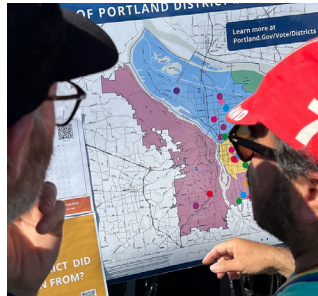


City of Portland Transition Final Report



May 2025

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Portland Transition

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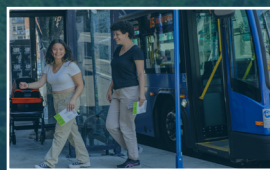
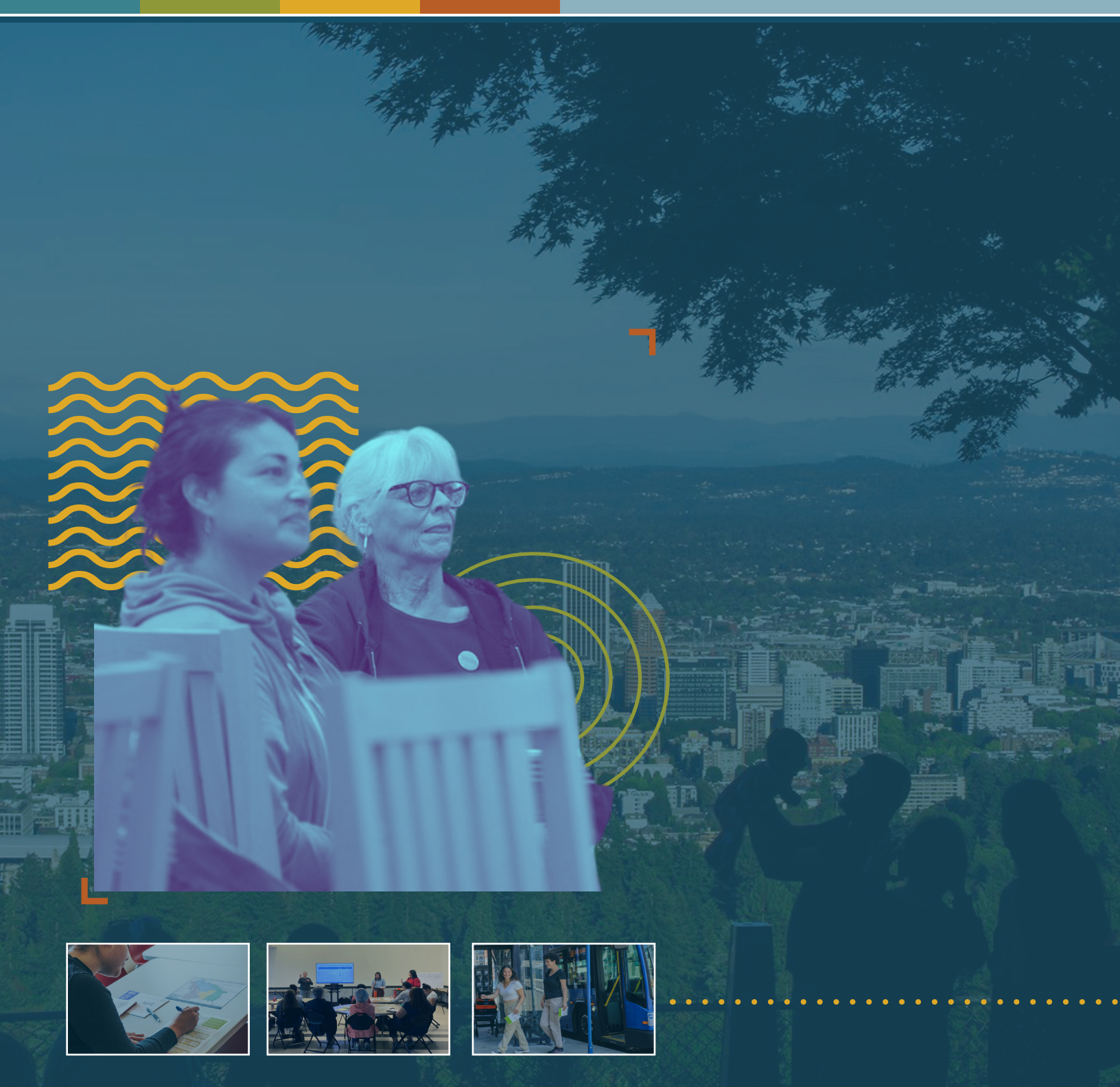
Executive Summary

In 2022, Portland voters overwhelmingly approved major changes to the way their city government operates and elects leaders – launching a two-year countdown to implement the reforms. This transition final report serves as a summary of the City of Portland’s multi-year work to implement these voter-approved charter amendments.

The transition team offers this comprehensive report – covering work approach, team structure and budget – for the City’s next transition team and for other cities or municipalities tasked with implementing one or more government or election methods reforms. We wished we had a better blueprint to help us with the planning and budgeting efforts needed for our work.

The transition team’s work formally sunsets in June 2025, and the team wanted to issue a final report to ensure team knowledge was still available. The team’s reporting period ended on March 30, 2025, to coincide with the sunseting of the majority of the team’s many project deliverables.

This report provides high-level overviews of the various projects of the transition. For more detailed information on these projects, please see the attachments included in the appendix. Additionally, this report includes a section on lessons learned, for use by organizations, including the City of Portland, undertaking projects of similar significance. The final section of this report outlines specific recommendations to City of Portland leadership regarding future and on-going projects.



City of Portland Transition Final Report



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What is Portland's transition?

On November 8, 2022, Portland voters passed ballot measure 26-228 with a vote of 58% to 42%. The next day, the City launched the implementation of the following voter-approved initiatives:

- 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.

According to most voters, the charter amendments are the outcomes they believe will make Portland's government more accountable, transparent, efficient, effective, responsive, and representative of every area of our city.

Project Mission

Implement the November 2022 charter amendments by:

- Following the City's core values of anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility.
- Engaging Portlanders and lead to a more informed, politically active community.
- Serving voters' intent including the Charter Commission's desired outcomes for a more participatory and growing democracy, and a government that is more accessible and transparent, reflective, responsive, accountable, and trustworthy.
- Project is delivered on-time and in accordance with a transition plan and engagement plan that include specific timelines, budgets, and benchmarks

Community Education and Engagement, and the Government Transition Advisory Committee

Vision

The 2020 Charter Commission led a community engagement process that involved Portlanders from a variety of neighborhoods, lived experiences and backgrounds. The transition team aspired to design their community engagement work with a similar approach.

Effective community education and engagement during the government transition would help establish a new operational model and structure that reflects the needs of our diverse communities. Every Portlander—whether they supported charter reform or not—had a vested interest in the success of this transition.

Additionally, we anticipated that our efforts in community education and engagement would:

- Amplify all of Portlanders' voices in city government and grow our democracy.
- Promote transparency and public trust in local government.
- Increase public awareness and understanding of how city government works.
- Educate voters ahead of the November 2024 election.
- Maintain existing relationships and build durable new relationships between the City and the community.
- Maintain existing pathways and create new equitable pathways for Portlanders to engage in public processes and access services; and
- Increase city government responsiveness and accountability.

In July 2023, the City finalized the transition project's Community Engagement Plan. To read the engagement plan, please see the Appendix.

Government Transition Advisory Committee

In March 2023, the city council appointed the Government Transition Advisory Committee and tasked them with ensuring effective and efficient implementation of charter reform, engaging the public, and providing strategic, research-informed advice to the City.

In more than 75 public meetings, the GTAC members debated and ultimately delivered a set of community-informed and well-researched recommendations to ensure the City's transition is effective and efficient. To achieve this, the GTAC researched 20 peer cities to identify promising practices of good government from which Portland might learn, and, most importantly, the GTAC served as the public engagement body for the transition.

The GTAC provided 142 educational presentations to community groups on the City’s transition and ranked-choice voting. These included presentations to more than 50 neighborhood or business associations. In addition, 39% of the community presentations were in partnership with communities historically left out of City Hall decision-making. Over its two years of work, the GTAC members contributed more than 4,000 hours to the transition.

In March of 2025, the GTAC released its final report, which includes recommendations for new City leadership. To read the final report of the GTAC, please see the Appendix.

Community Education & Engagement Activities

In addition to the GTAC’s work, the City educated and engaged Portlanders through multiple tactics including surveys, a monthly newsletter, community listening sessions and workshops, public comment, public meetings and hearings, briefings and presentations, policy discussions, employee town halls, and earned media.

Table 1. Transition Team engagement activities to date November 2022 to March 2025. Many of the initial projections, which were forecast in early 2023 and based upon engagement metrics during the Charter Commission project, were exceeded. The team was only unable to reach the employee town hall and hours of verbal public comment goals.

Engagements	Charter Reform Total	Transition Total	Transition Projections
Community survey responses	4,022	3,216	600
Transition newsletter signups	1,564	4,076	3,665
Community listening sessions & workshops	28	16	7
Participants at listening sessions	773	713	250
Public comments received	1,984	2,824	2,000
Hours of verbal public comment	21.5	22.75	37
Public meetings and hearings	107	180	100
Briefings and presentations	133	168	126
Policy discussions with community organizations	40	70	60
Employee townhall meetings	2	17	18
Employee attendance per townhall topic	1,100	1,455	1,100
Media coverage	337	635	200

Community surveys. The transition conducted 13 surveys with a total of 3,216 responses, which covered topics such as: the City's elections code; the Salary Commission's draft salary proposal; the City's future districts and council operations; the City's new organizational structure (internal survey), the GTAC's draft recommendations; Portland's future city administrator key attributes; the City's community engagement officer's future roles and responsibilities (internal and external surveys); the City's equity officer's future roles and responsibilities (internal and external surveys); voter education efforts; and the transition evaluation (internal and external surveys).

Newsletter. The transition produced and sent 26 monthly newsletters. The newsletter started during charter reform and was maintained throughout the transition project. The transition newsletter became the City's centralized newsletter, *Rose City Connection*, beginning in January 2025.

Community listening sessions. The transition conducted 16 community listening sessions with a total of 713 participants. Topics covered: elections code; districting; council organization and procedure; draft City organizational structure; Portland Solutions and the future of Civic Life; the GTAC's draft recommendations; city administrator attributes; voting in districts; ranked-choice voting; and voter education.

