



Portland Transition

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Monthly Status Update covering December 2024 – Jan.15, 2025 **FINAL**

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

<h3>Implementation Strategy</h3> <p>By Jan. 1, 2025, the City of Portland is responsible for implementing the following voter-approved charter amendments:</p> <ul style="list-style-type: none"> • 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. 					
<h3>Transition Plan</h3>		Needs Action	At Risk	On Track	Completed
					✓
<p>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. <i>All the key deliverables of the project have been completed on time and within allocated resources. The city council, mayor, and auditor were sworn in on Dec. 19 and held the first council meeting under the mayor/council form of government was held on Jan. 2. The City Council elected their first president and vice president and will consider rules that manage the way the council operates.</i></p>		<p>Next Steps: Report on the success and challenges of the project, as well as the full expenditures in a final close-out report.</p>			
<h3>Election Methods</h3> <p>There are two voter-approved reforms the City must implement:</p> <ul style="list-style-type: none"> • 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. 					
<h3>Administration of Ranked-Choice Voting Elections</h3>		Needs Action	At Risk	On Track	Completed
					✓
<p>Status: Council adopted updates to the elections code (section 2.08).</p> <p>Multnomah County successfully implemented the newly developed, state-certified voting system software from Clear Ballot Group to count and tabulate single and multi-winner ranked choice voting contests. The County began the mailing of ballots to military and overseas voters began on</p>		<p>Next Steps: None</p>			



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Sept. 21 and ballots were mailed to Portland residents starting on Oct. 16. The first update of preliminary results for all City of Portland candidate contests was posted at 8 p.m. on Nov. 5.

Multnomah, Washington, and Clackamas counties signed an intergovernmental agreement to ensure coordinated administration of elections for Portland ranked choice voting (RCV) contests. Portland RCV contests appeared on a separate ballot page that Multnomah County designed for Clackamas and Washington counties. Each county then printed, mailed, verified timely receipt and voter signatures, and opened ballot envelopes. Multnomah County centrally scanned and tabulated the RCV ballots for all three counties.

The certified results were sent to the City of Portland and posted to rcvresults.multco.us on Dec. 2, 2024. A Ballot Data Report that provides an analysis of the elections cast vote record can be found at <https://multco.us/info/november-5-2024-election-results-multnomah-county>

Voter Education

Needs Action	At Risk	On Track	Completed
			✓

Status:

The Transition Team, City Elections Division, Multnomah Election Division, and the Joint Information Center coordinated communications to timely respond to election related public safety and communication crisis during the week of election. Leading up to election, there was staff available after hours to support 311 in answering community questions. On November 1st, the Voter Education team tabled at the blazer game.

With election being complete, the City Transition Team and its partners have formally ended its voter education activities and are now focused on reporting and evaluation of voter education programs and activities. The Transition Team joined GTAC at the October 31st meeting to update them of the overall plans and timeline.

The City Transition Team and its Hard-to-Reach Voter Education Contractor are working on a report that summarizes activities, best practices, lessons learned and more. That report will be finalized by the end of January. A draft of voter education contract report, along with a report from the Portland Elections Office and Multnomah Election Division will be presented to GTAC on January 14. In addition, transition staff are working on separate overall voter education report that includes all voter education activities. This report will be completed and shared with community and

Next Steps:

The Voter Education team, City Elections office, and Multnomah County Elections Division joined the Government Transition Advisory Committee on Jan. 14 to debrief on election results.

The Voter Education team will also join the Voter & Candidate Education & Outreach Subcommittee at their February 2025 meeting to share final voter education reports.



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<p>stakeholder partners. Additionally, the Transition Team is compiling all voter education materials, files and plans for transfer to the City Elections Office.</p>									
<p>Establishing Geographic Districts</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>Status: 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>Next Steps: There are no additional steps.</p>								
<p>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.</p>									
<p>Council Operations and Elected Officials Staffing</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>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 2025 council is considering two ordinances on January 15 1) to revise section City Code 3.02, which governs council meetings and the legislative process, 2) a budget amendment to align the councilor budgets with staffing needs. Council Operations staff hiring is complete and is supporting council within district pods and in a shared (whole council) capacity. GTAC presented their recommendations during an onboarding session on Dec. 7, 2025.</p>	<p>Next Steps: The Transition related deliverables are complete, and this work is transitioned to the Council President and the Council Operations team.</p>								
<p>Onboarding of Elected Officials</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>Status: The Transition team is planned an extensive g for onboarding program for 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- A welcome packet with information about hiring staff and onboarding was sent to presumptive newly elected officials on Nov. 21, 2024. Following Multnomah County’s certification of the election results on Dec. 2, optional onboarding sessions for the newly elected officials began on Dec. 3 and</p>	<p>Next Steps: Planning and preparations continue for more training and onboarding activities in 2025 in response to direction from City Council. Public Work Sessions are posted on the <u>Council Clerk’s website</u>. Onboarding related tours are anticipated to be complete by early April.</p>								



