

2018-20 STRATEGIC PLAN QUARTER 7 HIGHLIGHTS

OMF STRATEGIC GOALS



ADOPT 21ST CENTURY BUSINESS SOLUTIONS



DEVELOP AN INCLUSIVE TALENTED WORKFORCE



LEAD CITYWIDE INITIATIVES



Portland Online Permitting System (POPS)

Development Hub PDX (DevHub) was launched on July 1, 2019 and the legacy system Permits Online was retired on August 2, 2019. Production Parallel testing for Inspection Scheduling (commercial and residential inspection services) is ongoing.

Asset Management

This quarter, the Division of Asset Management began crafting long-range performance targets for Facilities and City Fleet. These targets will roll down to employee scorecards, and influence budgets and operations planning.

Information Security

After a spike in worldwide ransomware and malware attacks, the City has made a lot of progress in reducing the number and severity of malware and phishing incidents. We have also secured Cybersecurity Insurance to mitigate Citywide cyber risks.



Onboarding

The project is in its final phase of implementation, and SuccessFactors Onboarding is set to go live early November 2019.



Performance and Goal Management

Pilot participants are entering the final phase of the SuccessFactors online performance review process. Employees will be conducting self assessments from October to the end of the year.



Citywide Long Range Facilities Master Plan

The project was initiated in July with a Citywide Bureau Liaison Team kick-off, and in September the team held a Visioning Workshop. For the next quarter, the project team will be identifying future facility needs and options.



311/Customer Service Improvement Project

OMF, Civic Life, and partner bureaus are working to open a Citywide Customer Service Desk in the Portland Building in December. City Council will be considering a resolution to formally establish and fund the 311 Program in November.



Floodplain Management Update Program

The SPOT team recently completed a workplan for a Citywide unified approach to floodplain management. The project will be transferring to BPS and BES, who will lead the implementation over the next five years to improve floodplain resilience and support the recovery of protected salmon.

2018-2020 STRATEGIC PLAN

2019 QUARTER 7 UPDATE

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ADOPT 21ST CENTURY BUSINESS SOLUTIONS

PORTLAND OREGON WEBSITE REPLACEMENT

Portland Oregon Website Replacement (POWR) is building a new website platform to make Portland's website more community-oriented where services are easy to find, access, and understand.

Though some design elements are still being finalized, the platform is on target for features needed for migration. Most bureaus have met with the project team to review migration plans, but the team has begun to struggle with the number of administrators and editors that need to approve their migration plan and begin creating content. Several bureaus are at risk for being migrated by the end of year while some bureaus are planning to release content that is exclusively on the new Portland.gov website within the coming month.



Migration plans for some bureaus have changed during this quarter.

The project team is preparing to extend the length of time the existing City of Portland home page will be the primary starting point for the community. This will need to be planned around Portland Building move-ins and will require bringing resources to help bureaus that lack the staff to migrate at the planned pace.

ADOPT 21ST CENTURY BUSINESS SOLUTIONS

INFORMATION SECURITY

The City continues to experience a high volume of phishing incidents. BTS is evaluating multiple security solutions to improve threat identification and detection. Measures include updating and testing response capabilities, data center file recovery, and continuity of operations plans (COOP).

BTS continues to deploy next generation firewalls with completion due by October 2020. Streamlined remote access is also planned to support expanded mobile device and remote access to City information resources. Overall, the City has made a lot of progress in reducing the number and severity of malware and phishing incidents since the prior quarter, when worldwide ransomware and malware attacks spiked.



Project progressed as planned.

No major risks were identified this quarter.

ADOPT 21ST CENTURY BUSINESS SOLUTIONS

INTEGRATED TAX SYSTEM

BRFS is procuring an integrated tax system to replace end-of-life systems and improve taxpayer and preparers' experiences through an online portal and eFiling.

The City project team was assigned in early August, and the vendor project team arrived later that month. The blended team is currently defining the configuration for the system. Conversion data analysis has started. Change management activities include establishing and executing plans for robust project communication and system adoption.



The project is in its beginning stages.

Risks are currently being assessed.

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ADOPT 21ST CENTURY BUSINESS SOLUTIONS

FACILITIES CUSTOMER SERVICE AGREEMENTS

The project will create a standard set of agreements and approaches for all OMF owned and operated buildings to promote better long-term management of assets and improve customer service through setting clear and achievable expectations.

