



# Portland Transition

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## Monthly Status Update covering July 2024

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

Updates for July appear in [blue text](#).

<b>Implementation Strategy</b>					
<i>By Jan. 1, 2025, the City is responsible for implementing the following voter-approved charter amendments:</i>					
<ul style="list-style-type: none"> <li>• Allow voters to rank candidates in order of preference, using ranked-choice voting.</li> <li>• Establish four geographic districts, with three city council members elected to represent each district – expanding city council to a total of 12 members.</li> <li>• Establish a city council that focuses on setting policy and engaging with community, transitioning day-to-day oversight of bureaus to a mayor elected citywide and a professional city administrator.</li> </ul>					
<b>Transition Plan</b>		<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
				✓	
<p><b>Status:</b> Council approved Resolution 37609 directing the CAO to develop and implement a transition plan and 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 <u>presented the projected expenses and funding plan to the council</u> 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. Council adopted the FY 2024-25 budget with full funding for the transition team and several key transition related projects. The Mayor Executive Order, Ordinance 191803, dated June 27, 2024, and effective July 1, 2024, reassigning all City bureaus and programs to report to and operate under the mayor’s authority as commissioner-in-charge in order to prepare for the transition to the new form of government.</p>		<p><b>Next Steps:</b> Conversations continue about the implementation of the organizational chart and other project deliverables in alignment with the Nov. 1 resolution.</p>			



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## Election Methods

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

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

## Administration of Ranked-Choice Voting Elections

Needs Action At Risk On Track Completed



**Status:** Council adopted updates to the elections code (section 2.08). Multnomah, Washington, and Clackamas counties have signed an intergovernmental agreement to ensure coordinated administration of elections for Portland ranked choice voting (RCV) contests. Portland RCV contests will appear on a separate ballot page that Multnomah County will design for Clackamas and Washington counties.

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 Summer 2024.

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

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

The County is administering a RCV mock hand count from July 29 to August 2, 2024, for the purpose of practicing and testing the County’s newly written procedures and to provide feedback on the process.

### Next Steps:

Multnomah County is testing their RCV hand count procedure at a mock hand count of a multi-winner contest during the week of July 29-August 2.



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Voter Education	Needs Action	At Risk	On Track	Completed
<p><b>Status:</b></p> <p>The Portland Votes 2024 Grant Program closed on April 30, 2024 and 11 organizations were selected for funding. Visit this <a href="#">web page</a> for a list of awarded grantees and all applications. New grantees participated in a full day onboarding on Saturday, June 1 and received training on using the RankedVote online mock election platform in mid-June. All voter education activities will be impartial and non-partisan, and grantee recipients will be required to use materials approved by the City. Grantees have begun scheduling outreach and engagement events in July. Activities will be ramping up in August and will be occurring up to the election.</p> <p>The transition team is offering support and participation in the candidate learning sessions, hosted by the Elections Office.</p> <p>The City has submitted print, digital, and radio ads across local news outlets and those ads should be coming out soon. They will go through September. The City has also added translations to the <a href="#">Portland.gov/Vote</a> website, embedded a mock ranked-choice voting elections tool, and updated their resources page. Tabling materials have been ordered and include: a fact sheet on ranked-choice voting, frequently asked questions document, comic on the transition, a district map, sample ballot, paper mock election, and more.</p> <p>Summer tabling events are commencing in June through August, where Transition Team members will be tabling at four key community events this summer and working with city partners to present our voter education materials at many more events. Additionally, in a partnership between the Auditor’s office and transition team, two interns will be starting in early June to support voter education efforts.</p> <p>The City and County and voter education contract team continue coordinating on media and educational materials. The County is funding a ranked choice-voting video for the 2024 election. Links to published media coverage of interviews on RCV with Grace Ramsey, national expert: <a href="#">KBOO</a>   <a href="#">KPTV</a></p>			✓	

**Next Steps:**

Amplify radio ads and a video on Portland’s voting districts. Continue sharing printed materials at community events.

Production of a RCV mailer and ballot insert are in process. These materials will be finalized and go out starting in late September.

Starting in June and continuing throughout the Summer and early Fall, the City of Portland will host mock ranked-choice voting elections with bureau and community partners. Partners include Civic Life, the Water Bureau, Housing Bureau, and Parks and Recreation.



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The City Elections Office hosted candidate learning sessions in May and June. Whether you're a seasoned campaigner or a newcomer, these sessions will help you understand the details of running for city office.

## Establishing Geographic Districts



**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.



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## Governance

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

## Council Operations and Elected Officials Staffing

Needs Action At Risk On Track Completed



**Status:** The Transition team, the City Attorney’s Office, and other subject matter experts identified key policy choices and recommendations to provide a framework for the successful operations of the 2025 council.

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.

