and district-based elections.

Public Comments

During charter review, the charter commission received 1,984 public comments. The transition progress reports will track public comments received after the commission closed its public comment record on Nov. 28, 2022. Since then, the City has received 116 public comments through an online comment form, email, or verbal public testimony. Of the 116 public comments received:

- 58% mention the Charter Commission's phase II proposals.
- 16% mention transition management.
- 13% mention districts.
- 12% mention community education & engagement.
- 11% mention service delivery and bureau management.
- 8% mention ranked-choice voting.
- 7% mention form of government.

Public comment is open for the transition. [Submit comments on the project website.](#)

Community Listening Sessions

Community Listening sessions provide an opportunity for Portlanders to learn about transition activities and engage in small group discussions about their lived experiences and perspectives. Community members can explore their perspectives on the City's transition work. Community listening sessions will continue to be an important part of the transition work.

On March 15, the City will host its first transition-related community listening session. The focus of the listening session will be revisions to the City's elections code with a focus on ranked-choice voting. Read the draft code here or in Appendix A.

[Sign up to attend the listening session.](#) If you are unable to attend the listening session, we will record the educational presentation, post it on our website, and share the discussion questions through an online survey.

Briefings and Presentations

The City is committed to connecting with as many Portlanders as possible. Transition staff can give transition briefings and presentations to Portland community groups as well as City of Portland employee groups. Some briefings have included the League of Women Voters of Portland, Business for a Better Portland, and the City's equity managers.

Bureau Director Discussions

In January 2023, the bureau directors gathered to define their role as leadership team for the City of Portland. Together, they developed the five commitments below:

- 1. Act as an executive leadership team for the City of Portland.** As bureau directors, we will transition to an executive leadership team that makes unified recommendations to city council – and, when appropriate, makes unified decisions to guide our city through this transition. Rather than simply coordinating across bureaus, we will work together to provide stabilizing, strategic leadership that serves the City of Portland as a whole.
- 2. Center Black and Indigenous people, people of color, LGBTQIA2S+ people, people living with low income, and other institutionally oppressed and systemically excluded people.** Equity and anti-racism, which are two of the City's adopted values, shaped Portland's new election system and form of government. As an executive leadership team, we will prioritize underserved communities in our decision-making to implement the transition and deliver day-to-day services. That commitment must begin within our organization, by recruiting a diverse workforce, building an inclusive workplace culture and actively addressing problems.
- 3. Unite under the leadership of our Chief Administrative Officer.** We affirm our support for Chief Administrative Officer Michael Jordan to lead the City of Portland's charter reform implementation. By serving as a conduit to city council, CAO Jordan can help ensure that we are working strategically and cohesively. We believe that we will be most successful if we are coordinated and unified during this transition.
- 4. Prioritize the most important work.** Portland's government transition and city council action plans require significant time and resources. To deliver excellent results, we must be intentional about which decisions and changes can happen now – and which ones need to wait. We also need to identify projects and programs to delay, deprioritize or phase out. This approach supports the success and wellbeing of City employees, whose workloads have increased significantly during a global pandemic, local challenges, changing workplace models and a transformation of our city government.

5. As service area teams, improve internal collaboration and community outcomes.

Beginning immediately, we will function as leadership teams representing the City's five service areas: Administration, Community and Economic Development, Culture and Livability, Public Safety and Public Works. Under the direction of our Commissioners in Charge, we will advance service area action plans and jointly present our budget proposals for fiscal year 2023-2024. These service areas serve as a starting point for conversations about the best organizational structure to deliver community services in our new form of government.

Moving forward, bureau directors will continue to meet twice a month to discuss the transition and service delivery.

City Council Discussions

Immediately after the November 2022 election, [Portland City Council released a shared statement](#) on charter reform in which they committed to a smooth transition and addressing the City's most pressing problems.

In early February 2023, city council adopted [Resolution 37609](#), which provided a roadmap for the transition. The resolution is meant to prepare the City for better governance; improve the system of bureau management oversight; and keep the council focused on addressing its priorities during the transition. Read more about the resolution in the *Transition Approach* section of this report.

