

# Transition Annual Report



## What is changing at the City of Portland and why?

In November 2022, Portland voters approved Ballot Measure 26-228 that directs the City of Portland to implement these three connected changes by Jan. 1, 2025:

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

The transition team is currently working with City partners to ensure the voter approved charter amendments align with city code.

### ***What is the City's charter and what is city code?***

*The City's charter functions as the City's constitution and the City's Municipal Code, referred to as code, is the collection of the laws for the City of Portland.*

## By the numbers



**3**  
commissions



**459**  
listening session participants



**85**  
public meetings



**2,577**  
written comments



**18**  
hours of public comments



**3,221**  
email subscribers



**35**  
community presentations\*

*\*Presentations only include those given by the Government Transition Advisory Committee.*

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# Portland's new election methods and governance

## Election methods

- Implement ranked-choice voting by collaborating with the City's Elections Office and Multnomah, Washington, and Clackamas counties.
- Support the Independent District Commission in establishing Portland's four geographic districts, so that each district can elect three representatives for city council.

## Form of government

- Clarify and establish the roles of the legislative city council and executive mayor.
- Support the Salary Commission in setting the salary ranges for the new mayor, 12 district-based councilors, and city auditor.
- Prepare for the expanded city council by updating city code on council operations and renovating City Hall to accommodate the larger council.
- Create an organization chart that reflects the change to a mayor-council form of government with a city administrator who manages the day-to-day operations of the City and oversees the organization.
- Update the City's budget process to align it with the new form of government and the City's updated organizational structure. This includes having the city administrator working with the mayor to propose the budget to council.

### November 2022

Government and elections reforms launched.

### January 2023

Independent District Commission appointed to establish geographic districts.

### March 2023

Independent Salary Commission appointed to establish salaries for elected officials.

Government Transition Advisory Committee appointed to ensure effective and efficient implementation of the voter-approved changes, following the City's core values.

### April 2023

Programmatic assessments in service areas began to assess the City's structure and identify areas for improvement.

Elections code updated to align with ranked-choice voting requirements.

### August 2023

New geographic districts adopted, elected official salaries are established.

### September 2023

Council operations code revised to align with mayor-council form of government.

### November 2023

Council adopted new organization chart detailing how bureaus will report to the city administrator.

### 2024

City will launch technical work and change management strategies to implement the new organizational chart.

The team will partner with the City's Elections Office, county and community partners to educate voters and candidates on the new voting methods and form of government. In November, Portland voters will elect a mayor, auditor and district-based city council using ranked-choice voting.

### January 2025

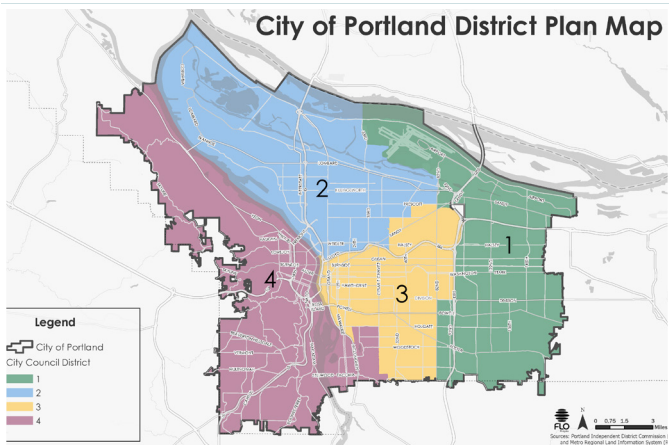
The elected mayor, city councilors, and auditor will enter the new form of government.

# Establishing Portland's four new geographic districts

In January 2023, the Independent District Commission was appointed and tasked with establishing four geographic districts for the November 2024 election.

On June 1, 2023, the commission released a draft [district plan with three maps](#) (named Alder, Cedar, and Maple) and took public comment on these draft plans until July 22, 2023. To engage Portlanders with the draft maps, they also hosted a [series of hearings](#) across the city, with two public hearings in each proposed district and one virtual hearing online.

After hearing from Portlanders, the commission reconvened in August 2023 and adopted a [final district map](#). Three city council members will represent each new district beginning in January 2025. Portlanders can look up their district at [Portland Maps](#) or call 3-1-1 for assistance.



