



# Portland Transition

Voter approved. Community centered. City delivered.

## Monthly Status Update covering August 2024

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

Updates for August 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><br/> <a href="#">Work session is scheduled for September 10.</a><br/> <a href="#">Staff will provide an update on progress to deliver on the tasks outlined in the transition plan.</a></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 has 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. The federal review process is complete, and state certification is in progress.

The County has developed recount procedures for single and multi-winner RCV elections, informed by other jurisdictions that administer RCV elections. July 29 through August 2, 2024, County Elections officials, regional colleagues, and national experts tested the procedures through a large-scale mock hand recount of a mock City Council District 2 contest with three winners. More information can be found [here](#). County staff have developed software and website tools for reporting and visualizing results for RCV contests. They continue to work closely with local media representatives to provide information on how to best interpret and communicate the results.

**Next Steps:** The County is finalizing the design of the ranked choice voting ballot and will begin building the election and preparing ballot packages for overseas voters in September.



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| Voter Education   | Needs Action  | At Risk | On Track | Completed |
|---|---|---------|----------|-----------|
| <p><b>Status:</b><br/>           The City launched multilingual print, digital, and radio ads across local news outlets. These ads will continue through September. 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="http://Portland.gov/Vote">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 <a href="#">resources</a>: 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- educational material on ranked choice voting were available presented at variety of community events throughout the City this summer.</p> <p>Since July, the transition team has tabled at 15 events and spoken to over 1,700 Portlanders. Over 2,000 Portlanders have participated in a mock election. The team still has four town hall events and is supporting additional community events with presenters and/or educational materials.</p> | <p><b>Next Steps:</b></p> <p>Three mock elections and six voter education town halls are planned for September and October. During the virtual and in-person townhalls, community members will learn how to rank their vote. Event schedule:</p> <ul style="list-style-type: none"> <li>• Community townhall- Sept 19 from 6-7:30pm, Park Rose High School</li> <li>• Employee townhall- Sept 24 from 3-4pm, Virtual</li> <li>• Employee townhall- Sept 25 from 11-12pm, Virtual</li> <li>• Community townhall– Oct. 10 from 2:30-4:30pm, Virtual</li> <li>• Community townhall Co-hosted w/ Street Roots – Oct. 10 from 6:30-7:30pm, Blanchet House</li> <li>• Community townhall— Oct. 19 from 1-2pm, Virtual</li> </ul> <p>The City’s voter education project team will join the Government Transition Advisory Committee voter education subcommittee on Sept 9.</p> <p>The City Elections Office will host a final Q&amp;A for candidates on Sept. 20.</p> |         |          |           |



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| Establishing Geographic Districts  | Needs Action | At Risk | On Track | Completed |
|--|--------------|---------|----------|-----------|
| <p><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.</p>  |              |         |          | ✓         |
| <p><b>Next Steps:</b><br/>There are no additional steps.</p>   |              |         |          |           |
| <p><b>Governance</b><br/>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.</p>   |              |         |          |           |
| Council Operations and Elected Officials Staffing  | Needs Action | At Risk | On Track | Completed |
| <p><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.</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. 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.</p> |              |         | ✓        |           |
| <p><b>Next Steps:</b><br/>The Council Operations Coordinator will be hired and is anticipated to be onboard no later than December 2024.</p>   |              |         |          |           |



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| <p>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 Listening Session on their recommendations on Aug. 1 and the survey for feedback closed August 12. Here is a <a href="#">link to the engagement report</a>. City staff will continue to use this community feedback to inform council operations planning and recommendations to the 2025 City Council.</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. 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><br/>           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 |  |  |   | ✓ |
| Needs Action  | At Risk  | On Track     | Completed |          |           |  |  |   |   |
|   |  |              | ✓         |          |           |  |  |   |   |
| <p><b>Status:</b> Final Report: <a href="#">Salary Commission Final Report. September 2023.pdf</a></p>  | <p><b>Next Steps:</b><br/>           There are no additional steps</p>   |              |           |          |           |  |  |   |   |