Facilities finalized the Occupancy Agreement document for the Portland Building, and the Property Management Team is sending it to bureaus for signature. The draft protocols and handbook has been distributed for review and initial feedback received. Over the next year, Facilities will begin to roll these out to other locations to clarify the services and roles of bureaus and Facilities Services in each building.



Project progressed as planned.

Risks identified include the need for bureau ownership and buy in from tenant bureaus.

ADOPT 21ST CENTURY BUSINESS SOLUTIONS

PROCUREMENT IMPROVEMENTS

In April 2018, Procurement Services undertook an organizational assessment to improve processes and address stakeholder frustrations. Changes to the division include increased staff, new programs, and updated policy and code.

Procurement's Contractual Risk Program is progressing and a contractual risk assessment tool is in development with the City Attorney's Office and Risk Management. The tool will be presented to bureau customers and procurement staff for feedback and is expected to be operational by the end of the calendar year. Procurement Services will be filing proposed Code changes to Council in October to streamline the procurement and contracting process.



Project progressed as planned.

No major risks were identified this quarter.

ADOPT 21ST CENTURY BUSINESS SOLUTIONS

ASSET MANAGEMENT

City facilities are increasingly stressed from age, use, and under investment. To remedy this, Facilities Services is implementing an Asset Management Program to accommodate bureaus' long-range space needs, ensure appropriate levels of service for customers, and manage facilities' risks and costs.

Facilities developed business requirements and scenarios to test several possible new asset management software programs for Facilities assets; demos begin in October. Meanwhile, City Fleet has continued work on its operational improvements, closing out one key process improvement project (shop cleanup) and launching several others that will improve workflow at the Kerby Garage.



The project is in its beginning stages.

Risks include a long delay in the acquisition and implementation of an asset management system.

ADOPT 21ST CENTURY BUSINESS SOLUTIONS

CAMPSITE REPORTING APP

The Homelessness and Urban Camping Impact Reduction Program (HUCIRP) and Bureau of Technology Services (BTS) have been working on a web-based application since November 2018 that will provide real-time updates to community members.

HUCIRP and BTS continue to move forward on developing the new workflow management tool. HUCIRP has fully implemented the app with Clean Start and are beta testing the application with the other campsite cleanup vendors in the field. They hope to have everyone fully online by the next quarter.



Project progressed as planned.

No major risks were identified this quarter, but it's worth noting the project is still in its beginning stages. Training all users may require more time than anticipated.

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ADOPT 21ST CENTURY BUSINESS SOLUTIONS PAPER: LESS AND LATER

OMF is piloting filing Council documents electronically to reduce the amount of paper and time spent producing and filing paper documents and eliminate the time spent collecting signatures.

For the past eight months, OMF has filed 127 actions to Council for electronic review, delaying paper copies until documents were finalized with the Council Clerk's Office. The number of final copies submitted was reduced from 11 sets to eight; it's estimated this has reduced paper usage by ~50% and significantly reduced the amount of time staff spent traveling between offices. Bureaus will continue to file electronically for the foreseeable future.



Project progressed as planned.

No major risks were identified this quarter.

ADOPT 21ST CENTURY BUSINESS SOLUTIONS PORTLAND ONLINE PERMITTING SYSTEM (POPS)

The POPS program replaces the outdated TRACS permit system and adds new customer features including online applications and electronic plan review. Additional features will include using mobile devices to perform on-site inspections and scheduling.

Inspector App testing and development is underway and its roll out is planned to coincide with the AMANDA upgrade in Q1 2020. The upgrade is now being aligned with a vendor release plan to determine optimal timing for a rollout that will be the least disruptive to users. User Acceptance Testing (UAT) is anticipated to begin late October as AMANDA informational sessions with BDS and partner divisions began in September to update staff on the program, improvements, and transitions.



The project schedule was revised to launch in Q4 2019.

As this is a new system with many new processes, training and change management is key to staff adoption.

DEVELOP AN INCLUSIVE AND TALENTED WORKFORCE PERFORMANCE AND GOAL MANAGEMENT

BHR and BTS partnered to implement SAP's Performance and Goal Management solution. This tool moves performance objectives, feedback, and evaluations into one online process and includes a platform for goal and performance management.

As BHR plans for a July 2020 roll out of online performance reviews for merit eligible staff, a Citywide Performance Review Committee has been formed to help steer and scale the effort. Currently, bureau representatives are working to review the pilot process and make adjustments for the Citywide roll out.



Project progressed as planned.

Project progressed as planned.