## What do the district numbers mean?

The charter states that all of Portland's elected positions will be up for election in 2024. The mayor and city council members from districts one and two will run for four-year terms; the city auditor and council members from districts three and four will run for initial two-year terms, followed by four-year terms in 2026. This allows the elections to be staggered and aligns districts with historically lower voter turnout with the presidential election, when participation is higher.

Read more about the districting process in the IDC's final report at [portland.gov/transition/districtcommission/map](http://portland.gov/transition/districtcommission/map).

# Implementing ranked-choice voting

In November 2024, Portland voters will elect representatives by ranked-choice voting. The biggest change they will experience is the ability to rank candidates in order of preference for all city elections. Ballots will still be received by mail and can be returned by mail or ballot drop box.

City of Portland Contests						
City of Portland, Mayor Rank as many candidates as you wish, up to 6						
	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6
Candidate A	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate B	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate C	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate D	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate E	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Candidate F	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Candidate G	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Or vote in on the above line	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Candidates will be listed in a grid and voters will rank up to six candidates for each contest. Portlanders will vote in three contests: mayor, auditor and their district-based councilor. Each district will be represented by three councilors elected by proportional ranked-choice voting.

From December 2022 – February 2023, the City of Portland and Multnomah County researched and developed necessary code changes to enable ranked-choice voting. The City's Elections code was then amended in April 2023. Now, the teams are planning voter and candidate education for the November 2024 election. The City is also working with Multnomah, Washington, and Clackamas counties to make the transition to ranked-choice voting.

Stay updated on candidate and voter education efforts by checking the Elections Office's website at [portland.gov/elections](http://portland.gov/elections).



## Determining the salaries for Portland's future elected officials

In March 2023, council appointed the Independent Salary Commission to set the salaries for the 12 councilors, the mayor, and the auditor. The commission conducted a robust engagement process, and it resulted in 604 survey responses related to the draft proposal which can be seen in the July and August 2023 comment reports at [portland.gov/transition/resources](https://portland.gov/transition/resources).

City charter explicitly prevents elected officials from working additional jobs or receiving outside income. All elected officials' roles are full-time. Finally, councilors will not oversee bureaus anymore, but will focus on serving Portlanders more directly and working on policies.

After hearing from Portlanders, the Salary Commission voted on July 24, 2023, on the base pay rates for elected officials.

Their decisions and rationale were captured in their Final Salary Report available at [portland.gov/transition/salarycommission/salaries](https://portland.gov/transition/salarycommission/salaries). All these positions will be eligible for the City of Portland's existing Language Pay Differential Policy and salaries set by the commission will take effect Jan. 1, 2025, when the newly elected officials take office.

Mayor:

**\$175,463**

Auditor:

**\$168,758**

Councilors:

**\$133,207**



## Building the foundation for council operations

Beginning in March 2023, the team developed revisions to Code 3.02, the City's code on council organization and procedures, to match the voter-approved City Charter amendments. Revisions to the City's code were also needed to give the 12-member, district-based council the structure and formal guidelines they need to operate effectively starting in January 2025. Review the current code and revisions at [portland.gov/transition/government/changing-roles](https://portland.gov/transition/government/changing-roles).

