



# Portland Transition

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## Monthly Status Update: August 2023

<p><b>Implementation Strategy</b></p> <p><i>By Jan. 1, 2025, the City is responsible for implementing the following voter-approved charter amendments:</i></p> <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 community engagement plan to implement Measure 26-228. The draft transition plan was provided to City Council and outlined a comprehensive approach to the multi-year implementation of the voter-approved charter amendments. The plan includes the project scope, schedule, and budget to implement the election methods and governance reforms. The Government Transition Advisory Committee (GTAC) participated in the review and creation of the <a href="#">Transition Plan</a> and developed the <a href="#">Transition Community Engagement Plan</a>. The Project Manager presented a status update on the project budget to the <a href="#">GTAC on August 14</a>. The team is working to develop strategies for success indicators, including measuring satisfaction of the transition in focus groups organized by the <a href="#">Portland Insights Survey</a> team in 2023-24. The Project is developing the estimated costs of the new form of government and election methods compared to existing costs. Over the next several months ongoing costs will continue to be refined. Information on how the proposed ongoing costs compare to the existing costs will be shared and discussed with the GTAC.</p>		<p><b>Next Steps:</b> Draft and finalize the change management plan. Post all final plans on <a href="#">the Key Documents &amp; Resources web page</a>.</p> <p>On September 6, the facilities plan and budget process realignment plan will be presented to GTAC. On September 20, the team will share the change management strategy with GTAC. Groups have requested community conversations, including the League of Women Voters on September 19 and the Portland Metro Chamber on October 10.</p>			
<p><b>Election Methods</b></p> <p><i>There are two voter-approved reforms the City must implement:</i></p> <ul style="list-style-type: none"> <li>• Allow voters to rank candidates in order of their preference, using ranked-choice voting, and</li> <li>• Establish four new geographic districts with three members elected to represent each district, expanding the city council to a total of 12 members.</li> </ul>					



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Administration of Ranked Choice Voting Elections	Needs Action	At Risk	On Track	Completed
<p><b>Status:</b> Council adopted updates to the elections code (section 2.08). Portland voters reside in Multnomah, Washington, and Clackamas counties, with the vast majority residing in Multnomah County. The three counties are working to ensure a coordinated approach for administering elections for Portland’s ranked-choice voting contests, including the design of ballots and a system to provide for the centralized tabulation of all vote data that ranked-choice voting requires. Multnomah County is coordinating with its vendor on updates to its voting system software to add ranked-choice voting capabilities. Coordination with all counties continues. The City and Multnomah County have also signed a memorandum of understanding for coordination of ranked-choice voting voter education for the 2024 general election.</p>			✓	
<p><b>Voter Education</b></p>			✓	
<p><b>Status:</b> The City Elections Office released a comprehensive Candidate Guide for the November 2024 City Election. Multnomah County and the City of Portland signed a Memorandum of Understanding to clarify roles and responsibilities.</p>				<p><b>Next Steps:</b> The citywide voter education collaborative will kick-off at the October 3 Government Transition Advisory Committee meeting.</p>
<p><b>Establishing Geographic Districts</b></p>				✓
<p><b>Status:</b> On August 21, the Independent District Commission (IDC) voted to adopt its District Plan. Adoption of the IDC’s plan is final and requires no action by the council. The plan was filed with the City Elections officer on August 22. County partners have been notified of the District Plan adoption, and spatial files have been shared. Spatial files and district boundaries are now available on <a href="#">PortlandMaps</a> and the City’s OpenData. The District Commission’s ended, and their terms are now complete.</p>				<p><b>Next Steps:</b> There are no additional steps. City project manager and technical consultant are drafting a report, summarizing the IDC process for future redistricting efforts.</p>
<p><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,</p>				



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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>		<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
				✓	
<p><b>Status:</b> The transition team, the City Attorney's office, and other subject matter experts have identified key policy choices and recommendations to provide a framework for the successful operations of the 2025 council. Code 3.02, which outlines council operations will be refined based on community feedback. GTAC will provide advice for council to consider as they review the draft code and prepare for potential approval in September. The transition team is working with internal partners to plan for council office staffing levels to support the shifting roles of the future city council, mayor, and city administrator. Council is continuously engaged as recommendations are developed. A listening session was held on <a href="#">August 8</a> on the proposed revisions to Code 3.02. Public comment on the code has been considered and, where necessary, incorporated or addressed.</p>		<p><b>Next Steps:</b> The proposed code revision will be presented to City Council for first reading on September 20. A staffing working group is developing a budget-neutral option for elected officials staffing as well as a recommended option based on anticipated service needs and the value of fiscal responsibility.</p>			
<b>Salaries of Elected Officials</b>		<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
					✓
<p><b>Status:</b> On July 24, the Salary Commission amended and finalized their salary proposal. Final salaries are: Mayor: \$175,463, Auditor: \$168,758, Councilor: \$133,207. In addition, any elected official can choose to apply for the City of Portland's Language Access Program for an additional \$1 per hour if they qualify as bilingual. The Salary Commission met for the final time on August 22 to finalize their report and recommendations for future Salary Commissions to consider.</p>		<p><b>Next Steps:</b> The final report will be published by the end of August.</p>			

<b>City Budgeting</b>		<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
				✓	
<p><b>Status:</b> The City Budget Office is currently reviewing the annual budget development process in advance of the FY2024-25 budget. To have actionable changes to the City's budget process, the CBO will use the next three months to outline and plan for future budget processes with the new form of government coming online mid-way through FY2024-25. The review includes gathering stakeholder experiences, feedback, and</p>		<p><b>Next Steps:</b> Report from city stakeholders group to be released in early September, after previewing with bureau directors. A presentation to GTAC is scheduled for September 6.</p>			