Public comment. The transition received 2,824 public comments through a variety of means such as an online comment form, email, PDX 311, and 22.75 hours of verbal testimony. Below is a category breakdown of the comments. The most mentioned topics included geographic districts (41%), services delivery and bureau management (33%), form of government including elected officials' roles (20%), and the salaries of elected officials (18%).

Public Comment Topics (November 2022 - March 2025)

- Geographic Districts
- Service Delivery and Bureau Management
- Form of Government (including officials' roles)
- Government Officials' Salaries
- Other: Ranked-Choice Voting, Transition Management, Community Engagement, City Budgeting, Resource Allocation, Participatory Budgeting

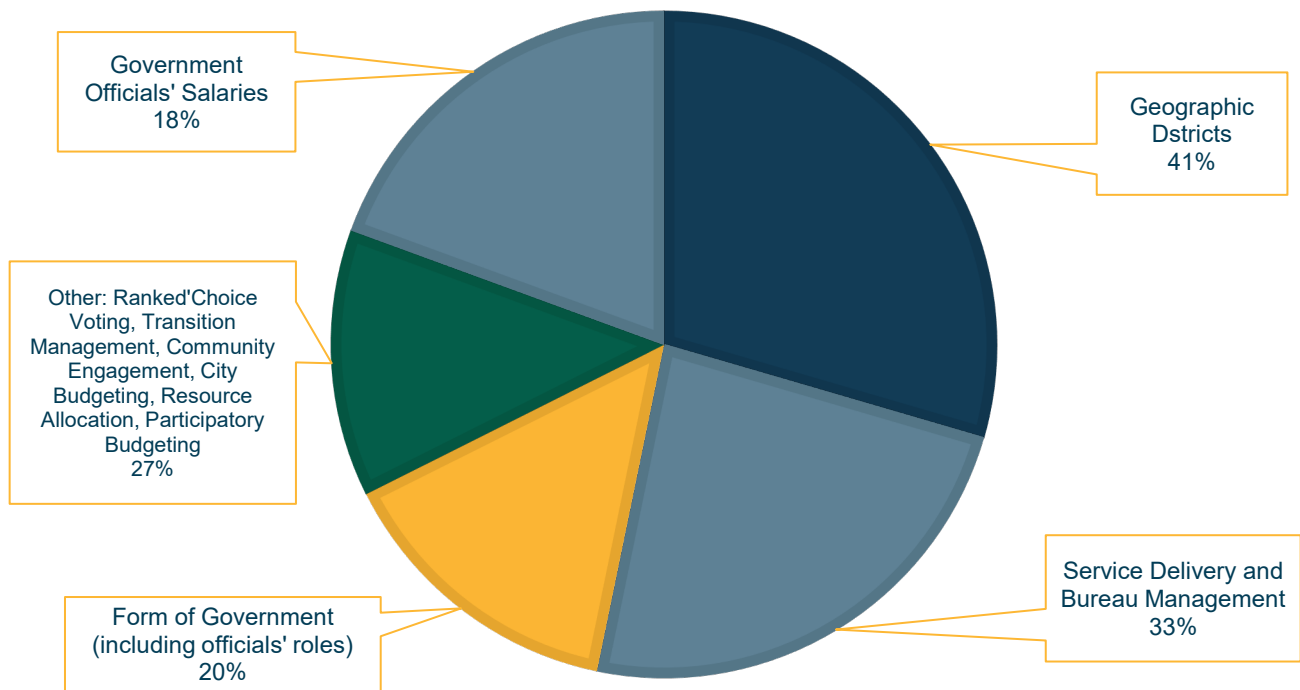


Figure 2. The transition received 2,824 public comments including 22.75 hours of verbal testimony on a variety of topics including geographic districts, bureau management, elected officials' roles, and salaries.

Public meetings and hearings. The transition held 180 public meetings and hearings across four public bodies: city council, the Independent District Commission, the Salary Commission, and the Government Transition Advisory Committee.

Briefings and presentations. The GTAC and transition staff conducted 168 briefings and presentations to various community groups and associations. The GTAC conducted 142 and the transition team conducted the rest.

Community organization policy discussions. The transition held 70 policy discussions with community-based organizations. Topics covered included: Independent District Commission's work, the GTAC's draft recommendations, city administrator recruitment, council operations, City reorganization, and city transition.

Employee town halls. The transition held 17 employee town halls including topics such as charter amendments, employee wellness, mayor-council form of government and new organizational chart. Additional town hall topics included: introductions to the new City leadership, changes to Portland elections and ranked-choice voting, and upcoming budget process.

Media. There were 635 news articles, television reports, or other media stories regarding the transition.

Elections Methods

Vision, Process, and Timeline

The City implemented two voter-approved elections reforms. The first was to allow voters to rank candidates in order of their preference, using ranked-choice voting. The second was to establish four new geographic districts with three councilors elected to represent each district, expanding the city council to a total of 12 members.

Starting in November 2024, Portland voters had the opportunity to rank candidates in order of their preference. The voter-approved charter amendments required council to adopt an election code for the administration of ranked-choice voting and required the City to conduct periodic voter education campaigns to familiarize Portlanders with ranked-choice voting.

Shortly after the November 2022 election, a work group comprised of representatives from the City's transition team, City Attorney's Office, City Auditor's Office, Multnomah County Elections Division and the [Ranked-Choice Voting Resource Center](#) collaborated to develop election code language. On April 19, 2023, council adopted this election code for the administration of ranked-choice voting. This update accomplished six things:

- Eliminated a primary for candidate elections.
- Eliminated the use of special elections to fill vacancies.
- Established ranked-choice voting to elect the mayor, the auditor and 12 city councilors.
- Provided a system for write-in candidates to certify their candidacy seven days prior to the election.
- Added important definitions to improve clarity.
- Removed redundant sections, shortened language, and streamlined the code.

The biggest change for voters: ranking candidates in order of preference for City contests. Filed candidates and spaces for write-in candidates were listed in a grid on the ballot, and voters could rank up to six candidates for each contest. Also, there wasn't a primary election in City contests as candidates are elected in general elections in November of even years. Voters received their ballot and returned it by mail or in an official drop box.

Coordination with the Multnomah County Election's Division

In Oregon, counties are responsible for administering elections. These functions include registering voters; maintaining voter data and address information; producing voters' pamphlets; preparing, issuing, and mailing ballots; maintaining elections offices and

drop boxes; accepting and processing ballots, counting ballots, releasing results, and helping voters with disabilities and voters that speak languages other than English.

Portland voters reside in Multnomah, Washington, and Clackamas counties, with the vast majority residing in Multnomah County. The three counties worked to ensure a coordinated approach for administering elections for Portland ranked-choice voting contests, including the design of ballots and a centralized system for tabulating all voter data required by ranked-choice voting. As a result, Multnomah County updated certain aspects of the elections system for administering ranked-choice contests. Multnomah County Elections Division coordinated its voting system vendor, printing, and mailing vendors, and the Oregon Secretary of State's Office together.

The voting system software used by Multnomah County did not have ranked-choice voting ballot design or vote tabulation capabilities. Multnomah County's vendor successfully added these ranked-choice tabulation capabilities to its software.

The voting system software updates were completed and passed certification standards at both the federal and state level prior to use in the 2024 general election, which was required by Portland's Charter.

Ranked-choice voting included the design of new ballots. Oregon statute tasks counties with preparing ballots. County staff prepare ballots based on statutory direction and best practices for accessibility and usability.

For ranked-choice contests, the City and County chose a grid-style ballot design. Voters continued to see one candidate name or write-in space per row, and with ranked-choice voting there were additional columns across the top of the contest showing the available rankings. This created a grid of ovals for each ranked-choice voting contest. Voters were able to complete the bubble in the respective ranking column for each candidate they wished to rank. Voters completed the ballot in the same way, for single-winner contests such as Portland's mayor and auditor, and for multi-winner city councilor contests. A big focus for voter education was on how to mark ballots for ranked-choice contests.

Ranked-choice voting had implications for how results are reported. Results for ranked-choice contests will show the ultimate outcome as well as round-by-round tabulation results.

Voter Education

Vision and Process

To meet the vision for voter education, the City used best practices to develop a program based on three strategies:

1. **Broad voter education utilizing existing communications channels.** The focus of this strategy was for the City and County to coordinate on a broad public education campaign using established government communication and outreach systems.

To support the broad education strategy the following tactics were developed and used: a voter education website, mock RCV election platform, city-wide mailer, ballot insert, coloring pages, frequently asked questions document, fact sheets, social media toolkit, e-newsletter, paid media strategy, educational videos, intern program, community presentations, community townhalls, and tabling.

2. **Education led by the City of Portland Elections Division.** Expanding the City's capacity to educate candidates through candidate learning sessions. Since candidates are a primary point of contact, they can help educate voters.

The Elections Division's education included: a candidate guide, candidate information learning sessions, an elections dashboard, and additional engagement led by the auditor's office.

3. **Partnership focused on hard-to-reach voters.** A voter education plan focused on harder to reach voters, especially Portlanders who historically have been left out of city hall decision-making.

To support this strategy community partners were enrolled to educate hard-to-reach voters. The following tactics were created and used: non-partisan voter education materials including a fact sheet, door hanger, talking points, social media content, ads, translated materials, paid multilingual paid campaign, coalition outreach and subgrants to 11 community-based organizations. Read more about the community partnerships built in the Portland Votes 2024 Program Report. To read the report, please see the Appendix.

Timeline

The City of Portland and Multnomah County began to plan and budget for Portland's first nonpartisan voter education effort after the passage of measure 26-228 in November 2022.

July 2023	Aug.-Dec. 2023	Dec. 2024	Jan.-May 2024	May-Aug. 2024	Sep.-Nov. 2024	Dec. 2024-Feb. 2025
Hard to Reach Voter contract awarded.	Voter Education plan developed.	Candidate Information sessions began.	Material and collateral developed.	External launch and outreach began.	Focused outreach and last voter education push.	Reporting and final presentations

- April 2023: Hard to Reach Voter contract Request for Proposals released for community proposals.
- July 2023: Hard to Reach Voter contract awarded.
- August 2023 – December 2023: Voter Education Plan Development.
- December 2023: Candidate guide released, and information sessions begin.
- January 2024 – May 2024: Material and collateral development.
- May 2024: Official external launch of voter education.
- May 2024 – August 2024: Broad voter education outreach begins.
- September – October 2024: Focused outreach is prioritized.
- November 2024: Last voter education push.
- December 2024 – February 2025: Reporting and final presentations.