### Code 3.02 revisions and updates:



Role of the council president



Council meeting schedule



Clarifying vote requirements not defined by the charter



Council meeting management

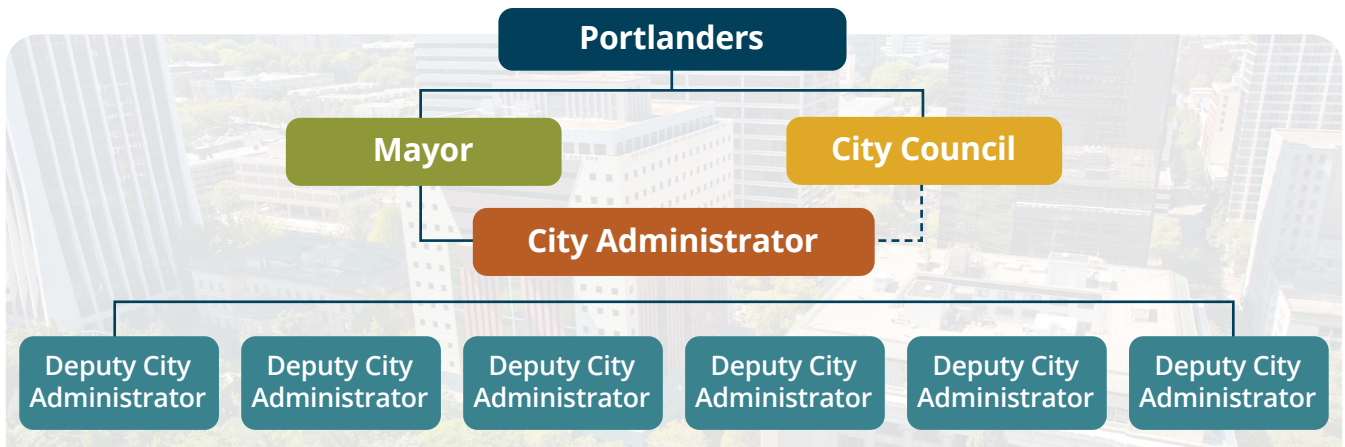
Clarity about the roles and responsibilities of council, the mayor, and city administrator in our new organizational structure helps city staff, Portlanders, and interested candidates prepare for the new mayor-council form of government.

These revisions were approved by council on Sept. 27, 2023, but there will be additional work needed to align other chapters of city code with the updated charter. This work will continue throughout 2024.

## Developing recommendations for a new reporting structure

Transitioning to a mayor-council form of government with a city administrator will allow for a whole-city approach to systems and problem-solving. The City’s 26 bureaus and offices will be under the leadership of a city administrator that reports to the mayor.

In February 2023, City Council adopted Resolution 37609 to provide additional structure, role clarity, and direction implementing the transition changes. The resolution directed the Chief Administrative Officer to work with bureau leaders and council offices to develop a new organizational structure that will report to the new city administrator role. From April to August 2023, the CAO convened a team of city leadership and subject matter experts across several discipline areas to conduct programmatic assessments and identify areas of alignment and opportunities to improve the City’s ability to serve the needs of Portlanders.



On Nov. 1, 2023, council adopted the new organizational chart, and now the focus is on implementation. The changes will start to go into effect in the new fiscal year, July 2024, and the new organizational structure will be in place by Jan. 1, 2025.

View the final organizational structure: [portland.gov/transition/government/city-organization](http://portland.gov/transition/government/city-organization).

## The future roles of the legislative city council and executive mayor

Throughout 2023, the team also clarified the future roles and responsibilities of council and the mayor. The research and analysis in this area is informing code changes, budget, staffing, and process changes to set leadership up for success under the mayor-council system.

Future role of the legislative council	Future role of the executive mayor
Serve as the policy body for the City of Portland.	Work with a professional city administrator to implement the laws enacted by council.
Convene public meetings, gather input, debate, and evaluate policy.	Administer the City’s bureaus, employees, facilities, and resources.
Continue to approve the budget; can issue bonds, levy taxes, and set most rates and fees.	Develop and propose the City’s budget to council for review and approval.

## Updating the City's budgeting process

Throughout summer 2023, the City Budget Office convened a workgroup of bureau finance managers from across the City to advise on recommended changes to the budget development process. The workgroup agreed on several improvements to the budget process, such as providing earlier information that informs economic forecasting and connecting the budget process to a citywide strategic plan.

Starting with the development of the FY 2025-26 budget, the city administrator and deputy city administrators will lead the development of the budget process. The city administrator will work with the mayor to develop the proposed budget for council approval.

