



# Portland Transition

Voter approved. Community centered. City delivered.

## Monthly Status Update: April 2024

You can find all Monthly Status Updates and the Transition Plan on the transition website:

<https://www.portland.gov/transition/resources>

April updates appear below in **blue** text.

### Implementation Strategy

*By Jan. 1, 2025, the City is responsible for implementing the following voter-approved charter amendments:*

- Allow voters to rank candidates in order of preference, using ranked-choice voting.
- Establish four geographic districts, with three city council members elected to represent each district – expanding city council to a total of 12 members.
- Establish a city council that focuses on setting policy and engaging with community, transitioning day-to-day oversight of bureaus to a mayor elected citywide and a professional city administrator.

### Transition Plan

Needs Action At Risk On Track Completed

   

**Status:** Council approved Resolution 37609 directing the CAO to develop and implement a transition plan and a community engagement plan to implement Measure 26-228. The transition plan includes the project scope, schedule, and budget to implement the election methods and governance reforms. In partnership with the performance measuring team at the City Budget Office, the project is developing tools to measure the success of the transition work. The use of the evaluation tools will begin as soon as possible in 2024. The project sponsor and manager presented the projected expenses and funding plan to the council on February 22. The project estimates the costs for continuing the implementation of the charter amendments to be \$3.8 million. The funding plan includes carry-over unspent funds from this fiscal year and policy set-asides for the transition and onboarding of elected officials.

**Next Steps:** Conversations continue about the implementation of the organizational chart and other project deliverables in alignment with the Nov. 1 resolution. Continue to refine the budget proposal to be included in the mayor's proposed budget.



# Portland Transition

Voter approved. Community centered. City delivered.

## Election Methods

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

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

## Administration of Ranked-Choice Voting Elections

Needs Action At Risk On Track Completed



**Status:** Council adopted updates to the elections code (section 2.08). Multnomah, Washington, and Clackamas counties have signed an intergovernmental agreement to ensure coordinated administration of elections for Portland ranked choice voting (RCV) contests. Portland RCV contests will appear on a separate ballot page that Multnomah County will design for Clackamas and Washington counties. Each county will print, mail, verify timely receipt and voter signatures, open ballot envelopes, and batch the RCV ballots. Multnomah County will centrally scan and tabulate the RCV ballots, and each county will archive its RCV ballots. [Multnomah County's voting system vendor initiated the federal certification and accredited voting system test laboratory review processes in August 2023; the review process is progressing according to plan and state certification is on track for completion in early Summer 2024. The County has drafted new audit and recount procedures for single and multi-winner RCV elections, informed by best practices from other jurisdictions that administer RCV elections and research from national experts. County staff continue to develop software and website tools for reporting and visualizing results for RCV contests, drawing from best practices in jurisdictions such as Minneapolis, New York City, and San Francisco.](#)

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

## Voter Education

Needs Action At Risk On Track Completed





# Portland Transition

**Voter approved. Community centered. City delivered.**

**Status:** The City and Multnomah County signed a memorandum of understanding for coordination of education on ranked-choice voting for the 2024 general election. The Partner Collaborative, composed of the Transition Team, City Election Office, Multnomah Elections Division, and the United Way of Columbia-Willamette (voter education contractor), have been planning a coordinated approach to voter education. In December 2023, the City Elections Office released an updated version of their candidate guide for the November 2024 City Election and hosted its first series of candidate learning sessions on Jan. 8 and 10. The City Elections Office will host a series of in-district candidate learning sessions after the May primary. The County will fund a ranked choice-voting video for the 2024 election. The Partner Collaborative opened the Portland Votes Grant Program application period on March 4; application deadline is April 30, 2024. Three tiers of funding are available for a total of \$210,000. All voter education activities will be impartial and non-partisan, and grantee recipients will be required to use materials approved by the City. The application is available on the new Portland Votes [website](#). The City has developed a multimedia ad campaign and has purchased ad buys for summer ad placement across multiple platforms. [Staff hosted an information session on April 16 for the Portland Votes 2024 Grant Program to answer potential applicants' questions.](#) The recording and materials are available at [Portland.Gov/Vote/Events](#). The grant opportunity closes on April 30, 2024, after which the evaluation committee will meet in the month of May and review applications and make selections for funding. Work is underway with the Bureau of Technology Services to embed a ranked-choice voting application on [Portland.Gov/Vote](#) to hold 10 mock elections between June-November 2024.

