



# Portland Transition

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## Monthly Status Update: October 2023

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

### 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 city 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. Information on how the proposed ongoing costs compare to the existing costs will be shared and discussed with the GTA at the December 5 GTAC meeting. On September 20, the team shared the [change management strategy](#) with GTAC. A presentation on the transition was provided to the League of Women Voters and can be [viewed here](#). The project is also developing specific tools to measure the success indicators included in the transition plan, especially satisfaction of all groups affected by the transition changes, communication clarity and effectiveness, understanding of the charter amendments, and effectiveness of community engagement. The evaluation tools will begin to be used in January 2024. See below about the adoption of the proposed organizational chart.

**Next Steps:** After the new organizational chart is adopted by the City council, new milestones will be developed that align with the size and scope of the tasks required to implement.

The Project team is scheduled to provide briefing to GTAC on updated ongoing and one-time costs on November 17.



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## Election Methods

There are two voter-approved reforms the City must implement:

- Allow voters to rank candidates in order of their preference, using ranked-choice voting, and
- Establish four new geographic districts with three members elected to represent each district, expanding the city council to a total of 12 members.

## Administration of Ranked-Choice Voting Elections

Needs Action    At Risk    On Track    Completed



**Status:** Council adopted updates to the elections code (section 2.08). Portland voters reside in Multnomah, Washington, and Clackamas counties, with the vast majority residing in Multnomah County. [The three counties have signed an IGA to ensure coordinated administration of elections for Portland ranked-choice voting \(RCV\) contests. Portland RCV contests will appear on a separate ballot page that Multnomah County will design for Clackamas and Washington counties. Each county will print, mail, verify timely receipt and voter signatures, open ballot envelopes, and batch the RCV ballots. Multnomah County will centrally scan and tabulate the RCV ballots, and each county will archive its RCV ballots.](#) Multnomah County is coordinating with its vendor on updates to its voting system software to add ranked choice voting capabilities. The vendor recently initiated the federal certification and accredited voting system test laboratory review processes. The City and Multnomah County have also signed a memorandum of understanding for coordination of ranked choice voting voter education for the 2024 general election.

**Next Steps:** Multnomah County’s voting system vendor will continue working on updates through the voting system test laboratory review and federal and state certification processes. State certification is anticipated in early summer 2024. Sample ballot designs are expected this fall and will be incorporated into voter education efforts

## Voter Education

Needs Action    At Risk    On Track    Completed



**Status:** The City Elections Office released a comprehensive Candidate Guide for the November 2024 City Election. Multnomah County and the City of Portland signed a Memorandum of Understanding to clarify roles and responsibilities. The Transition team is working with the Auditor’s Office to clarify roles and responsibilities. The transition team and City Elections Office will work on co-developing community education strategies.

**Next Steps:** The citywide voter education collaborative will join the [Government Transition Advisory Committee’s Voter Education Subcommittee](#) on November 7. The collaborative will give a robust training on ranked-choice voting.



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| Establishing Geographic Districts   | Needs Action | At Risk | On Track | Completed   |
|---|--------------|---------|----------|---|
| <p><b>Status:</b> The District Commission has ended, and their terms are now complete. The City project manager and technical consultant drafted a <a href="#">final report</a>, summarizing the IDC process for future redistricting efforts.</p>  |              |         | ✓        | <p><b>Next Steps:</b> There are no additional steps.</p>  |
| <p><b>Governance</b><br/>           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 and Elected Officials Staffing   | Needs Action | At Risk | On Track | Completed   |
| <p><b>Status:</b> The transition team, the City Attorney's Office, and other subject matter experts identified key policy choices and recommendations to provide a framework for the successful operations of the 2025 council. <i>Code 3.02</i>, which outlines council operations, was refined based on GTAC and community feedback. The transition team has been working with internal partners to plan for council office staffing levels to support the shifting roles of the future city council, mayor, and city administrator. A listening session was held on <a href="#">August 8</a> on the proposed revisions to <i>Code 3.02</i>. Public comment on the code was considered and addressed. The ordinance to amend <i>City Code Chapter 3.02</i> was passed by city council on September 27, 2023. Phase 2 recommendations on council operations will be made to the 2025 council and will focus more on committee rules and procedures and how the community will interact with Council.</p> |              |         | ✓        | <p><b>Next Steps:</b> A budget-neutral option for elected officials staffing will be incorporated into the Financial Impact Statement for the <a href="#">November 1</a> Transition Resolution. The scope of work for phase 2 of Council Operations work is currently being developed and will be coordinated with GTAC's subcommittee on council operations.</p> |
| Salaries of Elected Officials   | Needs Action | At Risk | On Track | Completed   |
| <p><b>Status:</b> Final Report: <a href="#">Salary Commission Final Report. September 2023.pdf</a></p>  |              |         | ✓        | <p><b>Next Steps:</b> There are no additional steps</p>   |