During council's consideration of the resolution, the mayor and city commissioners shared some ideas: the need for increased collaboration and communication amongst council to ensure the success of the transition; the need to establish systems and processes over the next two years that will attract the new city administrator and offer a path for success; and the challenge of rethinking government while governing under the current system.

Employee Town Halls

The City hosted two employee town halls in February 2023. [Watch a recording of Town Hall 2 on YouTube](#). More than 1,850 City employees attended the town halls. During the first town hall, employees were asked how they would prefer to provide feedback during the transition. We found that employees prefer to provide feedback in ways that are differentiated from ways open to the public. Employees preferred employee town halls, surveys, and conversations in bureaus rather than public comment or public hearings.

During both town halls, employees were asked: “How good of an understanding do you have of the required changes to the City of Portland government under charter reforms passed by voters this past November?” The results are below.

- 0.2% of employees responded that they were unaware of the charter reforms passed by voters.
- 5.2% of employees responded that they did not understand any of the changes.
- 48.4% of employees responded that they understood some of the changes, but not the majority of them.
- 39.7% of employees responded that they understood most, but not all of the changes.
- 6.5% of employees responded that they understood all of the changes.

Employees also submitted questions and comments during the town halls. While there were some questions about the content of the voter-approved charter amendments, most questions and comments centered around the transition itself. Themes included:

- Need for clarity about decision-making authority and transparency in decision-making.
- Need community engagement including increased City employee engagement and centering employee wellbeing.
- Questions about the relationship between the current council and the future council.
- General and specific questions about the new service areas, including the impact on jobs, and how the future service areas will be decided.
- Interest in the future government’s organizational structure such as where the new council will meet, how many staff elected officials will have, how will council operate, and whether there will be deputy city administrators.



The Work Ahead

Ranked-Choice Voting, Geographic Districts, Form of Government and Service Delivery

Ranked-Choice Voting

The voter-approved charter amendments include electing all city leaders using ranked-choice voting. Ranked-choice voting is a voting method that allows voters to rank candidates in order of preference.

Currently, Portland voters cast one vote for each candidate for each office in citywide elections for mayor, auditor, and city council members. If no candidate for an office receives more than 50% at the May primary, the top two candidates compete in a November runoff election.

In a ranked-choice voting system, voters may rank candidates in order of preference, with votes tallied in rounds until there is a winner.

For officials chosen in a citywide election – mayor and auditor – an “instant runoff” process will be used to count ballots in rounds. If no candidate receives over 50% of the votes in the first, the candidate receiving the fewest votes would be eliminated, and that candidate’s votes would be transferred to each voter’s next-highest ranked candidate. The process will continue for as many rounds as necessary until a candidate exceeds a 50% majority.

For multi-member district-based city council seats, a “single transferable vote” method will be used. Candidates would win when they exceed a threshold set by the number of available positions. Ballots

will be counted in rounds; any candidate exceeding the threshold will be elected, and that candidate's votes above the threshold would be proportionally transferred to other candidates based on voters' preference. The candidate receiving the fewest votes each round would be eliminated, and that candidate's votes would then be transferred to other candidates based on voters' preferences. The process will continue for as many rounds as necessary until all positions are filled.

Ranked-choice voting results in one general election, eliminating primary elections. Primary elections have far fewer voters participating than in general elections. Eliminating the May primaries will help ensure that more Portland voters participate in electing city officials.

The Charter provides that ranked-choice voting must be in place for the November 2024 election. Portland voters live in three counties, Washington, Clackamas, and Multnomah. The overwhelming majority of Portland voters live in Multnomah County. The City is coordinating with the three Counties to ensure that every Portland vote is counted. The elections officials in the three counties are working to develop a coordinated system for handling, processing, and tabulating ballots for City ranked-choice voting contests.

To meet the timeline for the 2024 elections, the City will need to finalize its revised elections code and provide the elections software vendor specifications on how ranked-choice voting will be implemented, by the end of April 2023. This will allow time for Multnomah and Washington Counties' voting system vendor to develop the software updates to add ranked-choice voting ballot design and tabulation capabilities and initiate federal and state certification for use of the software in the November 2024 election.