To avoid voter confusion and to adopt best practices, the voter education team waited to begin the robust ranked-choice voting education conversation and strategies until after the May 2024 primary election was completed. The voter education team wanted to ensure voters did not confuse the May 2024 election (old voting method) with the November 2024 election (new election method). After the May 2024 election, the City and its partners gradually increased voter education strategies, outreach, and events throughout the spring and summer, leading up November 2024 election.

Independent District Commission

Vision

On January 25, 2023, council appointed 13 members to the Independent District Commission, including four alternates and two reserve alternates. The IDC's charge was to establish four geographic districts using voter-approved criteria.

Under the City of Portland's commission form of government, all commissioners were elected "at-large" across the City; a candidate for any seat on city council could live anywhere within the city. Beginning in the November 2024 election, all council candidates must reside within the geographic district they want to represent, and Portlanders vote within their geographic districts and use ranked-choice voting to elect three councilors to represent their district.

The IDC had the authority to create four geographic districts. The districts needed to be:

- Contiguous
- Compact
- Use existing geographic or political boundaries
- Not divide communities of common interest
- Be connected by transportation links
- Be of equal population

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

Process and Timeline

In March 2023, the IDC released draft district criteria for community input, held a public hearing, and deliberated on the public input received. They agreed to not add any additional district criteria beyond what voters required in the charter.

Throughout April and May, they also reviewed maps proposed by Portlanders and held training sessions to encourage participation. Over 273 maps were submitted via the web-based mapping tool, Districtr, with 226 complete maps, 34 partial maps, and 47 maps that did not meet the criteria. In addition, there were 21 community of interest submissions. Each map was examined by consultants FLO Analytics and placed in a thematic category, based on how the map arranged Portland into four districts. Read more on the submitted maps in the Commission's final report, found in the Appendix.

On June 2, 2023, the IDC released three draft maps, named Maple, Alder, and Cedar, for public feedback. They then held nine public hearings across Portland to receive feedback from Portlanders. Each of these hearings began with an educational presentation by the commission, followed by public testimony, and closed with questions if time permitted.

City staff drafted a report synthesizing the 816 comments received during the public comment period. This report was presented to the commissioners and used to inform their decision-making.

Maintaining neighborhood boundaries was the top priority communicated through public comments. After the public hearings concluded in July, the commission eliminated the Cedar map because it lacked public support. The commission then held lengthy discussions regarding the Alder and Maple maps, and a working group met to revise the Alder and Maple maps based on public input. At its next meeting, the commission eliminated the Maple map and discussed changes to the Alder map based on community input. On August 21, 2023, the commission unanimously voted to adopt a revised version of the Alder map.

The commission was also tasked with numbering the districts for future voting cycles. They numbered the two districts with historically lower voter turnouts as Districts 1 and 2 and the two districts with historically higher voter turnout as Districts 3 and 4. Candidates for all four districts participated in the 2024 election, with City Councilors elected from Districts 1 and 2 elected for four-year terms and City Councilors elected from Districts 3 and 4 elected for two-year terms. In 2026, City Councilors for Districts 3 and 4 will be elected for four-year terms.

Timeline

Mar. 2023	Apr. 2023	June 2023	July 2023	Aug. 2023	Sep. 2023
Commission released draft district criteria.	Commission voted on draft district plan criteria after public comment.	Three draft district plans released.	Eight public hearings, two in each district, were held.	District plan voted on and approved.	Commissioners' term ended.

- March 2023: Commission released draft district criteria for community input and held a public hearing.
- April 2023: Deliberated on input received and voted on draft district plan criteria.
- May 2023: Deliberated and voted on district plan.
- June 2023: Released district plan for community input and provided notice for public hearings.

- July 2023: Held eight public hearings, two in each proposed district.
- August 2023: Deliberated and voted on a district plan.
- September 2023: District commissioners term ended.

Key Partners

To support the districting process and provide the IDC with the support needed to complete their work, the City contracted with [Flo Analytics](#), a local GIS and data consulting firm working nationally on a wide range of districting projects.

Form of Government

Vision

To prepare for the 12-member council taking office in January 2025, the transition team worked with City and community partners to set up initial policy, operational, and physical systems to support the incoming elected officials in their new roles.

Overall Approach and Goals

In preparation for the mayor-council form of government, the transition team carefully reviewed the revised City Charter and worked with the City Attorney's Office to understand what the reforms meant for the roles and responsibilities of the 12-person council, mayor, city administrator, and the rest of the city. Priority projects were identified to help ready the organization and future leadership for this change by 2025. These included:

- Initial updates to City Code Chapter 3.02 on Council Organization and Procedures to reflect the Charter changes and internal and external input to best support these changes.
- City Hall renovations to support work and meetings of a 12-person council, executive mayor, and city administrator (see facilities section for additional information).
- Staffing plans and organizational additions to support the incoming elected officials under their new roles and responsibilities.
- Provision of initial education and resources through a formalized onboarding process for the incoming elected officials to support them in fulfilling their roles successfully.

Timeline

Spring 2023:

- Identified key policy choices for revisions to City Code Chapter 3.02.
- Reviewed future changes in roles and responsibilities with existing council offices to gather input about what helps them operate successfully.
- Engaged with existing council offices and the GTAC about council organization and procedures, including policy choices in Chapter 3.02.

Summer 2023:

- Completed initial revisions to Code Chapter 3.02.
- Held subject matter expert meetings and researched the best practices to develop high level job descriptions for staff supporting elected officials.
- Internal and external engagements on Code Chapter 3.02.

Fall-Winter 2023:

- Revised City Code 3.02 was presented to and approved by council.
- City council voted on Current Appropriation Level Adjustments impacting staffing planning for the 2025 elected officials.
- Convened first onboarding planning team meeting.

Winter-Summer 2024:

- Refined position descriptions, reporting structure, and other details to build out the proposed Council Operations team and provide recommendations for their support of council and council policy committees.
- Incorporated incoming elected officials to the City budget.
- Developed the plan and budget for onboarding the incoming elected officials.
- Prepared form of government materials and presented at candidate learning sessions in partnership with the City Elections Division, meetings of regional partners, community listening sessions, employee townhalls, and media interviews.
- Continued engagement with the GTAC on council operations and onboarding.

Fall 2024:

- Supported onboarding and transition of responsibilities to the first council operations manager.
- Developed onboarding materials, including the briefing booklet.
- Planned for December 19, 2024, swearing-in ceremony for incoming elected officials.
- Reviewed and refined onboarding plans with partners and City Leadership Team.

Winter 2024-2025:

- Onboarded the 12 incoming city council members, mayor, and re-elected auditor.
- Historic December 19, 2024, swearing-in ceremony.

Key Partners

The various projects to transition to the mayor-council form of government included working with partners across the City and the community. Key internal partners beyond the transition team included:

- Auditor's Office, including but not limited to the Council Clerk's Office, City Elections Division and the Archives and Records Management Division
- City Attorney's Office
- Business Operations
- Bureau of Human Resources
- Facilities Services
- Bureau of Technology Services
- 311 Program
- Office of Equity and Human Rights
- Central communications
- City Budget Office
- Office of Government Relations
- Mayor Wheeler's Office
- City Leadership Team and bureau directors

Salary Commission

Vision and Goals

On March 8, 2023, Portland City Council appointed a group of five human resources professionals to the Independent Salary Commission to research and determine the appropriate compensation for Portland's mayor and city councilors.

The commission's guiding principles were:

- Pay will open opportunities for historically marginalized communities and will not be a deterrent to running and holding office.
- Pay should be based on examining a range of data, be fiscally responsible, and consider the city's budget, the public, and the elected officials.
- Pay should reflect the City of Portland's values around anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility.
- For pay to be anti-oppressive, it must "embrace pay concepts that depart from an over-reliance on market pay," (Dixit & Dixon, 2021, April 1).

Process and Timeline

The ISC held its first meeting in March 2023 and it had roughly five months to complete research, draft a salary proposal, receive public input, and finalize the proposal.

When making their decision, the commission considered:

- The current wages of elected officials with fiscal year 2023-24 cost-of-living adjustments.
- Market averages from cities with comparable populations or that neighbor Portland.
- A thriving wage in the City of Portland for a single parent of one child, while still recognizing that market pay is only instructive and not conclusive.

The commission also acknowledged that many elected positions are viewed as part-time and are paid as such. Since the jobs of Portland elected officials are full time and the City Charter explicitly prevents elected officials from working additional jobs or receiving outside income, they chose to consider salaries that allow a person elected to office to plan for their future.

On June 16, 2023, the Salary Commission released a draft proposal and received over 600 survey responses and public comments on the draft.

At the July 24 meeting, in response to public feedback, the ISC amended their proposal and arrived at a decision on final salaries for Portland's elected officials. The new pay

levels took effect in January 2025, when a new slate of elected officials — mayor, auditor, and city council — began their terms.

To read the Salary Commission’s final report, please see the Appendix.

Timeline

Mar. 2023	June 2023	July 2023	Aug. 2023
Agreed on outcomes, values, and bylaws.	Released the first draft salary proposal for community input.	Received comments and released updated draft	Approved final salaries.

- March 2023: Determined desired outcomes, values, and bylaws.
- April 2023: Considered methodology and needed research metrics.
- May 2023: Deliberated on methodology and determine criteria.
- June 2023: Released draft salary proposal for community input.
- July 2023: Received community input and decided final salaries.
- August 2023: Documented methodology and future recommendations before commissioners ended their terms.
- September 2023: Released final report.

Key Partners

The Office of Management and Finance worked in partnership with the Bureau of Human Resources to provide a project manager, facilitator, and other staff to assist the ISC with technical support, internal and external communication, logistics, and administration, and to provide advice to the ISC as requested.

City Organization and Future Improvements

Creating an organizational structure to report to a city administrator

Vision

To prepare for the new form of government, the City developed a new reporting structure that organizes bureaus under the management of a city administrator, rather than five commissioners. This also provided an opportunity to consider how to better deliver services to Portlanders. This initial re-organization was meant to be a first step, albeit a significant one, to align services in the new form of government.

Process and Timeline

This process was supported by subject matter experts, city leadership and employee input. Some of the ways we engaged employees were via surveys, townhalls and office hours hosted by transition team members. The external community engagement included a community listening session and a call for feedback prior to submitting recommendations to council.