This project is complex and faces risks associated with limited staff capacity, short timelines, and uncertain budget decisions. The project team is mitigating these risks by prioritization conversations with partners, explicitly limiting the maximum number of committees that can be supported by the limited shared services staff and providing the new council recommendations on staffing levels for the shared and dedicated staff supporting council. GTAC sent a [letter to the City](#) recommending increasing the number of staff for each councilor.

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

### Next Steps:

GTAC’s subcommittee on Districts and Council Operations has revised their recommendations which they disseminated in June for public review and input through August. GTAC holds their final Listening Session on their recommendations on August 1 and the survey for feedback closes August 12. City staff will continue to use this community feedback to inform council operations planning and recommendations to the 2025 City Council.



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<p>The GTAC subcommittee on Districts and Council Operations developed draft recommendations based on what they heard during the March-April community engagement and will share and discuss these recommendations with the full committee on May 15.</p> <p>Council approved the council operations job classifications on June 5, 2024. Position descriptions are being developed, so recruitment and hiring can begin for the council operations team members that will be reporting up to the City Council President. Internal coordination continues to support the success of the incoming elected officials in the mayor-council form of government.</p>									
<p><b>Onboarding of Elected Officials</b></p>	<table border="1"> <thead> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green; text-align: center;">✓</td> <td></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed			✓	
Needs Action	At Risk	On Track	Completed						
		✓							
<p><b>Status:</b> The Transition team is planning for onboarding the Mayor, Council and Auditor elected in the November 2024 election. The onboarding process includes planning and coordinating with City partners leading critical components of onboarding: the Auditor’s Office, the City Attorney’s Office, the Bureau of Human Resources, the City Budget Office, and bureau directors. The future council operations manager is anticipated to manage the onboarding of the council, including the election of the council president and the scheduling of the onboarding activities to prepare the council to meet starting Jan 2, 2025. The proposed budget for typical elected officials transition costs (e.g., technology equipment), onboarding materials, activities and swearing in ceremony was included in the Fiscal Year 24-25 budget adopted by Council on June 12. To respond to candidates' questions about the restrictions on elected officials holding profit-making positions, the city attorney provided guidance that is available on the <a href="#">auditor’s website</a>. The GTAC submitted a letter of <a href="#">recommendations</a> for onboarding planning. A draft onboarding plan was shared with the GTAC and continues to be developed with internal and external input.</p>	<p><b>Next Steps:</b> Onboarding-focused GTAC meetings have been integrated in the Districts and Council Operations subcommittee meetings starting in July. Transition team members are coordinating the development of briefing booklet materials and will continue meeting with the GTAC subcommittee and internal subject matter experts to inform planning. Internal coordination to prepare materials and sessions for December and into 2025 continues.</p>								
<p><b>Salaries of Elected Officials</b></p>	<table border="1"> <thead> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green;"></td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed				✓
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<p><b>Status:</b> Final Report: <a href="#">Salary Commission Final Report. September 2023.pdf</a></p>	<p><b>Next Steps:</b> There are no additional steps</p>								



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City Budgeting	Needs Action	At Risk	On Track	Completed
<p><b>Status:</b> The City Budget Office is currently 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. Requested Budgets were then submitted by service areas on February 16 with City Budget Office Reviews distributed to council and the public on March 22, 2024, with the city hosting three public listening sessions in April. The Mayor’s Proposed Budget for FY 2024-25, including recommendations on funding for new Charter-related positions, was released on May 2 and approved by the Council on May 15, 2024.</p>			✓	
<p><b>Status:</b> Demolition has been completed at Council Chambers! The team is now working on construction of new walls. <a href="#">Facilities completed the Mayor and Commissioner moves from City Hall to their respective temporary office locations. Demolition of the Mayor’s third-floor suite is complete, and the contractor is in the midst of demolition activities of the second-floor offices.</a> Lastly, council has made the decision to defer the decision about in-district offices to the new council. Modifying the direction will require an amendment to Council Resolution 37638, which the mayor’s office is on point to lead.</p>			✓	

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

**Next Steps:** Construction of Council Chambers, City Hall offices, and major maintenance continues. Council amendment of Resolution 37638 to defer in-district offices to a later point.