Today, the City is releasing draft revisions to its election code including new language to govern our ranked-choice voting. You can read the draft code [here](#). The draft code reflects collaboration between the City, Multnomah County, and the Ranked Choice Voting Resource Center. It is based on state law, charter language, best practices, and, in some cases, software limitations.

There are four primary policy considerations in the draft code:

1. Number of candidates a voter can rank on the ballot.
2. Result of voter skipping rankings on the ballot: A skipped ranking means a voter left a ranking unassigned in a contest but ranked a candidate at a subsequent ranking in the contest. For example, a voter assigns a candidate the number 1 ranking, skips number 2, and assigns a candidate the number 3 ranking.

3. Result of voter overvoting on the ballot: An overvote means a voter has ranked more than one candidate at the same ranking. For example, a voter assigns two different candidates for mayor the number 1 ranking.
4. Require write-in candidates to certify their candidacy by 8 p.m. on election day.

You can find the following documents attached as Appendix A to this report: a one-page description of the preliminary policy choices in the code; a clean version of the proposed code; and a redline version that shows the difference between the proposed and existing code. In the redline version, please note that added language is underlined and deleted language is struck through.

Next week, the City will host a [community listening session](#) to collect input on the policy choices in the code and people's voter education needs. City council will consider and adopt revisions to the elections code through a first reading on April 12 and a second reading on April 19, 2023.

In late spring, the City will release a Request for Proposals for voter education support. The voter-approved charter amendments require the City to conduct periodic voter education campaigns. Here are ways to engage in the elections code revisions:

- Attend the March 15, 2023 community listening session and engage in a discussion about the proposed code changes
- By March 21, 2023, provide public comment about the proposed code changes by emailing transition@portlandoregon.gov or submitting a [public comment form](#).
- By April 12, 2023, [provide written testimony to council](#) or sign up to [provide public testimony at council](#).

Geographic Districts

The Independent District Commission is charged with preparing and adopting a plan to divide Portland into four geographic districts for the election of city councilors. The district commission is required to prepare and adopt the district plan using the voter-approved district criteria, and any additional criteria the commission establishes, consistent with state and federal law.

The voter-approved district criteria, requires that each district, as nearly as practicable, will be:

- contiguous and compact,
- utilize existing geographic or political boundaries,
- not divide communities of common interest
- be connected by transportation links
- be of equal population.

No district will be drawn for the purpose of favoring any political party, incumbent elected official, or other person, or drawn for the purpose of diluting the voting strength of any language or ethnic minority group.

The charter requires that the Independent District Commission hold at least one public hearing early in the process to engage Portlanders on district criteria, hold at least two public hearings in each proposed district before voting to adopt a district plan, and ensure district maps are consistent with state and federal laws and criteria.

If nine or more of the 13 commission members approve the plan, the plan is adopted and final. But if after two votes, the commission is unable to reach that 9-member majority, the most recent version of the plan is forwarded to city council for consideration and adoption.

The commission held its first meeting in February 2023 and has a series of meetings scheduled through September. The district commission must adopt its plan by September 1, 2023. Below are a few key milestones coming up for the Independent District Commission:

- March 2023: Release draft district plan criteria for community input and hold public hearing.
- April 2023: Deliberate on input received and vote on district plan criteria.
- May 2023: Deliberate and vote on draft district plan.
- June 2023: Release draft district plan for community input and notice public hearings.
- July 2023: Hold eight public hearings, two in each proposed district.
- August 2023: Final deliberations and vote on district plan.
- September 2023: District Commissioners' terms end.

The district commission wants to engage with you. Don't forget to check out the Independent District Commission website to see [upcoming meetings](#), learn [how to engage](#), submit [public comment](#), [sign-up](#) to testify, or sign-up for district commission specific [email updates](#). If you have any questions related to the district commission, please send an email to districtcommission@portlandoregon.gov.