This project kicked off in early 2023 with the goal of providing a recommendation from the chief administrative officer to council in November 2023. Two main considerations drove the project schedule: 1) Key structural decisions needed to be known before the development of the Fiscal Year 2024-2025 budget, which spanned two forms of government; and 2) The new organizational structure needed to be up and running by January 2025, when the new form of government officially was implemented. The schedule also needed to allow for technical implementation and thoughtful change management.

To meet the November 2023 deadline with recommendations that were technically implementable, the scope was limited to organizational changes at the program level and higher (the project did not include recommendations at an individual or project level). Within this scope, the project focused on changes that would improve bureau management, coordination, and operational success.

Timeline

Feb. 2023	Sept. 2023	Nov. 2023	June 2024	July 2024
CAO directed to identify an organizational structure by fall 2023.	Draft recommendation released for feedback.	Final recommendation approved and began implementation.	Technical implementation completed. FY 2024-25 budget created.	New structure launched.

- January 2023: The mayor reassigned bureaus to the commissioners-in-charge by service areas based on functional similarities.

- February 2023: Council adopted Resolution 37609, directing the CAO to work with bureau leaders and council offices to identify organizational structure changes by fall 2023 to prepare for the new roles of council, mayor and a city administrator.
- February – August, 2023: The CAO convened city leaders and subject matter experts, in a series of meetings and retreats, programmatic assessments and peer learning panels to inform the draft recommendation.
- September 2023: The CAO released the draft recommendation for community, employee and council feedback.
- November 1, 2023: Council amended and adopted the new organizational structure for the City in Resolution 37635.
- November 2023 – June 2024: The technical team implemented the necessary back end and system changes to the human resources and financial systems and supported employees. The FY 2024-25 budget was also prepared with the new organizational structure.
- July 1, 2024: The new organizational structure was launched, allowing time to adjust to the new structure before the new form of government officially began in January 2025.

Throughout the process, the transition team conducted research on best practices and sought advice from peer cities through consultations and panel discussions. The team heard from city leaders in workshops and meetings. From employees and managers in surveys, town halls and office hours. The team also published the Community Outcomes Report, an informal analysis of community feedback collected over the last five years. To read the report, please see the Appendix

During the first quarter of 2023, the project team developed a programmatic assessment process to understand the organization – including strengths, challenges, ongoing developments, and possible implications of potential changes.

Led by a project manager from the Bureau of Technology Services, a technical implementation team worked across disciplines to update human resource, financial, and technical back-end systems to implement organizational changes. They also developed a playbook for implementing future organizational changes.

Change Management

Vision

The plan for change management was called, 'Supporting Employees through the Change in the New Form of Government' and it described the approach to supporting people through the many changes to the organizational structure, roles, accountabilities, and operational norms. The timeframe of the plan was from November 2023 through January 2025, when the new government structure became fully operational. To read the plan, please see the Appendix.

The goal of the change management plan was to support members from all levels of the organization to understand the government structure and organizational changes, as well as how to access information and resources effectively.

There were three main objectives of the change management plan:

- **Inform and educate employees about the new form of government.** Help people understand what is changing, why it is changing, and how it impacts their roles.
- **Increase connections between individuals and teams.** Recognize people will be impacted by the change at different levels. Increasing the connections of people in the organization to one another helps build opportunities and networks for support.
- **Strengthen organizational culture.** Invest in practices and structures that demonstrate the city's core values in concrete ways and provide tangible and practical benefits to support people in working effectively in the new form of government.

The change management approach included:

- **Clear and effective communication.** Use key messages, trusted messengers, and plain language. Use a person-centered approach to elevate the perspectives of employees; recognize that change sometimes triggers a range of emotional responses.
- **Build trust through building relationships.** Build trust through practicing transparency and offering engagement opportunities. Partner with existing networks and colleagues with expertise on employee wellness and culturally responsive support to strengthen information exchange and identification of employees' needs.
- **Invest in and develop knowledge and skills.** Provide training opportunities and resources; facilitate knowledge transfer and build structures to implement and sustain changes long-term. Focus outreach and recruitment to reach employees of color and employees with disabilities for leadership and professional development opportunities.

- **Embrace a mindset for growth, adaptability, continuous improvement.** Recognize the uniqueness and complexity of governance transition and allow space for risk and failure; prioritize efforts that are scalable and replicable; celebrate short- and long-term wins and build excitement for growth.

Process and Timeline

The change management plan outlines activities and deliverables in employee communications, change management, training and resources, and employee support opportunities. The detailed workplan with activities and timelines are found in the plan, which can be found in the appendix.

Key outcomes of the plan included:

Employee Town Halls and Office Hours. From February 2023 to December 2024, the transition team coordinated a total of 18 employee town halls. The number of employee attendees from all these events is 11,037. In October of 2024, the transition team handed off the lead responsibility for coordinating town halls to the central communications office.

For each town hall, the team also made the information available to field staff through a variety of methods, such as in person outreach to field crews in the Water, Transportation, and Parks bureaus. While the method of delivery was different depending on what worked best for the staff, the team reached several hundred additional staff through these engagement events.

Table 3. City of Portland employee town hall attendees between February 2023-December 2024. The Transition Engagement Plan called for the transition project to host 18 town halls, two town halls per topic. For each topic, the plan projected 1,100 attendees. The transition project fell slightly short of the 18 goal - hosting 17 town halls but exceeded the number of attendees per topic. An average of 1,455 employees attended each topic.

Month / Year	Events	Attendees	Topics Discussed
February 2023	2	N/A (information not recorded)	Voter approved charter amendments; What is means as an employee
March 2023	2	1,380	Centering employee wellness; Mayor-council form of government; and organizational chart
September 2023	2	1,634	Preparing for the new form of government; Change management and engagement

March 2024	2	1,491	Council operations and the Transition Ambassadors Program
May 2024	2	1,419	Preparing for July 1; Summer engagement; Transition Ambassadors launch
July 2024	2	1,510	Introduction to the City Leadership Team
September 2024	2	947	Changes to Portland elections; Ranked-choice voting
October 2024	1	1,153	City's financial outlook; upcoming budget process; labor relations; election preparations
December 2024	1	1,503	Introductions to newly elected Mayor Keith Wilson and Portland City Councilors

Employee e-newsletter. In January of 2024, the City launched the *City Insider*, an all-employee e-newsletter.

Transition Ambassadors Program. This pilot program was launched in July 2024 and led by the People + Culture Manager in the Bureau of Human Resources. A total of 25 Transition Ambassadors were recruited as peer volunteers across all City service and program areas to support their peers. Ambassadors received training on charter transition, change management, mental health, first aid, ranked-choice voting, and other leadership topics.

Change Management Trainings. Since April 2024, the transition team and Bureau of Human Resources implemented change management training for managers and supervisors. As of December 2024, 28 training sessions had been held with more than 600 participants.

Key Partners

The transition team coordinated with leads in the following areas to stay aligned on communications, key decisions, and planning in the parallel areas of work:

- Technical implementation
- Council operations

- Budget process
- City administrator recruitment
- Election methods
- Service area-specific work and supporting bureau director leadership
- Future process improvements

The transition team also enlisted support from colleagues in other departments and bureaus to guide implementation. These partners included, but were not limited to:

- Bureau of Human Resources
- Office of Equity and Human Rights
- DEEP employee resource group leadership
- Bureau subject matter experts in equity and employee support
- NEX Strategies – Strategic Management Consultants

Collaborating partners provided advice through sharing their perspectives, experiences, and feedback to guide implementation of the plan and its deliverables. In several cases, collaborating partners supported in co-developing and implementation of the deliverables.

Facility Improvements

Vision

To prepare for the 12-member council taking office in January 2025, the City's Facilities team developed a plan to renovate City Hall and Council chambers to be more safe, welcoming, and accessible.

Process and Timeline

Renovations ran from April-December 2024 and included improvements to support livestreaming and hybrid meetings, increasing ADA accessibility, and enhancing security. Council offices were also reconfigured to accommodate an administrative specialist for each district and seat the 12 councilors' offices by their districts. Offices were also updated to be more secure for staff and councilors. The renovations project included the completion of previously deferred maintenance items for the building, such as the replacement of all the heat pumps in City Hall.

In April 2023 the City council authorized the budget, and an alternative procurement method called Construction Manager/General Contractor (CM/GC). This allowed the City to be nimble and develop a plan for council chambers that could accommodate an expanded council as well as workspaces for the council, their staff, the mayor, and city administrator. The City of Portland issued a request for proposals for architectural and engineering on-call services. The design services began in May 2023.

Timeline

April 2024	June 2024	June-July 2024	July 2024	December 2024	January 2025
Renovations began.	Existing chambers demolished.	Mayor and Commissioners moved out of City Hall offices.	Council office renovations began.	Council chambers reopened.	Council offices occupied.

- Early March 2024: Finalized details in construction contract.
- Mid-March 2024: Erected construction barriers and mobilize site.
- April 2024: Renovations of council chambers commenced.
- June 2024: Demolition of existing chambers completed.
- June-July 2024: Mayor Wheeler and Commissioners Gonzalez, Mapps, Rubio, and Ryan moved out of City Hall offices.
- July 2024: Council office renovations began on 2nd and 3rd floors.

- December 2024: Council chambers reopened.
- January 2025: Council offices were occupied.

City Hall renovations finished in February 2025 and council chambers are open to community members who want to watch a city council meeting. Learn more about city council and how to visit City Hall at [Portland.Gov/Council](https://portland.gov/council).

City Code Review and Revisions

Vision

Revisions to the City's charter required that [Portland city code](#) and [policy documents](#) (also known as administrative rules) be reviewed and updated to align with the new charter language.

Process and Timeline

Updates to the City's code were managed by a core team led by the transition team and included representatives from the City Attorney's Office and the Council Clerk's team. Additionally, a team of subject matter experts from bureaus helped advise the core team and ensure that bureaus needs were met.

Revisions to code began with Chapter 2.08, Elections of Candidates. These updates implemented ranked choice voting. In September of 2023, Chapter 3.02, Council Organization and Procedure, was updated to ensure that the expanded city council was able to hold their first council meetings in 2025.

The core project team determined that Title 15, Emergency Code, needed to be completed early, so that all elected officials and city leadership had role clarity, should an emergency occur early in 2025. The update to Title 15 was completed in February of 2024.

