Portland Transition

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Monthly Status Update covering May 2024

Find all Monthly Status Updates and the Transition Plan here: https://www.portland.gov/transition/resources

Updates for May appear in blue text.

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 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. The budget proposal was included in the mayor's proposed budget.

Next Steps: Conversations continue about the implementation of the organizational chart and other project deliverables in alignment with the Nov. 1 resolution.

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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). Multnomah, Washington, and Clackamas counties have signed an intergovernmental agreement 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. E

ach 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's voting system vendor initiated the federal certification and accredited voting system test laboratory review processes in August 2023; the review process is progressing according to plan and state certification is on track for completion in Summer 2024.

The County has drafted new audit and recount procedures for single and multi-winner RCV elections, informed by best practices from other jurisdictions that administer RCV elections and research from national experts.

County staff continue to develop and refine software and website tools for reporting and visualizing results for RCV contests. The County will have examples of results reports to share by July. Education about results reports will begin in late Summer to ensure that voters, candidates, and the media understand how to read and interpret RCV results on and after Election Night.

Next Steps: Multnomah County will test their RCV hand count procedure at a mock hand count of a multi-winner contest in late Summer 2024.

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Voter Education	Needs Action	At Risk	On Track	Completed
			✓	

Status: The City and Multnomah County signed a memorandum of understanding for coordination of education on ranked-choice voting for the 2024 general election. The Partner Collaborative, composed of the Transition Team, City Election Office, Multnomah Elections Division, and the Voter Education Contract team (Portland United for Change – contractor; United Way of Columbia-Willamette – fiscal sponsor; Democracy Rising – subcontractor; and Hearts & Minds – subcontractor), have been planning a coordinated approach to voter education.

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 and 10. The City Elections Office will host a series of in-district candidate learning sessions in Spring 2024, registration information: https://www.portland.gov/elections/news/2024/5/1/candidate-learning-sessions.

The Portland Votes 2024 Grant Program closed on April 30, 2024. A total of 36 applications were submitted and it was a highly qualified and competitive applicant pool. Eleven organizations were selected for funding, and the list of awarded grantees and all applications can be found at: https://www.portland.gov/vote/grants New grantees will participate in a full day onboarding on Saturday, June 1. All voter education activities will be impartial and non-partisan, and grantee recipients will be required to use materials approved by the City.

The City has submitted print, digital, and radio ads across local news outlets and those ads should be coming out soon. They will go through September. The City has also added translations to the Portland.gov/Vote website, embedded a mock ranked-choice voting elections tool, and updated their resources page. Tabling materials have been ordered and include: a fact sheet on ranked-choice voting, frequently asked questions document, comic on the transition, a district map, sample ballot, paper mock election, and more.

Summer tabling events are commencing in June through August, where Transition Team members will be tabling at four key community events this summer and working with city partners to present our voter education materials at many more events. Additionally, in a partnership between the Auditor's office and transition team, two interns will be starting in early June to support voter education efforts.

The City and County and voter education contract team continue coordinating on media and educational materials. The County is funding a ranked choice-voting video for the 2024 election. Links to published media coverage of interviews on RCV with Grace Ramsey, national expert: KBOO | KPTV

Next Steps: Amplify radio ads and a video on Portland's voting districts. Continue sharing printed materials at community events.

Starting in June, the City of Portland will begin hosting mock ranked-choice voting elections with bureau and community partners. Partners include Civic Life, the Water Bureau, and Parks and Recreation.

After their full day onboarding session on June 1, new grantees will begin their voter education activities following this session.

Support and participate in the candidate learning sessions, hosted by the Elections Office.

The City Elections Office is hosting candidate learning sessions in May and June. Whether you're a seasoned campaigner or a newcomer, these sessions will help you understand the details of running for city office. Three sessions will take place at the times and locations listed below: • Thursday, May 30, 2024 — 1-3:30pm (Online) • Tuesday, June 4, 2024 — 6-8pm (3839 NE 122nd Ave) • Saturday, June 8, 2024 — 11:30am-3pm (705 N Killingsworth St)	
Establishing Geographic Districts	*Needs Action* | *At Risk* | *On Track* | *Completed* ✓
Status: The District Commission has ended, and their terms are now complete. The City project manager and technical consultant drafted a final report, summarizing the IDC process for future redistricting efforts.	**Next Steps:** There are no additional steps.