Form of Government and Service Delivery

The form and structure of Portland's city government will change substantially on Jan. 1, 2025 because of the passage of Measure 26-228. Roles and responsibilities for the mayor and city council, the City bureaus will all shift. Additionally, the City will hire its first city administrator.

All legislative and quasi-judicial authority will vest in city council, and all executive and administrative authority will vest in a mayor who will manage the day-to-day operations of the City with the assistance of a city administrator. In the new system, city councilors will no longer manage bureaus. Instead, they will focus on developing laws and policies, engaging constituents, and increasing community representation in decision-making.

The charter reads "Legislative authority means the power to make appropriations, raise revenue and make laws and quasi-judicial authority means the power to apply laws and policies to a set of circumstances. Executive and administrative authority means the power to execute and administer the laws, including by adopting administrative rules."

Portland's mayor will no longer serve as a member of the city council. The mayor will vote to break ties on non-emergency ordinances. The mayor will be able to propose laws and proposes a budget for city council approval.

We also need to ensure that city code matches with the recently amended charter and to reflect any additional structural changes being made. A project team has begun the process to review and update all sections of city code and over the next 18 months, all city code sections will be reviewed, and draft updates will be developed with the assistance of bureau subject matter experts and community input.

Final code updates will be approved by city council. Several code areas have been identified as high priority because of their relationship to the charter amendments and will be the first to be updated. A few of the highest priority areas include creation of a new code chapter related to Ranked-Choice Voting, updates to Chapter 3.02 – Council Organization and Procedures, and updates to Title 2 – Legislation and Elections.

In spring 2023, the transition team will engage with city council offices to understand their needs and recommendations to set up the future 12-member Council for success. A project scope is being developed for the facilities assessment to ensure that Portland's City Council have safe, accessible,

and welcoming offices and a council chamber. Community engagement will be done in the spring to inform code updates and facilities planning.

A mayor will oversee the day-to-day business of city government with the help of a professional city administrator. The city administrator will hire, fire, and supervise bureau directors, except for the police chief and the city attorney, who will be nominated by the mayor and approved by city council. The role of city councilors will be to focus on legislation and policy development, such as making laws engaging constituents, and bringing community and district-responsive voices into decision-making.

Portland's government transition also requires a new organizational reporting structure where bureaus report up to a city administrator rather than to a mayor and city council. The relationship between the bureaus and City Hall will evolve as well. Building a more accessible, reflective accountable, responsive, and trustworthy government includes improving how we deliver services. Reconfiguring the organizational structure of the bureaus to better align programs and resources will help us improve collaboration and service delivery.

Bureaus and city council teams are partnering this spring and summer in an assessment process that will yield recommended changes and improvements to our structure. The project is committed to using change management best practices including transparent communication, meaningful engagement, and reinforcement of change over time.

We will be supported by our organizational development and change management consultant, NEX Strategies, to develop change management plans and vitally important employee and community engagement, communication, and participation plans. The new structure will be identified in October 2023 for budgeting and implementation in fiscal year 2024-25.



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APPENDIX A

Documents in Appendix A include a one-page description of the preliminary policy choices in the code; a clean version of the proposed code; and a redline version that shows the difference between the proposed and existing code. In the redline version, please note that added language is underlined and deleted language is struck through.

[Read these documents online.](#)

APPENDIX B

Transition Process Public Meetings

Since Portlanders voted for this charter change in November 2022, there have been ten public meetings on this process. All meetings have been open to the community and most are available online.

11/16/2022	District commission creation ordinance
1/19/2023	Final charter commission report
1/25/2023	Appointment of district commissioners
2/2/2023	Focused transformation of Portland City Government
2/15/2023	Independent District Commission Work Session
2/22/2023	Refer Charter amendment to voters to establish Transparency Advocate in Office of the Auditor at the May 16, 2023 Special District Election
2/27/2023	Independent District Commission Community Engagement Work Group
3/1/2023	Independent District Commission Work Session
3/7/2023	Council Budget Work Session on Transition
3/8/2023	Appoint an Independent Salary Commission