In November of 2023, city council approved updates to the City's organizational chart and in June of 2024, code was updated to reflect those changes. At the same time, city commissioners and the core code team discussed how best to reflect authorities in the code. Previously the core team was focused on only updating authorities which directly conflicted with the revised charter, such as removing the term, "commissioner-in-charge". However, several commissioners raised concerns that this approach could lead to conflicts in the code. In August of 2024, Mayor Wheeler directed code language be drafted to give the city administrator as much authority as possible for consistency. The city administrator could then delegate these authorities granted to the most appropriate person or program. This new direction required the core team to restart their code drafting work. This restart caused the timeline to be severely condensed to meet the January 1, 2025, new charter effective deadline.

The first package of updates to align the code with the revised charter and the new direction on authorities was presented for first reading on October 23, 2024. This included Titles 14, 18, 19, 24, 25, and 31. On October 30, 2024, the first reading of the finance-focused Titles 5, 6, and 7 was presented. The updates continued November 13th, November 20th, and the final package had its first reading on December 4th. The council approved all the ordinances which amended the code to align it with the revised charter.

Following updates to code, the city administrator needed to delegate many of the authorities they were given. Transition team members worked with the city administrator, City Attorney's Office, and city leadership to create a new Portland policy document, titled, ADM-2.02 Delegation of Mayor and City Administrator Authority, which outlines the process for delegations of authority. The city administrator then articulated their delegations through a spreadsheet which will be updated as necessary to meet the needs of the organization.

Amendments to the code also included the deletion of several administratively focused sections. Bureau staff will continue to create new or updated Portland policy documents related to the deleted information, as necessary.

Key Partners

The code impacts all City bureaus and programs, so engagement with leadership and subject matter experts was necessary. Additionally, key internal partners beyond the transition team included:

- City Attorneys' Office
- City Auditor's Office
- Chief procurement officer
- Bureau of Emergency Management leadership
- Bureau of Technology Services technical implementation team
- City Council offices

Project Cost

Prior to the November 2022 election, the City Budget Office estimated that the cost of implementing the proposed changes to the City’s charter would be approximately \$12 to \$17.7 million over three years. These numbers were an early estimate, based on what was known at the time from other cities. The original estimate did not include the City Hall renovations construction and non-construction costs.

As of May 23, 2025, the final costs associated with the transition project had not been fully calculated. The total cost of the City Hall renovations-related expenses had not yet been established because not all invoices related to this component of the transition have been received. We expect the total cost of the City Hall renovations, both construction and non-construction items will be known by the end of September 2025. An updated report will be published with the final transition cost.

Table 4 shows the one-time transition-related costs, organized as line items. These are the costs resulting from the implementation of the Charter changes.

Table 4. Actual and projected Transition Project costs vs. estimated costs as of Feb. 12, 2025.

Line Items	FY 22-23 Actuals	FY 23-24 Actuals	FY 2024-25 Projections
Transition staff costs	841,510	2,299,774	2,144,480
Bureau of Technology Services Project Management		500,000	350,000
Contract for education of hard to reach voters (United Way)		356,318	301,682
Voter Education and Communications		86,806	215,000
Change Management	159,798	206,409	165,000
Advisory Bodies and Community Engagement	507,434	150,119	30,000
Charter Transition Staff Internal Material Costs		52,812	60,000
Council staff onboarding			450,000
City Hall renovations (construction costs)			To be determined

City Hall renovations (non-construction costs)			To be determined
Annual Totals	\$1,508,742	\$3,652,238	To be determined
GRAND TOTAL (projected)	To be determined		

The transition team had a target of delivering its work within a five (5) percent variance of the original budget estimates provided by the City Budget Office in 2022, prior to the election. Because the original transition budget estimate did not include the cost of City Hall renovations and operations, we are providing a comparison with the projects' projected cost calculations, without the City Hall-associated costs included.

Based on the current calculations of City Hall's renovations, we anticipate the transition project will be delivered over the five percent target variance. We will provide a comparison of the final transition project cost with the target variance in the updated version of this report.

Table 5. Actual transition project cost (without City Hall renovations) compared with the original City Budget Office transition cost estimate.

Original City Budget Office budget estimates for the transition project	Low estimate	High Estimate
		\$12,000,000
Total actual transition costs, excluding City Hall-renovations (as of 2/12/2025)	\$8,877,142	\$8,877,142
Variance	26.02% over low estimate	49.85% over high estimate
Total actual transition costs, including City Hall-associated expenses (as of 2/12/2025)	To be determined	To be determined
Variance	To be determined	To be determined

Transition Communications

Vision

The City was committed to clear, effective, and open communication to Portlanders about the charter transition implementation project. Transition communications supported all external and internal communication activities ranging from the creation of content and informational materials to establishing multiple websites, to issuing a monthly external newsletter and an internal progress document called the “monthly status update”. The communications team also created easy-to-read information materials and updates to support the engagement needs of the community, employees, and city council.

Process and Timeline

The transition team’s communications plan was finalized in June 2023. The transition communications team supported all external and internal communication activities ranging from the creation of content and informational materials for the ranked-choice voting education campaign to establishing multiple websites to talk about the Independent District Commission, Salary Commission or the City’s org chart development process to issuing a monthly external newsletter (called the Transition Newsletter) and an internal progress document called the “monthly status update”. Essentially, every internal or external communication for the transition was drafted, formatted and/or designed by members of the transition communications team.

The transition plan included new proactive communications strategies:

- Anticipating more time for communication and engagement to create more accessible information, do outreach, and handle media relations.
- Focusing energy on issuing a timely, prearranged, and easy-to-read newsletter to improve newsletter readership and engagement.
- Partnering with other bureaus to include transition-related content in their newsletters to amplify updates and engagement opportunities where possible.
- Building a project intranet to improve employee access to information.
- Supporting the change management team to ensure the project sponsor was providing direct information to employees and aiding in the creation of citywide emails and virtual employee town halls.
- Building a user-friendly website experience that offered information in multiple languages particularly for voter education.
- Investing in media monitoring software to understand conversations and misinformation online and how to improve media coverage.

- Developing a proactive media relations strategy, which also included building relationships with multicultural news organizations.

Forecasting the work of the communications team was challenging. While many individuals within the transition had clear starts and stops in their work, the communications team did not have those, as its staffing resources provided communications support for the entirety of the transition. The most significant amount of work occurred as the November 2024 election neared, due to the high number of communications needs of the transition.

How will success be measured?

Vision

It is critical that we share with Portlanders an evaluation of the transition project’s goals of implementing the voter-approved charter amendments.

The transition plan included a series of indicators of success and potential measuring tools. However, as the project was implemented, the evaluation approach evolved. In early 2024, the team decided to use the Performance Stories methodology for project evaluation.

Table 6. Indicators and performance stories the transition team used to evaluate the project.

Indicators (from Transition Plan)	Performance Stories
<ul style="list-style-type: none"> • Delivery of project goals • Project delivered on schedule • Timely and effective adoption of changes 	<p>Performance Story 1: The voter-approved charter changes are delivered on schedule.</p> <p>Performance Story 2: The structural and policy changes to support the charter changes are delivered on schedule.</p>
<ul style="list-style-type: none"> • Delivery of project on budget (within 5 percent of the original cost estimate) 	<p>Performance Story 3: The transition project is delivered on budget.</p>
<ul style="list-style-type: none"> • Clear, effective communication and understanding of the 2022 voter-approved charter amendments • Effective community engagement and people feel heard and understood 	<p>Performance Story 4: The transition project provides clear and effective education, communication, and engagement activities to internal and external stakeholder groups.</p>
<ul style="list-style-type: none"> • Satisfaction of stakeholders, employees, and people experiencing changes 	<p>Performance Story 4: The transition project provides clear and effective education, communication, and engagement activities to internal and external stakeholder groups.</p>

	Performance Story 5: Stakeholders agree the implementation of the new organizational structure and technical changes critical to supporting the executive mayor and city administrator has prepared the City for future improvements in service delivery.
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Evaluation methodology

Performance stories are narrative statements of what the transition project sought to achieve. Each performance story contains a series of inputs, outputs, efficiency and quality elements that contribute to the outcomes. The outcomes are the intended results of the program or project. Outcomes are measured through primary and secondary data collection and analysis.

The primary data sources are the documents created by the transition team during implementation. Primary data sources include:

- Transition plan and project component plans, activities and reports
- Independent commissions' reports and decisions:
 - Creation of four electoral districts
 - Establishment of City elected officials' salaries
 - Implementation of ranked-choice voting method
- Government Transition Advisory Committee's reports
- City code amendments
- Partnerships with the City Auditor's Office and Multnomah County Elections to implement ranked-choice voting
- City Hall renovations to accommodate elected officials
- Approved City organizational structure reporting to the executive mayor and city administrator
- Elected officials' onboarding plan and activities
- Launch of the Council operations team
- Appointment of interim city administrator, assistant city administrator and deputy city administrators
- Change management plan and activities to support the transition
- Voter education plan and implementation activities
- Communications plan and implementation activities

- Community engagement plan and implementation activities.

The secondary data sources are the transition evaluation surveys results that asked about Portlanders' and City employees' perception of the transition work.

A note on the Transition evaluation surveys:

The transition evaluation surveys (one for Portlanders and one for City employees) were launched on January 8, 2025, and received responses for four weeks, through February 5. The surveys were available online, and paper copies were provided upon request. The surveys were translated into Spanish. The project asked partner organizations to help promote the survey and placed paid ads on social media to encourage participation.

The survey for Portlanders received 404 responses, and the survey for City employees received 286 responses. The total, aggregated samples for both surveys have margins of error slightly above the industry standard of five percent or less. However, the margins of error for the responses disaggregated by race, ethnicity and district of residents are much higher than the industry standard.

For example, the number of respondents to the survey for Portlanders who identified as members of communities of color were small enough to generate margins of error ranging from 23.10 percent to 56.56 percent. Similarly, the number of respondents to the survey for Portlanders were insufficient to generate an acceptable margin of error for any of four electoral districts. The margins of error per district are: 16.56 percent (District 1), 11.24 percent (District 2), 8.46 percent (District 3), and 9.75 percent (District 4). The sample in the survey for City employees also included an insufficient number of responses for employees from communities of color. The margins of error per race and ethnicity in the employees survey sample were even higher than in the Portlanders' survey, ranging from 17.55 percent to 98 percent. The transition evaluation report to be published by December 31, 2025 will include a complete discussion of the problems with the number of responses to the survey.