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<p>recommendations over the summer of 2023 on key steps in the City’s process to inform future structures, timelines, and responsibilities. The central goals for this work are: to review the current budget function in the City to look for ways to improve the overall process and outcomes, and to provide recommendations in advance of the FY2024-25 budget process. These recommendations will be geared towards being actionable changes that may be replicated with the future form of government starting in January 2025.</p>									
<p><b>Facilities Improvements</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></td> <td style="text-align: center;">✓</td> <td></td> <td></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed		✓		
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	✓								
<p><b>Status:</b> With an expanding council, a critical deliverable required is to expand council chambers and council offices. To prepare for an expanded council, the City’s facilities team is developing a comprehensive plan to build safe, welcoming, and accessible workspaces. The team has been working with an architect and a team of consultants that has engaged internal subject matter experts to provide input on schematic design, and now design development for council chambers and workspaces. This work will inform the project timeline and scope of work for the CM/GC. Schematic design (SD) work revealed that current commissioner offices and chambers operations will need to move during construction. Facilities is identifying temporary locations within existing City buildings. The team is preparing costs and documentation for leadership decision-making to inform a path forward. The needed renovations cannot occur while the council offices are occupied. This item is at risk due to the lack of agreement on a schedule for relocating the existing council members and their staff. The mayor’s office serves as liaison to the project and managing the disruption of construction on City Council.</p>	<p><b>Next Steps:</b> The facilities project team will present a progress report to the GTAC on September 6.</p>								
<p><b>Code Review and Revisions</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></td> <td></td> <td style="text-align: center;">✓</td> <td></td> </tr> </tbody> </table>	Needs Action	At Risk	On Track	Completed			✓	
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		✓							
<p><b>Status:</b> The goal of this work is to ensure that the City Code matches the revised City Charter. A core team with representatives from the City Attorney’s office and the City Auditor’s office are leading this project. Additionally, subject matter experts from each bureau advises the project on process and bureau needs. Amendments to Chapter 2.08, Elections of Candidates, are complete. Amendments to Chapter 3.02, Council Operations and Procedure, are under development. Other priorities are Title 15, Emergency Code,</p>	<p><b>Next Steps:</b> An update to city code Chapter 3.02 - Council Organization and Procedure, is scheduled for first reading at the September 20 council meeting. An update to Title 15 - Emergency Code, is anticipated for first reading in late November or early December 2023. Updates to both Title 5 -</p>								



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<p>Title 5, Revenue and Finance, and Title 7, Business Licenses because each of these titles either clarifies mayor and council roles or are related to the city’s budgeting process. The project team will continue to review and make necessary updates to code titles throughout the next several years.</p>	<p>Revenue and Finance, and Title 7 - Business Licenses, are anticipated for first reading in the first quarter of 2024.</p>								
<p><b>The Role of the City Administrator and Recruitment Preparations</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			✓	
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		✓							
<p><b>Status:</b> The roles and responsibilities of the city administrator are outlined in section 2-406 of the City Charter. 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 Bureau of Human Resources (BHR) is developing an RFP for an executive recruiter who will develop an inclusive recruitment and community engagement plan for the City Administrator role. The community engagement plan which will include:</p> <ul style="list-style-type: none"> <li>• Schedule for recruitment;</li> <li>• Roles for the recruitment firm, BHR, transition team, GTAC and others;</li> <li>• Listening session on the executive branch of the new organization mayor and city administrator roles and authority; and</li> <li>• Community engagement tools and methods and community info packets.</li> </ul> <p>The recommended recruitment plan will be available for consideration and finalization by the person elected mayor in 2025. Since these are deliverables for 2024, and are not near-term critical path activities, limited action is needed until the recruiting firm is onboard.</p>	<p><b>Next Steps:</b> Finalize the evaluation and award the recruitment RFP. Develop a recruitment plan that includes outreach strategies for community input with the GTAC. Plan and budget for recruitment in FY 2024/25.</p>								
<p><b>Creating the organizational structure that reports to the city administrator</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 goal of this work is to build a high-level organizational structure that reports to the new city administrator. The CAO is preparing a recommendation to council for their considerations, based on work completed by council, bureau directors, and bureau subject matter experts and leaders through the recent programmatic assessments and</p>	<p><b>Next Steps:</b> The team, including leadership from council offices and bureaus, completed a series of retreats and meetings that will inform the CAO’s recommendation for Council consideration on</p>								



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<p>team retreats, as well as the employee and manager surveys, and a Community Outcomes report. Phases 1 and 2 of the programmatic assessments are complete and the CAO is developing a recommendation that will go to council for consideration on October 19. After an organizational chart is adopted, the focus of the team will shift to implementation, including technical implementation and supporting employees through change.</p>	<p>October 19, including an organizational chart and other high-priority process improvements.</p>								
<p><b>Future Improvements</b></p>	<table border="1"> <tr> <th><i>Needs Action</i></th> <th><i>At Risk</i></th> <th><i>On Track</i></th> <th><i>Completed</i></th> </tr> <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> </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><b>Status:</b> Once the initial organizational change decisions are made, the City will shift its focus to address recommendations from the assessments that were not implemented in the first phase. Those ideas learned in the surveys and programmatic assessments will inform the team’s plans to hold conversations with internal and external stakeholders about the ways to improve our service delivery to Portlanders.</p>	<p><b>Next Steps:</b> Once council makes the organizational structure and high-priority improvements decisions, planning for this phase can commence. The transition team plans to have additional discussions with stakeholders to inform recommendations and prioritization in this next phase.</p>								

Status Key:

<i>Needs Action</i>	<i>At Risk</i>	<i>On Track</i>	<i>Completed</i>
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.