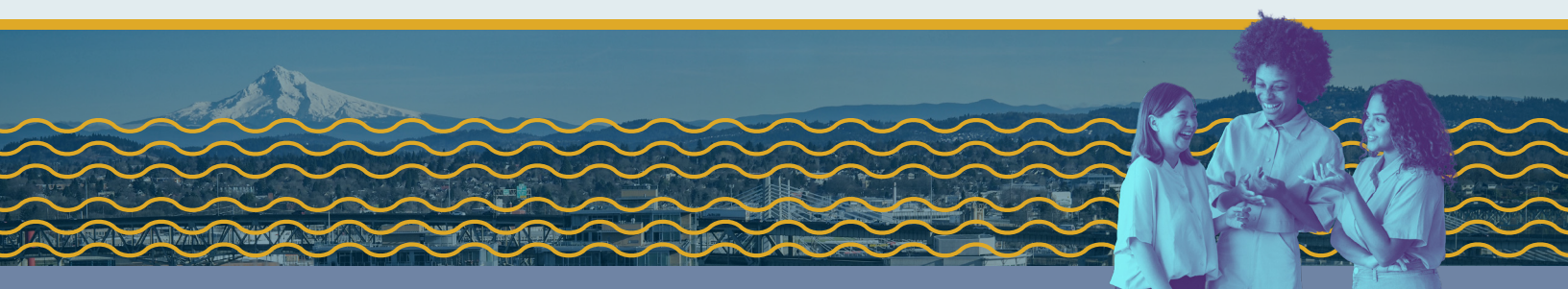
## Charter transition one-time actuals and budget

The FY 2023-24 Revised Budget includes approximately \$15.7 million in one-time resources to implement voter approved changes to the City's government. Of the \$15.7 million, about \$5.4 million in one-time General Fund resources is allocated for transition staff support with project management, communications, elections staff, as well as human resources, and financial and monitoring analysis support.

The current year budget also includes roughly \$7.2 million in one-time resources to implement facility improvements needed to accommodate the 12 council offices, council chambers, the mayor and the City Administrator's Office as part of voter-approved changes to the City's government.

Reform	Cost Category	Actuals to Date*	Budgeted Totals (FY 2023-24)
Transition Project Management and Administration	Transition Team Staff Costs	\$2,105,450	\$5,370,899
	Transition Team Consulting Support		
	Community Engagement		
	Voter Education and Advisory Bodies		
Governance/ Facilities	Council Chambers	\$288,891	\$7,217,000
	Council Workspaces		
	Mayor and City Administrator Workspaces		
Policy Set Aside	FY 2023-24 Fall Supplemental Budget Policy Set-Aside for Charter Transition	-	\$3,100,000
	<b>Total Estimated One-Time Costs</b>	<b>\$2,394,341</b>	<b>\$15,687,899</b>

*\*Jul. 1 2022 through Sept. 30, 2023*



## Looking forward

### In 2024 we're looking forward to...



Launching voter and candidate education campaigns.



Implementing the new organizational structure and supporting employees through it.



Continuing more change management activities to prepare for the new form of government.



Ensuring our code is aligned with the new organizational structure and the charter.



Developing community informed recommendations for council operations for consideration by the 2025 council.



Remodeling council facilities to welcome our new council and elected officials, and the public they serve.



Introducing Portlanders to their new government and how they can access the services they need.

## Educating and engaging Portlanders on these changes

Community engagement is key to ensuring Portlanders understand and are informed about these changes. The Government Transition Advisory Committee, made up of 15 members and four alternates, is the main public engagement body of this project. Learn more about the committee and their meeting schedule at [portland.gov/transition/advisory](https://portland.gov/transition/advisory).

### The advisory committee's responsibilities include:



Ensuring the voter-approved Charter amendments are implemented effectively and efficiently, following the city's core values.



Maintaining open and consistent communication and engagement with stakeholders.



Advising the City on the transition plan and community education and engagement plan.

The committee also created their community engagement work plan in July 2023 and has been working on the goals they set out. The work plan and the monthly engagement updates that reflect their progress are available at [portland.gov/transition/resources](https://portland.gov/transition/resources).





## Stay updated and engaged with the transition project

### Newsletter



Stay updated on the transition project by subscribing to the monthly newsletter. It features the latest news, resources, and a list of upcoming events. Sign up or review past updates at [portland.gov/transition/updates](https://portland.gov/transition/updates).

### Presentation requests



Learn more about the transition process or inform your community by requesting a presentation from the Government Transition Advisory Committee or a staff member. Request a presentation at [portland.gov/transition/engage](https://portland.gov/transition/engage) or send an email to: [transition@portlandoregon.gov](mailto:transition@portlandoregon.gov).

### 2024 election questions



For questions on the 2024 election, you can send an email to the elections inbox at [elections@portlandoregon.gov](mailto:elections@portlandoregon.gov).



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