



# Portland Transition

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## Monthly Status Update covering October 2024

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

### Implementation Strategy

By Jan. 1, 2025, the City of Portland 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. 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.

Staff provided an update at a Sept. 10 city council work session to report on progress to deliver on the tasks outlined in the transition plan.

Chief Administrative Officer Jordan and the Project Manager are briefing regional governments, including Metro, Multnomah County, Gresham, Lake Oswego, and Milwaukie, on the changes to the City of Portland's Governance structure. Briefings to other jurisdictions are planned and recommended to continue after the newly elected officials take office.

### Next Steps:

Implementation of the plan is on track as the Transition team works with partners on voter education to support the November election as well as readying the organization for the mayor-council form of government starting in 2025.



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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 developed an update to their software that allows for the processing of single and multi-winner ranked choice voting contests. The vendor initiated the federal certification and accredited voting system test laboratory review processes in August 2023. After rigorous and successful testing at the federal level, on Aug. 29, 2024, Multnomah County Elections Division received a final letter of approval for certification of the software from the Oregon Secretary of State's Elections Division.

The County has begun the administration of the 2024 General Election; the mailing of ballots to military and overseas voters began on Sept. 21, 2024 and ballots were mailed to Portland residents starting on Oct. 16. The first update of preliminary results for all City of Portland candidate contests will be posted at 8 p.m. on Nov. 5. A sample ranked choice voting results webpage is available for viewing here: <https://multco-rcv-results.azurewebsites.net/>

### Next Steps:

Nov. 5 – Election Day. All ballots must be turned in or mailed by 8 p.m.

Nov. 5 – At 8 p.m., the first preliminary results report for all contests will be posted to [multnomahvotes.gov](https://multnomahvotes.gov). A full election results schedule can be found here:

<https://www.multco.us/elections/election-results-schedule-nov-2024-general-election>

Dec. 2 – Final results are sent for certification by the OR Secretary of State



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Voter Education	Needs Action	At Risk	On Track	Completed
<p><b>Status:</b> The City launched multilingual print, digital, and radio ads across local news outlets. These ads will continue through <a href="#">November</a>. Additionally, the City Elections office and Multnomah County Division have coordinated advertising on TriMet bus that will travel throughout the city.</p> <p>Additional translations have been added to the <a href="#">Portland.gov/Vote</a> website, a mock ranked-choice voting elections tool is available, and the resources page is continuously updated. Community members can find the following resources: a fact sheet on ranked-choice voting, frequently asked questions document, comic on the transition, a district map, sample ballot, paper mock election, educational video, and County voter education resources.</p> <p>In coordination with 311, City Elections Office, Transition Team and the Multnomah Elections Division, <a href="#">the voter education team is continuing to present educational material on ranked choice voting at variety of community events throughout the City.</a></p> <p>The voter education team hosted six townhalls for community members to learn about ranked choice voting. Two of the six town halls were for employee-only and four were open to all community members. <a href="#">One of the community town halls was hosted in partnership with Blanchet House and Street Roots focused on individuals experiencing houselessness. In total for all townhalls, 1,042 community members were in attended.</a></p> <p><a href="#">The City Elections Division, Transition Team and the Multnomah Election Division has been coordinating closely with 311 and gave all 311 staff a training to ensure 311 staff are equipped to be able to answer elections and voting related questions.</a></p> <p><a href="#">The Transition Team, City Elections Division, Multnomah Election Division, and the Joint Information Center are coordinating communications to timely respond to election related public safety and communication crisis.</a></p>	Needs Action	At Risk	On Track	Completed
			✓	
	<p><b>Next Steps:</b></p> <p><a href="#">The Voter Education team will join Government Transition Advisory Committee Voter Education &amp; Outreach Subcommittee on Oct. 31, 2024 to discuss voter education evaluation plans and timeline.</a></p> <p><a href="#">Voter Education team is preparing for the election week staffing and having staff available after hours to support 311 in answering community questions.</a></p> <p><a href="#">Voter Education team will be tabling at the Nov. 1, 2024 Blazer game.</a></p>			
	Needs Action	At Risk	On Track	Completed



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<b>Establishing Geographic Districts</b>	<div><div></div><div></div><div></div><div>✓</div></div>
<b>Status:</b> The District Commission has ended, and their terms are now complete. The City project manager and technical consultant drafted a <u>final report</u> , summarizing the IDC process for future redistricting efforts.	<b>Next Steps:</b> There are no additional steps.
<b>Governance</b> Portlanders voted to transition to a mayor-council form of government by Jan. 1, 2025. The new legislative council will focus on setting policy, and the executive mayor will be elected citywide and will run the city's day-to-day operations with the help of a professional city administrator.	
<b>Council Operations and Elected Officials Staffing</b>	<div><div>Needs Action</div><div>At Risk</div><div>On Track</div><div>Completed</div></div> <div><div></div><div></div><div>✓</div><div></div></div>
<b>Status:</b> The Transition team, the City Attorney's Office, and other subject matter experts identified key policy choices and recommendations to provide a framework for the successful operations of the 2025 council. The ordinance to amend <i>City Code Chapter 3.02</i> was passed by city council on Sept. 27, 2023. 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 <u>letter to the City</u> recommending increasing the number of staff for each councilor.  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. The City Administrator hired the Council Operations Manager (limited duration) to focused on hiring the Council Operations team and develop a draft legislative and committee structure for the newly elected councilors to consider.  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 held their final	<b>Next Steps:</b>  All Council Operations positions are anticipated to be on board by December 2024. Materials are being developed to support the newly elected officials in hiring their staff when they are ready.