Despite the higher than ideal margins of error, the survey results were used as secondary data sources. This decision was made in the interest of transparency, and to honor the input of the people who took the time and energy to complete the surveys, while still acknowledging the survey's shortcomings.

Evaluation results

The evaluation results show that:

- The project completed the three voter-approved charter changes and the related policy and structural changes on time and on budget
- The project conducted a significant amount of work to complete the changes
- The project was completed over budget
- Survey respondent perceptions were mixed on whether the educational, communications and community engagement activities were adequate; and
- A majority of survey respondents do not know whether the policy and structural changes will help the City provide more coordinated service delivery to Portlanders.

The following tables show the performance stories, their intended outcomes, and the evaluation results.

Table 7. Performance Story 1: The voter-approved charter changes are delivered on schedule.

Intended Outcomes	Evaluation Results
<ul style="list-style-type: none"> • The charter changes are completed on schedule, based on the timeline approved by Portland voters. • Four districts for Portland city officials' elections are created by September 1, 2023. • The salaries of the new City council members, mayor and auditor are established by August 1, 2023. • A ranked-choice voting method for Portland city officials is implemented by the November 2024 general election. • The mayor-council form of government is successfully launched on January 1, 2025. 	<p>The primary sources demonstrate that three voter-approved charter changes were implemented successfully on time:</p> <ul style="list-style-type: none"> • The four new electoral districts in Portland were officially established on August 22, 2023. • The salaries for the City Councilors, Mayor and City Auditor were officially established on July 24, 2023. • The ranked-choice voting method was implemented on time for the November 5, 2024 election.

Table 8. Performance Story 2: The charter transition project’s structural and policy changes to support the charter changes are delivered on schedule.

Intended Outcomes	Evaluation Results
<ul style="list-style-type: none"> • The new City organizational structure and policy changes required to support the transition to the new mayor-council form of government are successfully implemented by December 31, 2024. • The new council operations team is operational by January 1, 2025. • The new city council and mayor begins on January 1, 2025. 	<p>The primary sources demonstrate that the structural and policy changes necessary for the voter-approved Charter changes to work were completed before December 31, 2024:</p> <ul style="list-style-type: none"> • The new City of Portland organizational structure that reports to the executive mayor and the city administrator was approved by council on November 1, 2023. • City council approved the transition-related City code changes over several dates in 2023 (Apr. 19 and Sept. 23) and 2024 (Feb. 28, May 29, Oct. 30, Nov. 13, Nov. 20, Dec. 4 and Dec. 11). • The council operations team was fully hired by December 1, 2024. • The City Hall renovations were substantially completed on December 18, 2024.

Table 9. Performance Story 3: The charter transition project is delivered on budget.

Intended Outcome	Evaluation Results
<ul style="list-style-type: none"> The charter transition project’s final, actual costs show a five percent (5%) variance compared to the original project cost estimates provided by the City Budget Office in 2022. The original cost estimate was a range between \$12M and \$17.7 over a 3-year period. 	<p>The evaluation results for this performance story will be finalized when the final transition project cost is determined. These results will be included in an additional update.</p>

Table 10. Performance Story 4: The charter transition project provides clear and effective education, communications and engagement activities to internal and external stakeholder groups during the transition.

Intended Outcomes	Evaluation Results
<ul style="list-style-type: none"> Portlanders understand the charter changes and why they are taking place Portland voters understand ranked-choice voting Portlanders know how to contact the transition project to ask questions or get additional information Portlanders have multiple opportunities to receive information about the transition 	<p>The primary sources demonstrate that the transition project conducted a significant number of voter education, communications and community engagement activities.</p> <p>The secondary sources show stakeholders perceived mixed results.</p> <p>The Portlanders’ survey shows that:</p> <ul style="list-style-type: none"> A significant majority of respondents indicated they understand ranked-choice voting and how to fill their ballot

<ul style="list-style-type: none"> • Portlanders and City employees feel the transition project has provided them with clear, accurate and timely communications • Portlanders and City employees who participate in transition engagement activities feel their perspective and ideas were considered by the team 	<ul style="list-style-type: none"> • A slight majority of respondents agree communications were timely and thorough and are satisfied with them • The majority disagree that they had opportunities to engage with the project or participated in the engagement activities • A slight majority of respondents are neutral on how well the charter changes and other related changes have been implemented <p>The City employees' survey shows that:</p> <ul style="list-style-type: none"> • A significant majority of respondents indicated they understand ranked-choice voting and how to fill their ballot • A slight majority agree communications were timely and thorough and are satisfied with them • A slight majority disagree that the project provided enough opportunities to provide feedback nor taken feedback into consideration; and a significant majority agree they have attended events to inform them of the charter and related changes, and know how to contact the transition team • The majority are neutral on how well the charter changes and other related changes have been implemented
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Table 11. Performance Story 5: Portlanders and City employees agree the implementation of the new organizational structure and technical changes critical to supporting the executive mayor and city administrator has prepared the City for future improvements in service delivery.

Intended Outcomes	Evaluation Results
<ul style="list-style-type: none"> • Portlanders and City employees agree that the implementation of the structural and policy changes to report to the new executive mayor and city administrator has been successful • Portlanders and City employees agree that the implementation of the structural and policy changes to report to the new executive mayor and city administrator will be critical in preparing the City to achieve future improvements in service delivery 	<p>The secondary sources show stakeholders perceived mixed results. The Portlanders' survey shows that:</p> <ul style="list-style-type: none"> • Most respondents agree they understand the roles of the executive mayor and legislative council • A slight majority indicate they do not know if the new City structure with service areas reporting to a city administrator will help increase coordination in service delivery to Portlanders <p>The City employee survey shows that:</p> <ul style="list-style-type: none"> • A significant majority agree they understand the roles of the executive mayor and legislative council • The majority indicate they do not know if the new City structure with service areas reporting to a city administrator will help increase coordination in service delivery to Portlanders • The majority agree that they understand the new service areas City structure and the reasons why they were created • The majority disagree that they have better tools to perform their work duties in the new service area structure • The majority are mostly neutral on whether they will be more effective in their role under the new form of government

	<ul style="list-style-type: none">• The majority disagree that the change to the service area structure has been well executed
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A comprehensive Transition project evaluation report will be released by Dec. 31, 2025.

Lessons Learned

After two-and-a-half years, the transition team reflected on its work and identified lessons learned as valuable guidance for future projects of a similar nature. The audience for these lessons is jurisdictions, including the City of Portland, who may embark on complex, large-scale, time-limited, public processes. These lessons are distinct from ongoing project-specific activities the City must continue.

In November 2022, after a contested campaign, voters overwhelmingly approved the overhaul of Portland's government structure and elections system – and, in doing so, started a two-year countdown to implement the reforms.

Delivering on voters' direction required a complex mix of strategic, political, and technical work. It also required navigating a complex and dynamic political landscape. Some members of the City Council, which then included a mayor and four commissioners, publicly opposed charter reform. All four commissioners were running for election in the new form of government. And, as a new form of government took shape, the sitting Council continued to address pressing community issues such as homelessness, public safety, and economic recovery.

The transition to a new form of government and elections system was one of the most significant projects ever undertaken by Portland's city government. But it won't be Portland's last major project – and Portland is not alone in facing community calls for change, which must be implemented within complex political environments. These lessons learned are designed to preserve insights and recommendations for future public projects.

Lesson 1. Create and communicate a unified, detailed, living project plan.

Preparations for implementation of any projects that begin with a vote of the people should be completed prior to the vote so project activities begin immediately after the election. Adopting a change management framework for developing the project plan and its many complex components will help leadership and project managers stay grounded and aligned in messaging, implementation, and building the partnerships necessary for success.

Project activities should adhere to a clear plan that includes project objectives and strategies; roles of decision-makers, key stakeholders, and staff; decision-making authority and approach; strategies for communicating to different audiences about the changes, and project evaluation plan and measurements of success. The plan should be consistently evaluated to build capacity for adjustment and to measure progress against clear metrics of success. The project should have dedicated staff to implement a thorough evaluation. The complexity of the project is best served by one comprehensive plan rather than individual work plans. The plan must be well-communicated internally

and externally for folks to hold the jurisdiction accountable for progress and adherence to the plan.

Lesson 2: Secure internal leadership who champion the project and commit to shared values. From the outset, leadership from both elected officials and the administration must be identified who will holistically champion the project and who commit to a common approach of values-based decision-making and communicating about the changes and their intended outcomes and benefits.

Complex projects of this scope require utilization of a common leadership approach – not different leadership approaches for different project components. Identifying, embedding, and consistently applying a set of shared values is key. As examples, secure leadership commitment for consistent application of an equity tool to inform project decision-making throughout. Secure commitment to budget transparency and fiscal responsibility to promote public trust and ensure the project is well-resourced and resources are allocated at the right time for project priority activities. A common approach to values-based decision-making ensures the project is sufficiently resourced and staffed and, when necessary, enables refocusing of resources to those most impacted by the change with the least access to information about the change.

Lesson 3. Position the project in a long-term community vision. Any project of this scope will require continued adaptation beyond the initial implementation deadline. Projects like this take years, or even decades, to be fully realized and must build capacity for long-term change management. A significant question to answer is what should be done during immediate implementation versus what should wait. Using the City of Portland's example, what work should have been done in the first two years versus what work should have waited until the new council and mayor were seated. Be clear about what guides the answer to that question and recognize that some work done during the immediate transition will be undone. It is preferential for the jurisdiction to have an existing community-informed strategic plan to guide project decisions. While a project evaluation plan should be put in place at the outset, so too should a long-term plan to evaluate the reforms impact. A long-term evaluation framework coupled with an existing strategic plan could drive project-based decisions when the direction is uncertain.

Lesson 4. Plug the project into an existing, structured community engagement framework. Public projects of this scope benefit from being able to plug into an existing structured and consistent outreach system. Having to operate within what could be described as an ad-hoc-at-best framework requires project staff and volunteers to develop their own approach from scratch. A preexisting engagement system ensures that the staff, partners, and volunteers of a particular large-scale, time-limited public process have an approach to plug into and don't have to develop their own. Established processes and infrastructure promote more effective, efficient and consistent engagement.

