



# Portland Transition

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## Monthly Status Update: September 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.

<b>Implementation Strategy</b> <i>By Jan. 1, 2025, the City is responsible for implementing the following voter-approved charter amendments:</i> <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>	<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
<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 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. The Government Transition Advisory Committee (GTAC) participated in the review and creation of the <a href="#">Transition Plan</a> and developed the <a href="#">Transition Community Engagement Plan</a>. The Project Manager presented a status update on the project budget to the <a href="#">GTAC on August 14</a>. The Project is developing the estimated costs of the new form of government and election methods compared to existing costs. Over the next several months ongoing costs will continue to be refined. Information on how the proposed ongoing costs compare to the existing costs will be shared and discussed with the GTAC. <a href="#">On September 6, the facilities and budget process realignment plan were presented to GTAC. 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 <a href="#">viewed here</a>.</a></p>				
		<p><b>Next Steps:</b> 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.</p> <p>The project team has been invited to the Portland Metro Chamber on October 10 and is scheduled to provide briefing to GTAC on updated ongoing and one-time costs on November 17.</p>		



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Election Methods					
<p>There are two voter-approved reforms the City must implement:</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>					
Administration of Ranked-Choice Voting Elections		Needs Action	At Risk	On Track	Completed
				✓	
<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 design of ballots and a system to provide for the centralized tabulation of all vote data that ranked-choice voting requires. Multnomah County is coordinating with its vendor on updates to its voting system software to add ranked-choice voting capabilities. 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. <a href="#">The vendor recently initiated the federal certification and accredited voting system test laboratory review processes.</a></p>		<p><b>Next Steps:</b> 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. Multnomah County, Clackamas County, and Washington County anticipate execution of an intergovernmental agreement in October 2023 to ensure coordinated conduct of elections using ranked choice voting for Portland voters.</p>			
Voter Education		Needs Action	At Risk	On Track	Completed
				✓	
<p><b>Status:</b> 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. <a href="#">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.</a></p>		<p><b>Next Steps:</b> The citywide voter education collaborative will kick-off at the October 3 Government Transition Advisory Committee meeting.</p>			



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Establishing Geographic Districts	Needs Action	At Risk	On Track	Completed
<p><b>Status:</b> On August 21, the Independent District Commission (IDC) voted to adopt its District Plan. Adoption of the IDC’s plan is final and requires no action by the council. The plan was filed with the City Elections officer on August 22. County partners have been notified of the District Plan adoption, and spatial files have been shared. Spatial files and district boundaries are now available on <a href="#">PortlandMaps</a> and the City’s OpenData. The District Commission has ended, and their terms are now complete. The <a href="#">City project manager and technical consultant drafted a final report, summarizing the IDC process for future redistricting efforts.</a></p>			✓	<p><b>Next Steps:</b> There are no additional steps.</p>
<p><b>Governance</b>            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>. <a href="#">Public comment on the code was considered and addressed. The ordinance to amend City Code Chapter 3.02 was passed by city council on September 27, 2023.</a> Phase 2 recommendations on council operations will be made to the 2025 council and will focus more on committee rules and <a href="#">procedures and how the community will interact with Council.</a></p>			✓	<p><b>Next Steps:</b> A budget-neutral option for elected officials staffing will be incorporated into the Financial Impact Statement for the October 19 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. 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 FY2024-25. 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 FY2024-25 budget process. These recommendations will be geared towards being actionable changes that may be replicated with the future form of government starting in January 2025. <a href="#">CBO provided a presentation 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>.</a></p>			✓	
<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’s facilities team is developing a comprehensive plan to build safe, welcoming, and accessible workspaces. The team has been working with an architect, and a team of consultants that have engaged internal <a href="#">stakeholders to provide input on design development and are moving forward with construction documents for council chambers and workspaces.</a> Early design efforts revealed that <a href="#">current commissioner offices and chambers operations will need to relocate during construction.</a> Facilities has identified <a href="#">temporary locations within existing City buildings.</a> The team <a href="#">has prepared</a> costs and documentation for leadership decision-making to inform a path forward. <a href="#">The needed renovations cannot occur by January 2025 while the council offices are occupied.</a> This item is at risk due to the lack of agreement on a schedule for relocating the existing council members and</p>		✓		



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their staff. The mayor’s office serves as liaison to the project and managing the disruption of construction on city council.

## Code Review and Revisions

**Status:** The goal of this work is to ensure that the City Code matches the revised City Charter. A core team with representatives from the City Attorney’s office and the City Auditor’s office are leading this project. Additionally, subject matter experts from each bureau advises the project on process and bureau needs. Amendments to *Chapter 2.08, Elections of Candidates*, and *Chapter 3.02, Council Operations and Procedure*, are complete. 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. [The update to City Code Chapter 3.02 - Council Organization and Procedure, was approved by City council on Sept. 27, 2023.](#)

Needs Action	At Risk	On Track	Completed
		✓	

**Next Steps:** Updates to *Title 5 - Revenue and Finance*, *Title 6 – Special Taxes*, *Title 7 - Business Licenses*, and *Title 15 - Emergency Code* are anticipated for first reading in the first quarter of 2024.

## The Role of the City Administrator and Recruitment Preparations

**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 (BHR) is developing a request for proposals (RFP) for an executive recruiter who will develop an inclusive recruitment and community engagement plan for the city administrator role. The community engagement plan will include:

- Schedule for recruitment;
- Roles for the recruitment firm, BHR, transition team, GTAC and others;

Needs Action	At Risk	On Track	Completed
		✓	

**Next Steps:** The RFP has closed and the selection committee made a recommendation on the preferred contractor. Contract negotiations will begin after the close of the protest period. Bureau of Human Resources will present to GTAC on October 17 and receive feedback on the planned approach. Develop a recruitment plan that includes outreach strategies for community input with the GTAC. Plan and budget for recruitment in FY 2024/25.



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- 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 deliverables for 2024, and are not 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:** The goal of this work is to build a high-level organizational structure that reports to the new city administrator. The CAO shared a draft recommendation with community and employees on September 12 and the team is collecting feedback. The draft is based on programmatic assessments and retreats with the leadership team and Council office staff, employee and manager surveys, and a Community Outcomes report. The CAO will finalize the recommendation based on feedback received, and it is scheduled to be presented in the form of a resolution to city council on Oct. 19, 2023.



Needs Action	At Risk	On Track	Completed
		✓	

**Next Steps:** The team is finalizing a resolution, report and updated organizational chart depicting bureaus reporting to a City Administrator rather than to five Council offices for the new form of government. After an organizational chart is adopted, the focus of the team will shift to implementation, including technical implementation and supporting employees through change. A change management plan is being finalized, key tasks and milestones are under development.

## 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. Those ideas learned in the surveys and programmatic assessments will inform the team’s plans to hold conversations with internal and external stakeholders about the ways to improve our service delivery to Portlanders.

Needs Action	At Risk	On Track	Completed
		✓	

**Next Steps:** Once council makes the organizational structure and high-priority improvements decisions, planning for this phase can commence. 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. 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.