**Next Steps:** [Develop a fact sheet and video on ranked-choice voting ahead of launch of voter education campaign and summer tabling events](#)

[Applications for the Portland Votes Grant Program will be evaluated early-mid May and funding recipients will be announced in mid-late May. Onboarding will begin in June.](#)

[In June, the City of Portland will begin hosting mock ranked-choice voting elections with bureau and community partners.](#)

## Establishing Geographic Districts

*Needs Action   At Risk   On Track   Completed*



**Status:** The District Commission has ended, and their terms are now complete. The City project manager and technical consultant drafted a [final report](#), summarizing the IDC process for future redistricting efforts.

**Next Steps:** There are no additional steps.



# Portland Transition

Voter approved. Community centered. City delivered.

## Governance

Portlanders voted to transition to a mayor-council form of government by Jan. 1, 2025. The new legislative council will focus on setting policy, and the executive mayor will be elected citywide and will run the city's day-to-day operations with the help of a professional city administrator.

## Council Operations and Elected Officials Staffing

Needs Action At Risk On Track Completed

Needs Action At Risk On Track Completed

**Status:** The Transition team, the City Attorney's Office, and other subject matter experts identified key policy choices and recommendations to provide a framework for the successful operations of the 2025 council. *Code 3.02*, which outlines council operations, was refined based on GTAC and community feedback. The transition team has been working with internal partners to plan for council office staffing levels to support the shifting roles of the future city council, mayor, and city administrator. A listening session was held on Aug. 8 on the proposed revisions to *Code 3.02*. Public comment on the code was considered and addressed. The ordinance to amend *City Code Chapter 3.02* was passed by city council on Sept. 27, 2023. Phase 2 recommendations on council operations will be made to the 2025 council and will focus more on committee rules and procedures and how the community will interact with council. Full funding of the CAO's council staffing recommendation is dependent on decisions made through the budgeting process. This project is complex and faces risks associated with limited staff capacity, short timelines, and uncertain budget decisions. The project team is mitigating these risks by prioritization conversations with partners, explicitly limiting the maximum number of committees that can be supported by the limited shared services staff and providing the new council recommendations on staffing levels for the shared and dedicated staff supporting council. GTAC sent a [letter to the City](#) recommending increasing the number of staff for each councilor.

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

**Next Steps:** The GTAC subcommittee on Districts and Council Operations is developing draft recommendations based on what they heard during the March-April community engagement and will share and discuss these recommendations with the full committee on May 15. The subcommittee will then revise the recommendations and disseminate them for public review and input in June and July. City staff will continue to use this community feedback to inform council operations planning and recommendations to the 2025 City Council.

## Elected Officials Onboarding

Needs Action At Risk On Track Completed

Needs Action At Risk On Track Completed

**Status:** The Transition team is planning for the onboarding the Mayor, Council and Auditor elected in the November 2024 election. The onboarding process includes planning and coordinating with City partners leading critical components of onboarding: the Auditor's Office, the City Attorney's Office, the Bureau of Human Resources, the City Budget Office, and bureau directors. The future council operations manager is

**Next Steps:** Refine the high-level scope and start drafting the onboarding plan. Recommend funding for onboarding activities. Continue meeting with the GTAC



# Portland Transition

Voter approved. Community centered. City delivered.