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| City Budgeting   | Needs Action | At Risk | On Track | Completed   |
|--|--------------|---------|----------|---|
| <p><b>Status:</b> The City Budget Office is currently reviewing the annual budget development process in advance of the FY2024-25 budget. 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 FY2024-25 budget process. CBO provided a presentation <a href="#">on their work</a> at the GTAC on September 6. A report from city stakeholders group was prepared and shared with leadership at a work session on October 3. View the work session <a href="#">here</a> and a report of the Budget Process Change Finance Manager Workgroup can be <a href="#">found here</a>.</p>  |              |         | ✓        |   |
| <p><b>Facilities Improvements</b></p>  | ✓            |         |          |   |
| <p><b>Status:</b> With an expanding council, a critical deliverable is to expand council chambers in time for a January 1, 2025 transition date, and to reconfigure and rehabilitate council workspaces downtown. Facilities is working with a design team and CM/GC constructor to finalize construction documents and establish Guaranteed Maximum Price (GMP) agreements for chambers and downtown workspaces. Through a series of council work sessions, Facilities presented the recommended pathways to onboard council chambers and offices by January 1, 2025. Given more rapid progress than expected in defining the operational scope and staffing numbers for the city administrator, Facilities also recommended including the mayor and city administrator office improvements in the current project, which will be more cost-effective than deferring this work to 2025. Council has had several work sessions on the scope and timing of these projects. Facilities is waiting on direction from the council to learn what will be supported. The original recommended approach is therefore “needs action” from a budget and financial standpoint. Facilities is also onboarding a property search to support in-district council office availability by January 1, 2025, as well.</p> |              |         |          | <p><b>Next Steps:</b></p> <ol style="list-style-type: none"> <li>1. Facilities will make adjustments to the chambers and downtown work spaces as directed by council as soon as clear guidance is provided.</li> <li>2. Facilities is assessing in-district office possibilities and will report to council as soon as prospects are identified and assessed.</li> <li>3. The Facilities project team will present a progress report to the GTAC in December.</li> <li>4. Facilities is working with the mayor’s office to bring a resolution to council that will outline the proposal discussed by council at the November 1 work session.</li> </ol> |



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| Code Review and Revisions   | Needs Action | At Risk | On Track | Completed |
|---|--------------|---------|----------|-----------|
| <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 <i>Chapter 2.08, Elections of Candidates</i>, and <i>Chapter 3.02, Council Operations and Procedure</i>, are complete. Other priorities are <i>Title 15, Emergency Code</i>, <i>Title 5, Revenue and Finance</i>, and <i>Title 7, Business Licenses</i> because each of these titles either clarifies mayor and council roles or are related to the city’s budgeting process.</p> <p>The project team will continue to review and make necessary updates to code titles throughout the next several years.</p> <p>The update to <i>City Code Chapter 3.02 - Council Organization and Procedure</i>, was approved by City council on Sept. 27, 2023.</p>   |              |         | ✓        |           |
| <p><b>The Role of the City Administrator and Recruitment Preparations</b></p> <p><b>Status:</b> The roles and responsibilities of the city administrator are outlined in <i>Section 2-406 of the City Charter</i>. 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. <a href="#">The Bureau of Human Resources presented to GTAC on October 17</a> and received feedback on the planned approach. <a href="#">The Bureau of Human Resources has engaged Motus Recruiting</a> to lead the development of a recruitment and community engagement plan that will include:</p> <ul style="list-style-type: none"> <li>• Schedule for recruitment;</li> <li>• Roles for the recruitment firm, BHR, transition team, GTAC and others;</li> <li>• Listening session on the executive branch of the new organization mayor and city administrator roles and authority; and</li> <li>• Community engagement tools and methods and community info packets.</li> </ul> <p>The recommended recruitment plan will be available for consideration and finalization by the person elected mayor in 2025. Since these are deliverables for 2024, and are not</p> |              |         | ✓        |           |



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near-term critical path activities, limited action is needed until the recruiting firm is onboard.

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

**Status:** This project developed a recommended organizational structure for the city that reports to the new city administrator. Council held a work session on October 31 on the City's organizational structure and financial plan. On November 1, council considered, amended and then adopted the recommended structure, which will report to the future city administrator. The new structure is organized by six service areas, establishes key leadership positions, and realigns core services to operate more efficiently and effectively. The council approved organizational chart is available at this [link](#).

The council also established its council roles in the transition through the end of 2024. An interim city administrator and designated DCAs may be hired prior to 2025, while council members continue to oversee service areas. The new structure will take effect July 1, 2024, providing six months to prepare for the formal launch of Portland's new form of government by January 2025.

| Needs Action | At Risk | On Track | Completed |
|--------------|---------|----------|-----------|
|--------------|---------|----------|-----------|



**Next Steps:** Now that an organizational chart has been adopted, the focus of the team will shift to implementation, including technical implementation and supporting employees through change. Further clarity in some areas is needed to determine the scope and timelines for implementation related to the approved amendments. The change management plan will be finalized this month. Key tasks and scoping on deliverables are currently under development in the areas of training, resources, communications strategy, and employee support.

## Future Improvements

**Status:** Now that the council has adopted the proposed organizational chart, the City will define the scope of the future improvements project and consider improvements to our service delivery that are not included in the initial structural changes. The team has heard ideas and feedback from employees, community and programmatic assessment teams that will serve as a starting point for this project. The scope and plans for this are still in the works.

| Needs Action | At Risk | On Track | Completed |
|--------------|---------|----------|-----------|
|--------------|---------|----------|-----------|



**Next Steps:** Planning for this phase of work will commence in November. The transition team plans to have additional discussions with stakeholders to inform recommendations and prioritization in this next phase.





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**Status Key:**

| <i>Needs Action</i>   | <i>At Risk</i>   | <i>On Track</i>  | <i>Completed</i>            |
|---|--|--|-----------------------------|
| Needs significant action to get on track.<br>Requires resources, staffing, or budget to accomplish.<br>Requires immediate attention or decision-making to move forward.<br>Needs immediate course correction. | Requires resources, staffing, or budget to accomplish.<br>Requires decision-making to move forward.<br>Requires course correction to move forward. | Work is progressing.<br>Risks are managed.<br>Decision-making clear. | No additional deliverables. |