



Portland Transition

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Monthly Status Update covering November 2024

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

Implementation Strategy <i>By Jan. 1, 2025, the City of Portland is responsible for implementing the following voter-approved charter amendments:</i> <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. 	
Transition Plan	<i>Needs Action</i> <i>At Risk</i> <i>On Track</i> <i>Completed</i>
<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. 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><u>Staff provided an update at a Sept. 10 city council work session</u> to report on progress to deliver on the tasks outlined in the transition plan.</p> <p>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.</p>	<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 25%; background-color: red; height: 20px;"></div> <div style="width: 25%; background-color: yellow; height: 20px;"></div> <div style="width: 25%; background-color: green; height: 20px; text-align: center; color: white;">✓</div> <div style="width: 25%; background-color: white; height: 20px;"></div> </div> <p>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.</p>



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Meetings with the Mayor-elect and city leadership are underway on priority topics. Implementation of continuity of operations strategies, including required delegations of authorities, appointments and communication flow between the legislative council and the administration.

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 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 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 results were posted to rcvresults.multco.us and certified by the Secretary of State on Dec. 2, 2024.

Next Steps: After the certification of results on Dec 2, 2024, Multnomah County Elections Division will analyze ballot data and produce a voter behavior report with precise information on City of Portland voter turnout and ballot errors. The report will be posted to multco.us/elections when available.



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Voter Education	Needs Action	At Risk	On Track	Completed
<p>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.</p> <p>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.</p> <p>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 December. In addition, transition staff are working on separate overall voter education report that includes all voter education activities. This report will be completed by end of January.</p> <p>Additionally, Transition Team have been working on compiling all voter education materials, files and plans and will be transferring them to the City Elections Office.</p>				<p>Next Steps: The Voter Education team, City Elections office, and Multnomah County Elections will join Government Transition Advisory Committee on January 14 to report out on election results.</p> <p>Voter Education team will also join the Voter & Candidate Education & Outreach Subcommittee at their February 2025 meeting to share final voter education reports.</p>
Establishing Geographic Districts	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>



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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

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. 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.

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 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.

Next Steps:

All Council Operations positions are anticipated to be on board by December 2024. Materials have been developed to support the newly elected officials in hiring their staff when they are ready to do so.



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<p>Council Operations staff have been hired and are onboarding now and through Dec. 16. Current Council Operations staff are working with councilors-elect as they transition to their new positions.</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 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 <u>recommendations</u> 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 <u>recommendations</u> 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.</p> <p>A welcome packet with information about hiring staff and onboarding was sent to presumptive newly elected officials on Nov. 21, 2024.</p>	<p>Next Steps: Following Multnomah County’s certification of the election results on December 2, optional onboarding sessions for the newly elected officials begin on December 3 and continue until December 17. The December sessions are 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. Planning and preparations continue for more comprehensive onboarding in early 2025.</p>								
<p>Salaries 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;"></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: 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"> <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: 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</p>	<p>Next Steps: Service areas will begin developing budget concepts to meet</p>								



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<p>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 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>budget guidance, and the City leadership team will meet to discuss concepts before creating a balanced “trial budget” in February 2025.</p>								
<p>Facilities Improvements</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; text-align: center;">✓</td> <td style="background-color: green;"></td> <td style="background-color: white;"></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed		✓		
Needs Action	At Risk	On Track	Completed						
	✓								
<p>Status: The renovations at Council Chambers and Offices are quickly approaching completion. The new dais has arrived at Chambers and the AV and broadcast equipment is currently being installed. The project team is tracking completion of Chambers to align with the goal to have the space completed in time for the last council session of the year on Dec. 18. The status is at risk due to the condensed construction timeline directly impacting the testing and commission of AV equipment. To reduce timeline risks, the project team has extended the contractor’s regular work hours on site and added Saturdays. In addition to extended work hours, temporary broadcast equipment will be utilized for the initial council sessions to avoid any potential issues with the newly installed AV equipment.</p>	<p>Next Steps: Construction of Council Chambers, City Hall offices, and major maintenance near completion.</p>								
<p>Code Review and Revisions</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 style="background-color: white;"></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed			✓	
Needs Action	At Risk	On Track	Completed						
		✓							
<p>Status: 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>Ordinances amending Titles 2, 3, 4, 5, 6, 7, 8, 9, 17, 18, 19, 22, 23, 24, 25, 30, and 31 have been approved by City Council. On November 20 amendments to Titles 1, 10, 11, 16, 21 and 27 were presented for first reading at City Council.</p>	<p>Next Steps: The final set of Titles were delivered to council for first reading on Dec. 4, 2024. This group includes Titles 13, 14, 26, 28 and 29. If these are approved at second reading on December 11, all city code will have been reviewed and amended to conform with the city charter reform.</p>								



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The Role of the City Administrator and Recruitment Preparations	<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
<p>Status: On Oct. 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 <u>community engagement survey</u> 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>On Oct. 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</p>			✓	

Next Steps:
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.

[The GTAC will share its recommendation on the city administrator recruitment during the December 7 onboarding session.](#)



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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.

On Nov. 13, 2024, the GTAC adopted recommendations related to the city administrator recruitment. The GTAC recommends a robust, well-designed, timely, community-informed, transparent city administrator recruitment process.

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 sustainability. The sustainability officer is transitioning to join the City Administrator’s Office.

Recruitments for the Communications Officer and the Engagement Officer were posted in mid-October and closed in mid-November. In December, the hiring manager is leading the subsequent steps of the recruitment process, including applicant eligibility review and interview panels. Final selections and offers are anticipated to be made in late December or January.

The job posting for the Equity Officer is nearing completion and the hiring manager will determine the posting date for the position, anticipated to occur in early 2025.

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.

As the new officer positions are hired, onboarding with these individuals will begin in early 2025 and the following months.



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Supporting Employees Through the Changes	Needs Action At Risk On Track Completed
<p>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:</p> <ol style="list-style-type: none"> 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 	<p>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.</p>



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Organizational Improvements and Alignment	<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 will continue into 2025.</p>			✓	
		<p>Next Steps: Continue evolution of city operations.</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>