anticipated to manage the onboarding of the council, including the election of the council president and the scheduling of the onboarding activities to prepare the council to meet starting Jan 2. 2025. In the fall BMP, Council approved a policy set aside to support the transitioning and onboarding the elected official offices. The proposed budget for onboarding materials, activities and swearing in ceremony is within the onboarding set aside amount. To respond to candidates' questions about the restrictions on elected officials holding profit-making positions, the city attorney provided guidance that is available on the <a href="#">auditor’s website</a> . The GTAC submitted a letter of <a href="#">recommendations</a> for onboarding planning.	subcommittee and internal subject matter experts to inform planning.			
<b>Salaries of Elected Officials</b>	<div>Needs ActionAt RiskOn TrackCompleted</div> <div><div></div><div></div><div></div><div>✓</div></div>			
<b>Status:</b> Final Report: <a href="#">Salary Commission Final Report. September 2023.pdf</a>	<b>Next Steps:</b> There are no additional steps			
<b>City Budgeting</b>	<div>Needs ActionAt RiskOn TrackCompleted</div> <div><div></div><div></div><div>✓</div><div></div></div>			
<b>Status:</b> The City Budget Office is currently integrating recommendations for the future of the annual budget development process into the FY2024-25 budget. The Mayor’s <a href="#">second budget guidance</a> was provided in mid-December. Budget kick-off was held in late December and the City’s budget forecast is available <a href="#">here</a> . In January 2024, council adopted the <a href="#">FY 2024-25 Budget Calendar</a> . Bureaus began meeting within their newly defined service area in January to develop scenarios for constraints as highlighted in previous city council work sessions. Council held work sessions through the first half of February to review service area transition and planned budget documents. Feedback was provided to each service areas as they prepared their Requested Budgets. Requested Budgets were then submitted by service areas on February 16 with City Budget Office Reviews distributed to council and the public on March 22, 2024, with the city hosting three public listening sessions in April.	<b>Next Steps:</b> The Mayor’s Proposed Budget for FY 2024-25, including recommendations on funding for new Charter-related positions, will be released on May 2 with a proposed budget work session on May 7. <a href="#">GTAC will consider recommendations on how to improve community engagement in the City’s new budget process on May 15.</a>			



# Portland Transition

Voter approved. Community centered. City delivered.

Facilities Improvements	Needs Action	At Risk	On Track	Completed
<b>Status:</b> Facilities finalized the Council Chambers and Council Offices construction contract and issued notice to proceed to the contractor for Council Chambers. The contractor is mobilizing, which includes protection of the existing building finishes and construction barriers. At present, construction of Council Chambers is on track to meet the Jan. 1, 2025 opening deadline, albeit on a very compressed schedule. Temporary Council office locations have also been finalized; moves will occur in June and July 2024. This portion of the project is also on track. Facilities has been meeting with Council to discuss in-district offices. Council is anticipated to make a decision on proceeding, pausing, or discontinuing the 2024 development of these offices soon. Modifying the direction will require an amendment to Council Resolution 37638.			✓	
<b>Next Steps:</b> Construction of Chambers. Moves to temporary offices and construction of Offices, and Major Maintenance. Council decision on whether to proceed with in-district offices as prescribed in Resolution 37638.				
Code Review and Revisions	Needs Action	At Risk	On Track	Completed
<b>Status:</b> The goal of this work is to ensure that the City Code matches the revised City Charter. A core team with representatives from the City Attorney's office and the City Auditor's office are leading this project. Additionally, subject matter experts from each bureau advise the project on process and bureau needs. Amendments to <i>Chapter 2.08, Elections of Candidates</i> , <i>Chapter 3.02, Council Operations and Procedure</i> , and <i>Title 15, Emergency Code</i> are complete. Amendments to <i>Title 3, Administration</i> , will be the focus of the project team in the first two quarters of 2024. The updates to <i>Title 3</i> will be a strategic update to match code with charter or the amended organizational chart. The remaining titles will be prioritized following the completion of <i>Title 3</i> .			✓	
<b>Next Steps:</b> Updates to <i>Title 3, Administration</i> , related to creation of the Fleet and Facilities Bureau, the creation of the Portland Permitting & Development Bureau are scheduled for the May 22nd council meeting for first reaching. Other <i>Title 3</i> updates are anticipated to be completed in July.				
The Role of the City Administrator and Recruitment Preparations	Needs Action	At Risk	On Track	Completed
<b>Status:</b> The roles and responsibilities of the city administrator are outlined in <i>Section 2-406</i> of the <i>City Charter</i> . The Transition team is planning to gather input from the community and stakeholders to recommend supplemental skills and talents to include in the position description. The short-term focus of this work is on the reporting structure that reports to a city administrator. The Bureau of Human Resources presented to GTAC on Oct. 17 and received feedback on the planned approach.  The Bureau of Human Resources has engaged <u>Motus Recruiting &amp; Staffing, Inc.</u> to lead the development of a recruitment and community engagement plan that will include: <ul style="list-style-type: none"><li>• Schedule for recruitment;</li><li>• Roles for the recruitment firm, BHR, transition team, GTAC and others;</li><li>• Listening session on the executive branch of the new organization mayor and city administrator roles and authority; and</li></ul>			✓	
<b>Next Steps:</b> Develop a recruitment plan that includes outreach strategies for community input with the GTAC. Plan and budget for recruitment in FY 2024/25.  The City plans to meet with Motus Recruiting on May 1 to discuss their work plan. Then, the City and Motus will build a project timeline that builds on the City's engagement plans, and community feedback can be gathered at appropriate times.				