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 and Elected Officials Staffing

Needs Action	At Risk	On Track	Completed
		✓	

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. *Code 3.02*, 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 *Code 3.02*. Public comment on the code was considered and addressed.

The ordinance to amend *City Code Chapter 3.02* was passed by city council on Sept. 27, 2023. Phase 2 recommendations on council operations will be made to the 2025 council and will focus more on committee rules and procedures and how the community will interact with council.

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.

The GTAC subcommittee on Districts and Council Operations and staff worked together to engage the community on council operations and how community members want to engage with the incoming district-based council. Virtual community listening sessions took place on March 14 and 21 and an in-person session on March 19. March 19 and 21 employee townhalls provided updates on council operations planning and pointed employees to the community survey. Transition staff analyzed the feedback and submitted a report of this analysis to the Government Transition Advisory Committee.

Next Steps: GTAC's subcommittee on Districts and Council Operations has revised their recommendations which they will disseminate in June for public review and input through August. City staff will continue to use this community feedback to inform council operations planning and recommendations to the 2025 City Council.

Council operations will vote on the classifications on June 5, 2024. If approved the position descriptions will be developed, and recruitment can begin for the council operations team members that will be reporting up to the City Council President.

The GTAC subcommittee on Districts and Council Operations developed draft recommendations based on what they heard during the March-April community engagement and will share and discuss these recommendations with the full committee on May 15.	
Onboarding of Elected Officials	*Needs Action* | *At Risk* | *On Track* ✓ | *Completed*
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. The proposed budget for typical elected officials transition costs (e.g., technology equipment), onboarding materials, activities and swearing in ceremony was included in the mayor's proposed budget and approved by Council on May 12, pending final vote on June 12. 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. The GTAC submitted a letter of recommendations for onboarding planning. A draft onboarding plan is currently undergoing internal review.	**Next Steps**: Transition team staff are meeting with GTAC members on May 29 to discuss how the City is responding to their recommendations and potential focus areas for GTAC members. A special GTAC meeting will be held in June to review the draft plan. Onboarding-focused GTAC meetings will be integrated in the Districts and Council Operations subcommittee meetings starting in July, continue meeting with the GTAC subcommittee and internal subject matter experts to inform planning.
Salaries of Elected Officials	*Needs Action* | *At Risk* | *On Track* | *Completed* ✓
Status: Final Report: Salary Commission Final Report. September 2023.pdf	**Next Steps:** There are no additional steps

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City Budgeting	Needs Action	At Risk	On Track	Completed
			✓	

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 to develop scenarios for constraints as highlighted in previous city council work sessions. Council held work sessions through the first half of February to review service area transition and planned budget documents. Requested Budgets were then submitted by service areas on February 16 with City Budget Office Reviews distributed to council and the public on March 22, 2024, with the city hosting three public listening sessions in April. The Mayor's Proposed Budget for FY 2024-25, including recommendations on funding for new Charter-related positions, was released on May 2 and approved by the Council on May 15, 2024.

Next Steps: A final vote on the FY 2024-25 Budget will be held on June 12, with the budget going into effect on July 1. External consultants at Equilibrium Collaborative will be conducting a review of possible changes to the budget process in the following months as the City transitions to its new form of government, including recommendations for the FY2025-26 budget process. The report is planned for completion in August.

Facilities Improvements	Needs Action	At Risk	On Track	Completed
			✓	

Status: Construction has started on Council Chambers! The project is on track to be completed on time although it will be a tight turnaround. In addition, the temporary office quarters to where the Commissioners will be moving (TPB and 1900 Building) are getting prepped for the Council member moves (emptied out, cleaned, reconfigured, etc.). Moves will happen in June/July 2024. This portion of the project is also on track, albeit with a compressed timeline. Lastly, council has made the decision to defer the decision about in-district offices to the new council. Modifying the direction will require an amendment to Council Resolution 37638, which the mayor's office is on point to lead.

Next Steps:
Construction of Chambers. Moves to temporary offices and construction of Offices, and Major Maintenance. Council amendment of Resolution 37638 to defer in-district offices to a later point.

Code Review and Revisions	Needs Action	At Risk	On Track	Completed
			✓	

Status: The goal of this work is to ensure that the City Code matches the revised City Charter. A core team with representatives from the City Attorney's office and the City Auditor's office are leading this project. Additionally, subject matter experts from each bureau advise the project on process and bureau needs. Amendments to *Chapter 2.08, Elections of Candidates*, *Chapter 3.02, Council Operations and Procedure*, and *Title 15, Emergency Code* are complete. Amendments to *Title 3, Administration*, to align with budget and internal systems were adopted by council on May 29th. The remaining chapters in Title 3 will continue to be the focus for June, July, and August.