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Code Review and Revisions	Needs Action	At Risk	On Track	Completed
<p><b>Status:</b> The goal of this work is to ensure that the City Code matches the revised City Charter. A core team with representatives from the transition team, 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 bureau needs. Amendments to <i>Chapter 2.08, Elections of Candidates, Chapter 3.02, Council Operations and Procedure, and Title 15, Emergency Code</i> are complete. Amendments to <i>Title 3, Administration</i>, to align with budget and internal systems were adopted by council on May 29, 2024. The remaining chapters in Title 3 will continue to be the focus for June, July, and August.</p>	<p><b>Next Steps:</b> First reading of an update to <i>Title 21, Water</i>, is anticipated to be on the July 10 City Council Agenda. Additional updates to <i>Title 3, Administration</i>, are anticipated to be brought to council in late July. Updates to Titles 5, 6, and 7, all relating to finance and budget, are anticipated to be completed in August.</p>			
<p><b>The Role of the City Administrator and Recruitment Preparations</b></p> <p><b>Status:</b> The roles and responsibilities of the city administrator are outlined in <i>Section 2-406</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 <u>GTAC on Oct. 17</u> and received feedback on the planned approach.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• Schedule for recruitment;</li> <li>• Roles for the recruitment firm, BHR, transition team, GTAC and others;</li> <li>• Listening session on the executive branch of the new organization mayor and city administrator roles and authority; and</li> <li>• Community engagement tools and methods and community info packets.</li> </ul> <p>The recommended recruitment plan will be available for consideration and finalization by the person elected mayor in 2025. Since these are 2024 deliverables, limited action is needed until the recruiting firm is onboard.</p>		<p><b>Next Steps:</b> The City will continue to partner with Motus through the summer with the progress made on collecting community-engagement information that will lead to the formation of an ideal candidate profile and proposed recruitment strategy for city administrator. <a href="#">A key attributes survey is open until August 12.</a></p>		



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

On June 14, Motus launched the online community engagement survey that will remain open through August 12, 2024. The survey is available in English and Spanish. Additionally, community listening sessions are scheduled for June 26 and August 8 with both sessions scheduled from 1 – 2 pm. The Zoom sessions will be recorded and made available on the City’s website for later viewing. Live Spanish and ASL interpretation, making the sessions accessible to a wider audience. The information gathered from the survey and listening sessions will be used to develop the ideal candidate profile for a new city administrator recruitment.

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

Needs Action	At Risk	On Track	Completed
		✓	

**Status:** The City’s new organizational structure went into effect on July 1, 2024. Shifting into the new structure now allows the City to align roles and responsibilities before the new leadership arrives in January 2024. This structure was adopted by City Council in November 2023 and updated via the recently adopted budget and the amendments to Title 3, approved in May. The new structure is organized by six service areas, establishes key leadership positions, including the city administrator, assistant city administrator and six deputy city administrators, and realigns core services. The organizational chart organizes all bureaus reporting to a city administrator rather than to the five council offices, recognizing the changes in roles in the voter-approved charter amendments. Mayor Wheeler is the commissioner in charge for all offices and bureaus and has delegated most authority to the City Administrator so the organization can practice and refine this new way of working between July and December 2024. Council offices will remain engaged in some significant projects and focus on their role as legislators but will no longer direct the work of City staff.

**Next Steps:**  
Continue to evolve and implement the leadership team's high level work plan, finalize foundational documents, continue to prepare for the formal transition to the mayor/council form of government in January.



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<p>Looking ahead, teams are also working on finalizing the reporting structure within the service areas, developing 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.</p>									
<p><b>Supporting Employees Through the Changes</b></p>	<table border="1"> <thead> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green; text-align: center;">✓</td> <td></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed			✓	
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<p>The following progress was made this month in the team's <b>Supporting Employees through Change</b> work plan and deliverables:</p> <ul style="list-style-type: none"> <li>• The Transition Ambassadors program hosted a successful kick-off event on July 11, to introduce the program and ambassadors to colleagues in the different service area. More than 60 members were in attendance, which included comments by program lead Tiffani Penson and interim City Administrator Mike Jordan, and a historic photo display of some of the City's past growth and milestones.</li> <li>• A new online change management toolkit for managers and supervisors was developed and now available on the employee intranet at: <a href="#">Change Management Toolkit for Managers   Portland Employees</a></li> <li>• Availability for new change management trainings are available for managers and supervisors through the City's LEAD and Pathway to Leadership programs.</li> <li>• Ongoing monthly publications of the <i>City Insider</i> continue, including the addition of an employee-focused video series called "Fireside Chats."</li> </ul>	<p><b>Next Steps:</b></p> <p>Scheduling of additional change management trainings for FY24-25.</p> <p>Complete Peer Learning Panel and Workshop Toolkit. Support managers from BES using this toolkit to plan a panel and workshop for the Public Works Service Area on Natural Resource Management on an Enterprise Scale.</p>								
<p><b>Organizational Improvements and Alignment</b></p>	<table border="1"> <thead> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td style="background-color: red;"></td> <td style="background-color: yellow;"></td> <td style="background-color: green; text-align: center;">✓</td> <td></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed			✓	
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<p><b>Status:</b> As the new organizational structure goes into effect, the city will continue to work on organizational improvements and alignment. The newly appointed leadership team is meeting regularly and working through a set of priorities aimed at readying the organization for change, identifying functional improvements, standing up the new leadership team and laying the groundwork for future strategic planning efforts. The team has heard ideas and feedback from employees, community and programmatic assessment teams that will inform this work.</p>	<p><b>Next Steps:</b></p> <p>Continue development workplans and milestones.</p>								



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## Status Key:

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