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<p>continued until Dec.18. The December sessions were focused on information and training the newly elected officials need to be legally compliant and successful when they take office at the start of 2025.</p> <p>The mayor, auditor and all city council members were sworn in on Dec 19.</p>									
<p>Salaries of Elected Officials</p>	<table border="1"> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> <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> </table>	Needs Action	At Risk	On Track	Completed				✓
Needs Action	At Risk	On Track	Completed						
			✓						
<p>Status: Final Report: Salary Commission Final Report. September 2023.pdf</p>	<p>Next Steps: There are no additional steps.</p>								
<p>City Budgeting</p>	<table border="1"> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> <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> </table>	Needs Action	At Risk	On Track	Completed				✓
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			✓						
<p>Status: CBO is supporting the beginning of the FY 2025-26 budget process and continuing to implement changes to the budget process. For more information on the budget process, go to portland.gov/budget.</p> <p>Service areas will begin developing budget concepts to meet budget guidance, and the City leadership team will meet to discuss concepts before creating a City Administrator’s budget recommendations in February 2025. The ongoing work is owned by the City Budget Office and the transition work is complete.</p>	<p>Next Steps: There are no more transition-related deliverables.</p>								
<p>Facilities Improvements</p>	<table border="1"> <tr> <th>Needs Action</th> <th>At Risk</th> <th>On Track</th> <th>Completed</th> </tr> <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> </table>	Needs Action	At Risk	On Track	Completed				✓
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			✓						
<p>Status: The renovations at Council Chambers and Offices have reached substantial completion. The project team met the timeline goals for Chambers to be ready in time for the last council session of the year on Dec. 18. The Chambers and Office opened for staff to officially occupy on Jan. 2. The contractor has a few remaining items to complete by mid-February and will address during the building off hours to avoid disruptions. The status is no longer at risk.</p> <p>As of January 2025, the project is in close-out phase. The budget currently stands within 1.5% of the original GMP bid by the contractor, as there are 1.5% in change orders due to additional scope. The project has not exceeded contingency funds. Therefore, we remain under budget for work within the original scope of work.</p>	<p>Next Steps: Construction of Council Chambers, City Hall offices, and major maintenance is substantially complete.</p> <p>A project close-out report will be available in spring 2025.</p>								



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<p>Code Review and Revisions</p>	<p><i>Needs Action</i> <i>At Risk</i> <i>On Track</i> <i>Completed</i></p> <p>Needs Action At Risk On Track Completed</p> <p>✓</p>
<p>Status: Amendments to all chapters of City Code to align with the Charter have been completed.</p>	<p>Next Steps: There are no additional steps.</p>
<p>The Role of the City Administrator and Recruitment Preparations</p>	<p><i>Needs Action</i> <i>At Risk</i> <i>On Track</i> <i>Completed</i></p> <p>Needs Action At Risk On Track Completed</p> <p>✓</p>
<p>Status: On Oct. 8, 2024, Motus Recruiting 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 GTAC provide their recommendations to the new City Council during the onboarding sessions.</p> <p>A recruitment plan has been prepared by MOTUS Recruiting for leadership to consider. Appointments for the City Administrator, City Attorney, and Chief of Police are being considered by the Mayor.</p>	<p>Next Steps:</p>
<p>Creating and implementing the organizational structure that reports to the city administrator</p>	<p><i>Needs Action</i> <i>At Risk</i> <i>On Track</i> <i>Completed</i></p> <p>Needs Action At Risk On Track Completed</p> <p>✓</p>
<p>Status: The City’s new organizational structure went into effect on July 1, 2024, organized by service areas, and led by the city administrator, assistant city administrator and six deputy city administrators. 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</p>	<p>Next Steps: Reappointments of the City Administrator, City Attorney and Chief of</p>



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charter amendments. This month, both the Communications and Sustainability Officers are joining the citywide leadership team, and the Equity and Engagement Officers are expected to join soon. This team is working closely with the Mayor to lead the City Organization in the new form of government.

are expected to be considered by Council on Feb. 5.

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



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<p>depend on an employee’s bargaining unit. More information can be found here: CityStrong Portland.gov</p>									
<p>Organizational Improvements and Alignment</p>	<table border="1"> <tr> <th data-bbox="1415 342 1572 375"><i>Needs Action</i></th> <th data-bbox="1572 342 1682 375"><i>At Risk</i></th> <th data-bbox="1682 342 1814 375"><i>On Track</i></th> <th data-bbox="1814 342 1999 375"><i>Completed</i></th> </tr> <tr> <td data-bbox="1415 375 1572 423">■</td> <td data-bbox="1572 375 1682 423">■</td> <td data-bbox="1682 375 1814 423">■</td> <td data-bbox="1814 375 1999 423">✓</td> </tr> </table>	<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>	■	■	■	✓
<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>						
■	■	■	✓						
<p>Status: 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. This work is transitioned to be owned by the Citywide leadership team and will be managed as part of their workplan.</p>	<p>Next Steps: The transition-related deliverables are complete, and new work will be owned by the Leadership Team.</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. Requires resources, staffing, or budget to accomplish. Requires immediate attention or decision-making to move forward. Needs immediate course correction.</p>	<p>Requires resources, staffing, or budget to accomplish. Requires decision-making to move forward. Requires course correction to move forward.</p>	<p>Work is progressing. Risks are managed. Decision-making clear.</p>	<p>No additional deliverables.</p>