Lesson 5: Continue to partner with community and offer resources to strengthen collaborative work. Projects like this often come about from community calls to action. The projects should build on the community's momentum and coalition-building

of the reform effort. The jurisdiction should partner with (and invest in) community-based organizations who can meaningfully engage communities most impacted and/or historically left out of jurisdictional decision-making. Working alongside community-based organizations values the knowledge and relationships that government cannot replicate with a one-size-fits-all approach, provides essential culturally specific services, language access and trusted messengers. The project, while urgent, should work at a pace that considers community capacity to participate. The engagement approach for a project of this scale should be coalition-building and maintenance, and the jurisdiction would benefit from a coalition manager on the project team who can work with community throughout.

Lesson 6. Form a project advisory body. Community members have a wealth of knowledge, talent, and experience that can help inform and improve projects of this scope. Having an advisory body whose purpose is to evaluate and advise on the full project can provide necessary perspective to ensure priorities, budget, and timelines are coordinated, meet community needs, and are based in organizational values. Additionally, a body tasked with advising on all aspects of the project can provide an essential push back on leadership's instincts around self-preservation and maintaining the status quo.

An advisory body's very existence enhances transparency. Open meetings provide a platform for dialogue, enabling the volunteers and the public to learn about key aspects of the project. This openness invites public scrutiny and ensures that decisions withstand through questioning, fostering greater trust in the process. Advisory bodies also promote civic engagement. Any advisory body should have a clear purpose, be granted the ability to advise on all aspects of the project, starting as soon as possible and continuing after the end of the project.

Lesson 7. Sustain project leadership and internal collaboration. All aspects of the agency must be engaged in the project. Bureau and department leadership must be identified and enlisted from across the agency to own, co-create and collaborate in the project. Elected officials must be engaged early and often to ensure timely, informed decisions. Employees must be engaged, have their perspectives elevated, and be equipped with information and resources to effectively implement the changes. It is necessary to support teams across multiple functional areas of the organization to promote unified and cohesive outcomes. The legislative and executive branches of government must coordinate and be represented in each other's decision-making spaces to ensure time-critical knowledge sharing, and alignment of project planning in both branches.

Ongoing Activities and Project-Specific Recommendations to the City of Portland

The work of implementing the voter-approved amendments to the City’s Charter does not end with the disbanding of the transition team. This section includes work required to be completed in a specific timeframe, such as appointment and staffing of the next Salary, Charter, and Independent District Commissions, as well as on-going work for which the team has recommendations.

Time-Specific Work

Body of Work	City Administrator Recruitment	Voter Education	Elected Official Onboarding	Salary Commission	Charter Commission	Independent District Commission
Deadline	Nationwide recruitment with the aim of appointing a new city administrator by January 2026.	Prior to each even year November election – 2026, 2028, 2030, etc.	After each even year November election – 2026, 2028, 2030, etc.	Must be appointed no later than January 1, every odd year – 2027, 2029, etc.	Must be appointed no less than every 10 years – 2030, 2040, etc.	Must be appointed no later than March 31, every year ending in “1” – 2031, 2041, etc.
Led By	Bureau of Human Resources	City Auditor’s Office	Council Operations Team	Bureau of Human Resources	City Administrators Office	City Auditor’s Office

City Administrator Recruitment

In February 2025, the mayor appointed, and the council confirmed, the current city administrator to serve through January 2, 2026. At the time of that appointment, the mayor established that nationwide recruitment would commence in spring of 2025 with the aim of appointing a new city administrator by January 2026. A recruitment timeline proposed by Motus Recruiting – a firm previously contracted to research and make recommendations about how to recruit the City’s first city administrator – recommended a sixth month timeline. With the aim of appointing a new city administrator by January 2026, recruitment should begin as soon as possible and no later than June 2025. It is anticipated that the Bureau of Human Resources will take on this work with or without the support of a recruitment firm.

Voter Education

The amended charter requires that the City “conduct periodic voter education campaigns to familiarize voters with the ranked choice voting methods” (Section 3-102).

It is anticipated that the Elections Division of the City Auditor’s Office will take on this work. Below are specific recommendations related to voter education.

1. *Increased staffing:* The transition team operated with only one full-time project manager, responsible for strategy, project management, budget, contracting, committee meetings, timelines, deliverables, partnerships, and material reviews. Limited support from community engagement and communication staff, who were also juggling other priorities, was insufficient to meet all community requests. Volunteer members of the Government Transition Advisory Committee also contributed significantly by conducting community presentations. For future voter education programs, it is essential to increase staffing, particularly during the summer and late fall, to support outreach and tabling efforts effectively.
2. *Graphic Design and Contracting:* Developing educational materials such as fact sheets, mailers, presentations, posters, and social media content required substantial time and design work, especially for multilingual materials. While the team benefited from a communications staff member with graphic design skills, they were stretched thin with competing priorities. Future programs should consider hiring a contractor with graphic design and digital ad buy experience. While the team was able to produce content, they often faced a bottleneck in promoting content, especially on social media, as they had to compete with other City of Portland content. This disparity was highlighted when the contracted agency Hearts & Minds began their digital advertisements. Their ability to quickly create and self-publish these ads resulted in over 11,000,000 impressions across platforms.
3. *Translations:* The City sought to use Multnomah County’s elections translation vendor for translating materials but faced contract delays that made this collaboration unfeasible. Establishing a contract with this vendor in advance will ensure consistency in translations for educational materials across jurisdictions.
4. *Timeline coordination:* Collaboration with jurisdictional partners provided comprehensive voter education but often faced misaligned timelines. Future planning should account for these discrepancies and allow ample time for coordinated efforts.
5. *Sense of urgency:* There was often a sense that ranked-choice voting was not being discussed enough. While there was some interest in voter education about ranked-choice voting during the early spring and summer, most people showed greater interest in the fall. Having a team prepared to focus their activities in summer and fall will be crucial.
6. *Funding community-based organizations:* There was significant interest from

community organizations to support voter education, with over \$1 million in funding requests for the grant program. However, only \$210,000 was available for grants. Future programs should consider increasing grant funding to better support community involvement.

7. *Working with community-based organizations:* Many community-based organizations provide essential, culturally specific services, language access, and are trusted messengers. These organizations are invaluable to civic engagement efforts and should remain central to future voter education strategies.
8. *Ranked Vote Web Platform:* The [Ranked Vote web platform](#) proved to be an effective tool for helping community members practice ranked-choice voting through mock elections. While organizing partnerships and outreach required significant staff capacity, the platform was highly beneficial. Future programs should continue to use the platform and account for the staffing needed to maximize its impact.
9. *Contracting:* Significant time was required to establish and amend voter education contracts. Future planning should include ample time for contracting leading up to the voter education program. Additionally, incorporate an unrestricted contingency task order to address any emergency misinformation or communication crises, especially in the period leading up to the election.
10. *Partner with the 311 program:* The partnership with the City and County's 311 program proved to be an invaluable resource. They supported tabling events, connected the transition team with constituents, and provided real-time information and feedback on questions from the community.

Newly Elected Officials Onboarding

After new city councilors are elected, they must be properly onboarded into the work of the City and their roles as councilors. Onboarding may need to occur after the election in 2026, 2028, and every even year thereafter, depending on who is elected or re-elected.

It is anticipated that the council operations team will be responsible for management of this work. Below are recommendations for improving future onboarding processes.

1. *Clarity and a single point of contact.* Ensure that there is clarity of roles, decision making authority, delegations, and clarity of what information should be provided at what times in the process. A single point of contact for elected officials was useful and the position of council operations manager was envisioned to do this for councilors-elect and may be the right person for the next cycle. The city administrator should identify the right person to serve this role for a new mayor, if different from the council's point of contact.
2. *Onboarding Timeline and Staffing.* Start both the offboarding and onboarding

planning early in 2026. Have a good plan for offboarding to help manage expectations of departing elected officials and coordination across staff responsible for a smooth transition. The council operations team is recommended to be more heavily involved in onboarding implementation to increase capacity and to establish relationships.

Staff participating in the onboarding also appreciated early planning and collaboration. A regular meeting cadence for planning which includes documentation of action items and helpful information, and a run-of-show is recommended.

Participating staff also appreciated the opportunity provided by holding some onboarding activities in December to develop deeper and more positive relationships with newly elected officials. Factors contributing to this included increased time and exposure together as well as loosely scheduled social time, e.g., a reception at the end of the welcome orientation day.

3. *Useful tools and processes.* The onboarding tracker (Smartsheet with elected official office budget and position info, new employee names, personal emails, start dates, etc.) was critical to track what was done throughout the process. Additionally, batching services (e.g., technology provision, hiring, benefits) to the newly elected officials by district provided efficiency.

Elements like the welcome packet (email with information on onboarding, the swearing-in ceremony, staff hiring, and key contacts), briefing booklet, (150+ page booklet overviewing the organization's offices and bureaus organized by service area) and SharePoint site (central, cloud-based repository of onboarding materials) were greatly appreciated but often got lost among all the other activities and information provided.

The optional voluntary stipends for December onboarding were appreciated and should be budgeted for and provided in the future.

4. *Session planning.* Organize sessions to provide the best learning opportunities for elected officials. For example, pairing public records laws and public records management in the same session, or holding sessions in a variety of locations to better engage the participants. Balance presenting dense information with sufficient time for both breaks and questions. Be mindful of the potential negative impacts of information being communicated, e.g., past examples of attacks and vandalism on former elected officials. Explore trauma-informed approaches to creating a psychologically safe environment.

Consider additional ways to set elected officials up for success such as providing information to all candidates interested in running for office on authorities, public disclosure requirements and lobbying regulations. Be explicit with candidates about the onboarding process and its calendar. Be explicit with newly elected officials and their staff on how to make up missed training opportunities, and who

can be resources to them on what topics.

Facilitated trainings, such as the one hosted by Portland State University, which provide opportunities for elected officials to learn each other's communication styles, shared values, policy priorities, and how they want to work together as a council are useful. Additionally, a coordinated legislative agenda handoff in December can provide an opportunity to tie legislative advocacy to achieving the city's priorities.

There was a perceived lack of interest from new elected officials on equity and other core values of Portland's city government, which led to training delays. It's recommended that future onboardings prioritize core values training earlier in the schedule.

5. *Technical onboarding.* Facilities, technology, and human resources all work within very structured processes. This structure makes onboarding large groups challenging. Some ways to lessen these challenges include:
 - a. Work with decision makers to clearly identify the level of services provided and properly resource those service levels to respond to the stream of requests from newly elected officials.
 - b. Work with decision makers to identify what standards applicable to other city employees do not apply to elected officials. Recognize that once decisions are made, it's difficult to make changes at the last minute (e.g., pay, health care).
 - c. Make the technology scheduling tool more accessible to elected officials who are not yet in the City's systems and encourage its use for predictable scheduling. Alternatively, schedule 2-3 pre-determined, well-staffed time slots.
 - d. Pre-plan for batching of technology requests.
 - e. Look for opportunities to use resources wisely and create shared tools that will help all.