Next Steps: First reading of an update to *Title 21, Water*, is anticipated to be on the June 26 City Council Agenda. Additional updates to *Title 3, Administration*, are anticipated to be brought to council in late July.

The Role of the City Administrator and Recruitment Preparations	Needs Action	At Risk	On Track	Completed
			✓	

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

The Bureau of Human Resources has engaged Motus Recruiting & Staffing, Inc. to lead the development of a recruitment and community engagement plan that will include:

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

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

On April 9, 2024, Motus and BHR presented 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.

Develop a recruitment plan that includes outreach strategies for community input with the GTAC. Plan and budget for recruitment in FY 2024/25.

On May 1, the City met with Motus Recruiting to discuss their work plan. The City and Motus agreed to a project timeline that builds on the City's engagement plans, and community feedback can be gathered at appropriate times.

Motus and the City have established a Summer 2024 Engagement Plan to collect feedback from community and stakeholders that will be used for the development of a city administrator ideal candidate profile. Motus will be using an online survey and administering several community-engaged listening sessions with multiple community stakeholders launching end of May/early June 2024. Various communications methods are being used to reach a diverse community of perspectives for this extensive initiative.

Next Steps:

The City will continue to partner with Motus through the summer with the progress made on collecting community-engagement information that will lead to the formation of an ideal candidate profile and proposed recruitment strategy for city administrator.

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. The organizational chart organizes all bureaus reporting to a city administrator rather than to the five council offices as recognizing the changes in roles in the voter-approved charter amendments. The roles current charter establishes the roles of the existing council through 2024. The City Council members appointed leadership roles for their service areas, including an interim city administrator and deputy city administrators (DCAs). An Assistant City Administrator will be announced shortly, and the leadership team will be fully operational starting July 1. This team will manage the council-adopted organizational structure reporting to the City Administrator, partnering with council members as they continue to oversee service areas. This timing provides six months to prepare for the formal launch of Portland's new form of government by January 2025. Work planning for this team is underway. 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 and the disciplines that they'll coordinate and lead, and additional work needed to prepare service areas for the transition before Jan. 1, 2025.	**Next Steps:** Finalize the leadership team's work plan, foundational documents, working agreements, leadership vision, and best practices for communication with elected officials in the mayor/council form of government.
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: • 21 employees from across different service areas were invited as participants. They will be part of the pilot of the Transition Ambassadors, a program and will be supported in BHR People & Culture. Onboarding and training for Transition Ambassadors will begin in May. • Three new change management trainings are available for managers and supervisors through the City's LEAD and Pathway to Leadership programs. A toolkit of resources is in development and projected to be available in June. • The Transition team hosted another Peer Learning Panel and Workshop for executive leaders focused on the topic of "Delivering Services in a Districted City." Planning is underway for the next peer panel and workshop for executive leaders in June. Provided ELT with facilitators guide so executive leaders	**Next Steps:** Scope the Community Table and other employee support events. Launch Ambassador training. Host ELT Peer Learning Panel and Workshop Value-Centric Leadership: Operationalizing Citywide Values on June 13th. Complete Peer Learning Panel and Workshop Toolkit. Support managers from BES using this toolkit to plan a panel and workshop for the Public Works Service Area on Natural

can watch these panels with their staff. Developing a toolkit to help others across the city plan their own panel and workshop events. • Planning is underway for office hours, which will focus on how our City will operate under the new structure starting in July. • Ongoing monthly publications of the *City Insider* continue, including the addition of an employee-focused video series called "Fireside Chats." • The transition team hosted two town halls, reaching over 1200 employees. Recordings are available for replay here.	Resource Management on an Enterprise Scale.
Organizational Improvements and Alignment	*Needs Action* | *At Risk* | *On Track* ✓ | *Completed*
Status: Now that the council has adopted a new organizational chart, the city will continue to work on organizational improvements and alignment. The newly appointed leadership team is meeting regularly and participated in a retreat with bureau directors in May to review the leadership team's draft workplan priorities, the budget notes and other citywide and Council priorities. The focus of the work plan is readying the organization for change, identifying functional improvements, standing up the new leadership team 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.	**Next Steps:** Continue development workplans and milestones.

Status Key:

Needs Action	*At Risk*	*On Track*	*Completed*
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.