DEVELOP AN INCLUSIVE AND TALENTED WORKFORCE ONBOARDING PROGRAM

By using the cloud-based SAP SuccessFactors Onboarding System, BHR hopes to streamline the time consuming onboarding processes and standardize how the City onboards new employees.

The Onboarding system is being tested. End User Training and Hiring Manager Training will proceed through the end of October and early November. SuccessFactors Onboarding will go live on November 4th, 2019.



Project progressed as planned.

No major risks were identified this quarter.

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LEAD CITYWIDE INITIATIVES

CITYWIDE LONG RANGE FACILITIES MASTER PLAN

The Citywide Long Range Facilities Master Plan project will create short and long term plans to prepare and budget for Citywide space needs, with a focus on properties where employees report to work.

The project was initiated in July with a Citywide Bureau Liaison Team (BLT) kick-off, and in September the team held a Visioning Workshop with the BLT. In between, the team met with 23 bureau liaisons and toured 34 City-owned facilities. Over the fall, the team will use this information to perform an alternatives analysis to identify any gaps between expected needs and existing facilities.

Funding for Phase II and III needs to be secured.



Project progressed as planned.

LEAD CITYWIDE INITIATIVES

311/CUSTOMER SERVICE IMPROVEMENT PROJECT

The 311/Customer Service Improvement Project is a plan for a new first-stop for community questions and requests (online, over the phone, and in person). The 311 system will complement the City's existing customer service efforts and enhance community access to City information and services.

OMF, Civic Life, and partner bureaus are working to recruit and hire a 311 Program Manager, hire additional program staff, open a Citywide Customer Service Desk in the Portland Building in December, and develop supporting technology in coordination with BTS and the POWR team. City Council will be considering a resolution to formally establish and fund the 311 Program in October.

No major risks were identified this quarter.



Project progressed as planned.

LEAD CITYWIDE INITIATIVES

BUILD PORTLAND

In 2018, Council approved \$50 million in bonds for Build Portland to fund infrastructure maintenance and repairs, resulting in \$600 million over the next 20 years for investment in improving roads, bridges, parks, and buildings.

Phase I projects continue to advance from development to design phases with the first project expected to break ground in spring 2020. FY 2019-20 tasks include Citywide program maturation including project coordination, communication and outreach, and program administration.

Projects have unexpected timeline delays. Additionally, expiring urban renewal bonds may not return at forecasted amounts and there is the possibility of competition for these funds.



Project progressed as planned.

LEAD CITYWIDE INITIATIVES

EXECUTIVE RECRUITMENTS

BHR was tasked with filling seven bureau director vacancies. The Executive Onboarding Plan is an effort to ensure City leaders receive the support and education necessary to effectively transition to their roles.

During the process of seven executive recruitments, BHR identified four core values: equity, transparency, communication, and collaboration. They are using those four values to build and implement leadership training Citywide.

The project is complete.



This project is complete.

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LEAD CITYWIDE INITIATIVES

SOCIAL EQUITY IN CONTRACTING

The Community Opportunities and Enhancement Program (COEP) stipulates 1% of the City's public works/construction projects' costs go to workforce development, technical assistance, and increasing contractor diversity.

COEP has hired a new program manager, Cathy Sherick, who is working with OEHR, Prosper Portland and the infrastructure bureaus to develop an agreement, code, and administrative rules to govern the program. The COEP Program Manager is also working with the Director of OEHR and the Chief Administrative Officer to solicit applications for the Community Equity and Inclusion Committee.

Risks include the complexity of multiple goals, policies, and collaboration among multiple City entities.



Project progressed as planned.

LEAD CITYWIDE INITIATIVES

FLOODPLAIN MANAGEMENT UPDATE PROGRAM

The program is an effort between the Strategic Projects and Opportunities team (SPOT) and seven other bureaus to deliver a unified City approach for achieving Endangered Species Act (ESA)-compliant floodplain management and for responding to the biological opinion on FEMA's National Flood Insurance Program (NFIP).

Now that the five-year work plan is complete, SPOT is transferring the project to the implementing bureaus: BPS and BES. They will lead implementation over the next five years to improve floodplain resilience and support the recovery of protected salmon. The transfer is being formalized through a work plan implementation agreement, and project management responsibilities have been reassigned. Needed outcomes include continued access to FEMA's NFIP and demonstration of ESA compliance. Related work includes exploration of opportunities to invest in off-site mitigation banking, and potential pilot mitigation banking projects.

Maintaining Citywide approach during implementation, securing funding, and supporting the development of mitigation banks.



Project progressed as planned.