Salary Commission

The next Salary Commission must be confirmed and begin its work by January 1, 2027. This charter-required commission will need sufficient staffing and budget to keep its independence and successfully complete its work. Additionally, any reforms resulting from the commissions will need to be implemented.

It is anticipated that the Bureau of Human Resources will lead the work of the next Salary Commission. Below are additional recommendations for future Salary Commissions.

1. *Survey improvements.* For future public engagement surveys, the Salary Commission recommends including a field that helps identify if people are from the Portland metro area, such as a zip code, to help differentiate between Portland voter input and input from those outside of Portland.
2. *Multi-cultural differential program.* The City should further explore the idea of a multi-cultural differential program. This model was designed and is in use at the Oregon Food Bank. The idea of this program is to honor the diversity of experience and ideas by providing differential pay for skills derived from lived experiences of 10 years or more of successful multicultural immersion experience. Multicultural immersion is defined as actively integrating into one or more community (cultural groups), interacting with individuals and groups, and seeking to understand and support the diversities within and between communities by engaging in daily life activities. This idea required more discussion and research than time allowed.
3. *Multilingual differential.* Considering feedback from the public and the City of Portland, the initial Salary Commission adopted the City's \$1/hour multilingual differential for elected officials. It is recommended to revisit this approach to determine if the original amount is sufficient, or if this should be adjusted to another per hour amount, or a percentage.

Charter Commission

The next charter commission will need to be seated and begin its work in less than five years (no later than 2030). This charter-required commission needs sufficient staffing and budget to maintain its independence and successfully complete its work. Additionally, any reforms resulting from the work of the commission will need to be suitably resourced.

It is anticipated that the City Administrator's Office will manage the work of future charter commissions. Additional work resulting from voter-approved amendments recommended by future charter commissions is also anticipated to be managed by the City Administrator's Office.

Independent District Commission

The next Independent District Commission must complete its work in 2031. The transition team highly recommends allowing future IDCs sufficient time to engage community on its work, which means seating the next commission in 2030 or earlier. This charter-required commission will need sufficient staffing and budget to remain independent and complete its work. Additionally, any district changes resulting from the work of the commission will need to be implemented.

It is anticipated that the City Auditor's Office will manage the work of the next IDC. Below are specific recommendations for future IDCs.

1. *Expand the timeline.* The IDC recommends a longer timeline for redistricting than

the seven months they were given and recommend allocating resources to community-based organizations to host public hearings and engagement events.

2. *Partner with community.* The IDC had the most success in engaging historically underrepresented voices by partnering with community-based organizations to host education events and briefings. Commissioners also utilized their personal community connections to gather feedback from communities of common interest.
3. *Public hearing opportunities.* The amended City charter requires eight public hearings (two in each proposed district) after draft maps are posted and before the final map is adopted. The IDC held nine hearings (two in each proposed district and one additional virtual hearing). Community feedback suggests that this number of hearings was not sufficient, and that ideally each hearing should have a hybrid component where residents may attend virtually. A hybrid component was not possible at every hearing venue, and holding hearings in the summer may also have impacted attendance.

Public hearings can be more accessible by providing childcare, stipends, food, and other resources that decrease barriers to attendance. These intentional efforts to mitigate barriers empower communities of interest to express their unique priorities.

Ongoing Activities

Area	Project	Responsible Party
Charter reform evaluation	Evaluation of the 2020 charter reforms	Internal or third-party contract managed by the City Administrator's Office
Charter reform knowledge sharing	Community presentations on charter reform and the transition	City Administrator's Office
	Advice to other jurisdictions on charter or other significant reforms	City Administrator's Office
Community education and engagement	Citywide approach to community engagement	City council and the engagement officer
	Analysis of community input	City council and the engagement officer
	Community townhalls	City council and the engagement officer
	Advice on advisory bodies	Engagement officer
Accountability for progress on advisory body work	Implementation of GTAC recommendations	City council governance committee and City Administrator's Office
Internal communications and collaboration	Employee townhalls	Central communications office
	Internal communication strategy	Central communications office
	Leadership and ELT meeting management	City Administrator's Office
Change management	Communication about the changes	Central communications office

	Training	Bureau of Human Resources training team
	Peer learning	Bureau of Human Resources
	Employee support	Bureau of Human Resources
Updates to Portland Policy documents	Aligning policies and administrative rules with the amended charter	City Administrators Office

Evaluation of the 2020 Charter Commission Reforms

Community expects a comprehensive evaluation of charter reform. The City should support an evaluation of the long-term impact over the coming years. The evaluation may assess things such as participation, policy, representation, service delivery, and the ability of the new system to realize efficiencies. The evaluation could be conducted internally or by a third-party contract managed by the City Administrator's Office.

Charter Reform Knowledge Sharing

1. *Community presentations on charter reform and the transition.* Community members continue to request presentations on charter reform, the work of the transition, and other general city governance topics.

The City Administrator's Office should be responsible for this ongoing work.

2. *Advice to other jurisdictions on charter or other significant reforms.* Transition team members are frequently contacted by other jurisdictions to provide advice or information sharing on the entire charter reform process – from the work of the charter commission through implementation of voter-approved reforms.

The City Administrator's Office should be responsible for this ongoing work.

Community Education and Engagement

1. *Citywide approach to community engagement.* Create a citywide, systemic approach to community engagement that aligns with the new form of government and district-based representation.

City council and the engagement officer should be responsible because both branches have significant roles in community engagement.

2. *Analysis of community input.* The transition team has been asked to assist with analyzing public input provided at the recent budget listening sessions. This

analysis will need to be completed by others in the future.

City council and the engagement officer should be responsible for this work, recognizing that both branches of government will be intaking public input.

3. *Community townhalls.* The transition team hosted many community townhalls or listening sessions and has been asked to advise on best practices.

City council and the engagement officer should be responsible for this work, recognizing that both branches of government will be conducting community townhalls.

4. *Advice on how to support advisory bodies, boards and commission.* The transition team is frequently asked for this advice and serves as a resource across the City. The engagement officer is currently working on an Advisory Body Alignment Project that will articulate standardized, equitable practices for the program. This information will then be disseminated across City practitioners and it is anticipated that technical assistance will be available.

The engagement officer should be responsible for ensuring this assistance is available across the City.

Accountability for Progress on Advisory Body's Recommendations

Develop a workplan to implement the recommendations of the GTAC. In February and April 2025, the GTAC received written status updates from the City on GTAC's recommendations. The governance committee has scheduled an update on the administration's progress for fall 2025.

The city council's governance committee should insist on regular updates from the administration on progress.

Internal Communication and Collaboration

1. *Employee townhalls.* The transition team hosted a variety of townhalls, public hearings, and public meetings using Zoom's webinar feature. Examples include employee townhalls and budget listening sessions. The team has developed procedures, which can be found on the [employee intranet](#). The team has trained a handful of communications-focused staff on both the templates and the procedures.

Central communications office within the city operations service area should take over management of town halls. The transition team's Zoom account subscription has been handed over to them.

2. *Internal communications strategy.* As learned through the implementation of the transition team's change management plan, a robust communications strategy is important that focuses on issues relevant to employees and offers opportunities to elevate employee perspectives and voices. Examples that can be built upon in

the years ahead include providing important news occurring across the City and promoting staff profiles through the *CityInsider* employee newsletter and developing standardized talking points for leadership to use to convey important changes citywide.

The central communications office within the city operations service area is responsible for the on-going work of coordinating with leadership to provide citywide communications with employees on a wide variety of issues.

3. *Leadership and ELT meeting management.* The transition team has been providing agenda preparation, meeting facilitation, and event planning for the leadership team and executive leadership team's weekly meetings and occasional working retreats.

The City Administrator's Office should be responsible for this on-going work.

Change Management

The following efforts that were part of the transition team's change management plan have laid a foundation for future change management work:

1. *Communication about the changes.* Providing clear and timely communication about organizational decisions and updates will help to ensure employees understand the changes, how decisions are being made, and how they can get involved and/or stay informed. Resources such as employee town halls, office hours with field staff, the *CityInsider* e-newsletter, and creation of informational videos, should be utilized and adapted as needs arise.

The central communications office will have the primary role of ensuring robust and timely communication to employees regarding the scope and impact of changes, enlisting the support of managers, supervisors, and team leads.

2. *Change management training.* Three change management training courses were launched in 2024-2025 as part of the City's training programs in the Bureau of Human Resources. The courses provided managers and other employees with information and tools to support them in leading more effectively through the transition changes.

The BHR training team manages the training programs and will be responsible for future discussions regarding trainings with BHR and other City leadership.

3. *Invest in peer learning.* Peer learning panels at executive leadership team (which is comprised of City bureau directors) were a huge highlight for leadership in learning and supporting their teams and bureaus. The development of an online toolkit of resources for managers was beneficial and will continue to be a resource managers can use. This toolkit can be found on the [city's employee intranet page](#) (Note: this toolkit requires signing into a City of Portland employee portal; if you'd like a copy and are not a City employee, [complete a records](#)

[request](#)).

BHR is anticipated to be responsible for future training, professional and leadership development, and culture building.

Updates to Portland Policy Documents

1. *Update policies and administrative rules.* All of Portland's policies and administrative rules must be reviewed and brought into alignment with the amended charter. There are over 1400 individual policy documents which must be reviewed and either confirmed, deleted, or updated as necessary.

The City Administrator's Office should be responsible for working collaboratively with bureaus and offices to ensure the update of all Portland Policy Documents.

Appendix

1. [Transition Plan](#) (July 2023)
2. [Transition Community Engagement Plan](#) (July 2023)
3. [Transition Communications Plan](#) (August 2023)
4. [Independent District Commission Final Report](#) (September 2023)
5. [Salary Commission Final Report](#) (September 2023)
6. [Community Outcomes Report](#) (September 2024)
7. [Supporting Employees Through the Change in the New Form of Government](#) (September 2024)
8. [Portland Votes 2024 Program Report](#) (January 2025)
9. [Government Transition Advisory Committee Final Report](#) (March 2025)
10. [Voter Education Report](#) (March 2025)



Portland Transition

Voter approved. Community centered. City delivered.