# Portland Transition

Voter approved. Community centered. City delivered.

- Community engagement tools and methods and community info packets.

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

On April 9, 2024, Motus and BHR presented to the GTAC a detailed pre-recruitment plan that includes community engagement tools and processes leading up to the development of the ideal candidate profile and a final proposed recruitment plan that will be presented to the mayor-elect Jan. 1, 2025.

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

**Status:** City council adopted a new organizational structure for the City in November 2023. The new structure is organized by six service areas, establishes key leadership positions, including the city administrator, and realigns core services. It organizes all bureaus reporting to a city administrator rather than to the five council offices, like they do now. The council also established its council roles in the transition through the end of 2024. An interim city administrator, interim assistant city administrator and designated deputy city administrators (DCA) are expected to be announced soon and will begin formally on or by July 1 to manage the organizational structure approved by City Council, while council members continue to oversee service areas. Work planning for this new leadership team is underway. This provides six months to prepare for the formal launch of Portland's new form of government by January 2025. The team has convened a group of technical experts to complete the vital internal infrastructure changes to implement the new reporting structure. Teams are also working on finalizing the reporting structure within the service areas, developing proposed priorities for the new leadership team, considering the officers spelled out in the new structure and the disciplines that they'll coordinate and lead, and additional work needed to prepare service areas for the transition before Jan. 1, 2025.

Needs Action At Risk On Track Completed



**Next Steps:** The transition team is considering what kind of additional assistance is needed to support the implementation of the Nov. 1 resolution, including clarifying reporting structures, supporting budgeting, and working with the DCAs as they are designated.

## Supporting Employees Through the Changes

The following progress was made this month in the team's **Supporting Employees through Change** work plan and deliverables:

- 21 employees from across different service areas were invited as participants. They will be part of the pilot of the Transition Ambassadors, a program and will be supported in BHR People & Culture. Onboarding and training for Transition Ambassadors will begin in May.

Needs Action At Risk On Track Completed



**Next Steps:**  
Additional field office hours will be scheduled to expand our reach for the next town hall in May. Scope the Community Table and other employee support events. Launch Ambassador training.



# Portland Transition

Voter approved. Community centered. City delivered.

- Pilot sessions for a total of three new change management trainings were completed this month. These sessions are now open and available for City managers and supervisors to access through the City's LEAD and Pathway to Leadership programs. A toolkit of resources is in development and projected to be available next month.
- The Transition team hosted another [Peer Learning Panel and Workshop](#) for executive leaders focused on the topic of "Delivering Services in a Districted City." Planning is underway for additional peer panels and workshops for executive leaders in June.
- Planning is underway for May employee town halls and office hours, which will focus on how our City will operate under the new structure starting in July.
- Ongoing monthly publications of the *City Insider* continue, including the addition of an employee-focused video series called "Fireside Chats."

## Organizational Improvements and Alignment

Needs Action At Risk On Track Completed

Needs Action At Risk On Track Completed

**Status:** Now that the council has adopted a new organizational chart, the city will continue to work on organizational improvements and alignment. This work is evolving based on what we learned in 2023 and while the scope and plans are still in the works, it will largely revolve around readying the organization for change, focusing on functional improvements, onboarding the new DCAs and laying the groundwork for future strategic planning efforts. The team has heard ideas and feedback from employees, community and programmatic assessment teams that will inform this work.

**Next Steps:** Continue development of scope of work and milestones.

## Status Key:

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