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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 <a href="#">Budget and Finance Staffing and Budget Process Transition Report</a> which includes findings and recommendations related to Budget and Finance Staffing and the Future Budget Process.</p> <p>The City Budget Office is continuing to plan for budget development for the 2025-26 fiscal year, the first full year under the City of Portland’s new form of government, where the City will begin incorporating recommendations from the EQ report. The City plans to release a memo outlining how the recommendations are being implemented and the proposed structure for the FY 2025-26 budget development process and future processes.</p> |              |         | ✓        |           |
| <p><b>Facilities Improvements</b></p>   |              |         | ✓        |           |
| <p><b>Status:</b> Demolition has been completed at Council Chambers! The team is now working on construction of new walls, <a href="#">raised flooring at dais</a>, and <a href="#">mechanical upgrades</a>. Facilities completed the Mayor and Commissioner moves from City Hall to their respective temporary office locations. Demolition of <a href="#">second and third-floor office suites</a> is complete, and the contractor is making progress on framing new walls and improvements to mechanical and electrical systems.</p>   |              |         | ✓        |           |
| <p><b>Code Review and Revisions</b></p>   |              |         | ✓        |           |
| <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. Subject matter experts from each bureau advise the project on 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>, to align with budget and internal systems were adopted by council on May 29, 2024.</p>  |              |         | ✓        |           |



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| The Role of the City Administrator and Recruitment Preparations  | Needs Action | At Risk | On Track | Completed  |
|--|--------------|---------|----------|--|
| <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 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> 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.</p>   |              |         | ✓        |  |
| <p><b>Creating and implementing the organizational structure that reports to the city administrator</b></p>  |              |         | ✓        |  |
| <p><b>Status:</b> 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 <a href="#">FY 24-25 budget</a> and the amendments to Title 3, approved in May. The new structure is organized by six service areas, establishes key <a href="#">leadership positions</a>, 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.</p> <p><a href="#">In addition to preparing service areas for the transition in January, the new leadership team is working through priority projects. One of the highlights of the organizational chart is the addition of four new officers to the organization, leading the citywide practices of communications,</a></p> |              |         |          | <p><b>Next Steps:</b></p> <p>The City will continue to partner with Motus as they develop an ideal candidate profile and proposed recruitment strategy for the future mayor to consider. <a href="#">MOTUS will provide a summary of their findings at the October GTAC meeting.</a></p> <p><a href="#">The Leadership team and other staff are participating in a work session on Sept. 3 on the Council’s priorities, and they 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, including onboarding officers as appropriate.</a></p> |



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| <p>engagement, equity, and sustainability. The sustainability officer will join the City Administrator’s Office in the coming months, and recruitments for the communications and engagement officers will be posted this fall. Work on the job scope for the equity officer is in progress. This officer will join the team early next year after a recruitment process.</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 |  |  | ✓ |  |
| Needs Action   | At Risk  | On Track     | Completed |          |           |  |  |   |  |
|  |  | ✓            |           |          |           |  |  |   |  |
| <p>The following progress was made this month in the team’s <i>Supporting Employees through Change</i> work plan and deliverables:</p> <ol style="list-style-type: none"> <li>1. The Transition Ambassadors program is now fully managed by BHR’s People and Culture program.</li> <li>2. Peer Learning Panel and Workshop Toolkit is complete.</li> <li>3. City Insider content is now fully managed by the unified Comms team.</li> </ol>  | <p><b>Next Steps:</b><br/>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. Scheduling additional change management training for FY24-25.</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 |  |  | ✓ |  |
| Needs Action   | At Risk  | On Track     | Completed |          |           |  |  |   |  |
|  |  | ✓            |           |          |           |  |  |   |  |
| <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><br/>Continue development workplans and milestones.</p>   |              |           |          |           |  |  |   |  |



## 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> |