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Listening Session on their recommendations on Aug. 1 and the survey for feedback closed Aug, 12. Here is a [link to the engagement report](#). City staff will continue to use this community feedback to inform council operations planning and recommendations to the 2025 City Council.

The following Council Operations staff have been hired: Administrative Specialist (currently on staff); Council Coordinator (start date – Dec. 5); Council Policy Analysts (2) (start date – Nov. 20); Council Operations District Administrative Specialist second round interviews will be held on Nov. 4, with three open positions to be filled (one District Admin. Specialist has been hired (start date – Nov. 12)).

## Onboarding of Elected Officials

**Status:** 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. 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 [auditor’s website](#). The GTAC submitted a letter of [recommendations](#) for onboarding planning. A draft onboarding plan was shared with the GTAC and continues to be developed with internal and external input. GTAC submitted an additional set of [recommendations](#) on Aug. 16. [The council operations manager and onboarding project manager attended the GTAC meeting on Oct. 8 to provide an update and answer questions.](#) Significant progress is being made on the onboarding plan. Compilation of briefing booklet is complete and will be provided to the incoming elected officials, after which a digital version will be available to the public.

## Salaries of Elected Officials

**Status:** Final Report: [Salary Commission Final Report. September 2023.pdf](#)

Needs Action At Risk On Track Completed



### Next Steps:

[Internal coordination to prepare the curriculum, materials and sessions for December and into 2025 continues.](#)

Needs Action At Risk On Track Completed



### Next Steps:

There are no additional steps.



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City Budgeting	Needs Action	At Risk	On Track	Completed
			✓	
<p><b>Status:</b> In the FY2024-25 budget processes, the City Budget Office began the implementation of service areas through service area budget submissions. The Fiscal Year 2024-25 Budget, which provides appropriations for the final 6 months of the Commission form of government and first 6 months under the new form of government, was adopted unanimously on June 12, 2024. CBO is working through the Fall Supplemental Budget Process (Fall BMP), further implementing the service area-led budget process through Deputy City Administrator-approved Fall BMP submissions. Equilibrium Collaborative, LLC (EQ) recently prepared a <u><a href="#">Budget and Finance Staffing and Budget Process Transition Report</a></u> which includes findings and recommendations related to Budget and Finance Staffing and the Future Budget Process.</p> <p>The City Budget Office has officially kicked off the plans for FY 2025-26 budget development with significant updates. DCA Biery discussed the changes to the budget process in a work session on Oct. 22. The City Budget Office posted new “budget 101” content to its website (<a href="http://portland.gov/budget/intro">portland.gov/budget/intro</a>) and will continue to update its website as additional communications are available. Additionally, the Mayor released preliminary budget guidance on Oct. 25, which directed service areas to plan for a minimum of 5% reductions and a scenario for 8% reductions in the General Fund.</p>	<p><b>Next Steps:</b> Service areas will begin developing budget concepts to meet budget guidance, and the City leadership team will meet to discuss concepts before creating a balanced “trial budget” in February 2025.</p>			
Facilities Improvements	Needs Action	At Risk	On Track	Completed
		✓		
<p><b>Status:</b> The contractor continues to make progress on construction of new walls, finishes, lighting, and mechanical upgrades <a href="#">at Council Chambers and Offices</a>. The team is preparing for the installation of new dais, followed by AV and broadcast equipment with the goal to have the Chambers complete and commissioned in time for the last council session of the year on Dec. 18. The status is at risk due to the condensed construction timeline. To reduce timeline risks, the project team has extended the contractor’s regular work hours on site and added Saturdays.</p>	<p><b>Next Steps:</b> Construction of Council Chambers, City Hall offices, and major maintenance continues.</p>			





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Code Review and Revisions	Needs Action	At Risk	On Track	Completed
<p><b>Status:</b> This work will ensure that the City Code matches the revised City Charter. A core team from the Transition team, City Attorney’s and the City Auditor’s office are leading this project in collaboration with subject matter experts from each bureau who advise the project on bureau needs. Amendments to <i>Chapter 2.08, Elections of Candidates, Chapter 3.02, Council Operations and Procedure</i>, and <i>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.</p> <p>Amendments to Titles 18, 19, 24, 25, and 31 were brought to Council for first reading on Oct. 23 and approved on Oct. 30. Amendments to Titles 5, 6, and 7 were brought to Council for first reading on Oct.30, following a Council work session on Oct. 29 to discuss the City Code alignment project.</p>			✓	
<b>Next Steps:</b> Align the remaining tiles with the amended City Charter with an effective date of Jan 1, 2025. Additional first readings of ordinances aligning the Code with the amended Charter are scheduled for the Nov. 13, Nov. 20, and Dec.4 Council meetings.				
The Role of the City Administrator and Recruitment Preparations	Needs Action	At Risk	On Track	Completed
<p><b>Status:</b> On October 8, 2024, Motus submitted and presented to GTAC a recommended recruitment plan for a new city administrator based on community engagement information collected through multiple listening sessions and community surveys. Listening sessions were completed from May – September 2024. Conversations were organized by topic or interest areas, including the City of Portland Leadership Team, Economic Development, culturally specific organizations and interests, environmental concerns, jurisdictions and tribal nations, and the organizations that represent tribal communities. The recommended recruitment plan includes an ideal candidate profile and roadmap of key recruitment and hiring milestones. GTAC provided supportive feedback and suggestions to the recommended recruitment plan.</p> <p>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.</p> <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. On June 14, Motus launched the online <a href="#">community engagement survey</a></p>			✓	
<b>Next Steps:</b> Provide draft recruitment plan and community -informed job description for the City Administrator to the Mayor-elect for consideration and guidance on how to proceed.				



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that will remain open through Sept. 24. The survey is available in English and Spanish. Community listening sessions were held June 26 to collect information directly from the community. The information gathered from the survey and listening sessions will be used to develop the ideal candidate profile for a new city administrator recruitment.

On October 8, 2024, Motus submitted and presented to GTAC a recommended recruitment plan for a new city administrator based on community engagement information collected through multiple listening sessions and community surveys. Listening sessions were completed from May – September 2024. Conversations were organized by topic or interest areas, including the City of Portland Leadership Team, economic development, environmental concerns, local jurisdictions and tribal nations, and organizations that represent tribal and cultural specific communities. The recommended recruitment plan includes an ideal candidate profile and roadmap of key recruitment and hiring milestones. GTAC provided supportive feedback and suggestions to the recommended recruitment plan. Motus provided the following deliverables to be shared with the Mayor-elect: Community informed draft job description, recruitment plan and draft job announcement.

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

**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 2025. 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 of 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 remain engaged in significant projects and focus on their role as legislators but will no longer direct the work of City staff.

One of the highlights of the organizational chart is the addition of four new officers to the organization, leading the citywide practices of communications, engagement, equity, and

Needs Action At Risk On Track Completed



**Next Steps:** The Leadership team continues to coordinate work within their service areas and at an enterprise level. They continue to prepare for the formal transition to the mayor/council form of government in January, including onboarding officers as appropriate.





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sustainability. The sustainability officer is transitioning to join the City Administrator's Office. [The recruitments for the communications officer and the engagement officer were posted in October. Work on the job scope for the equity officer is in progress, recruitment is expected in early 2025.](#)

## Supporting Employees Through the Changes

Needs Action At Risk On Track Completed



The **Supporting Employees through Change** work plan is nearing completion and the following deliverables have launched and are being managed by leads outside the Transition Team:

Next Steps: [The transition team will continue to support leadership and managers with resources and tools to lead through change. This includes maintaining ongoing communication and providing support as needed to individuals and teams leading the different change management efforts and exploring the City's leadership future change management needs for 2025 and beyond. Scheduling additional change management training for FY24-25.](#)

1. The Transition Ambassadors program is overseen by BHR's People and Culture program. Ambassadors' contact information is available on the [Transition Ambassadors webpage](#). Ambassadors have participated in several trainings and informational sessions to learn and develop broader understanding of the transition, including basics of the charter amendments, the City's mayor-council form of government, and Portland's new ranked-choice voting system.
2. The employee-wide City Insider e-newsletter is fully managed by the Central Communications team. The team is in the process of working with the City Leadership Team to develop a more frequent cadence and format of communication that includes both citywide and service area specific news and updates.
3. Planning and facilitation of employee town halls and office hours are also under the management of the Central Communications team. As capacity allows, transition team staff will continue to offer logistical support as requested for future events.
4. Scheduling and consultant contracts for three change management trainings continue to be managed by the BHR Training team. Training sessions will continue through the current fiscal year. Work continues to support managers from BES using the change management toolkit to plan a panel and workshop for the Public Works Service Area on Natural Resource Management on an Enterprise Scale.
5. CityStrong remains an ongoing resource for employees. Resources are available to all bargaining units, through there are different programs to access services under which depend on an employee's bargaining unit. More information can be found here: [CityStrong | Portland.gov](#)



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Organizational Improvements and Alignment		Needs Action	At Risk	On Track	Completed
				✓	
<b>Status:</b> The City's leadership team was appointed on July 1, 2024. They meet regularly and working through a set of priorities aimed at readying the organization for change, identifying functional improvements, and laying the groundwork for future strategic planning efforts. <a href="#">This work will continue into 2025.</a>		<b>Next Steps:</b> <a href="#">Continue evolution of city operations.</a>			

## 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.