



Office of Mayor Ted Wheeler  
City of Portland

February 24, 2017  
INTEROFFICE MEMORANDUM

TO: Commissioner Chloe Eudaly  
Commissioner Nick Fish  
Commissioner Amanda Fritz  
Commissioner Dan Saltzman  
(Bureau Directors)

FROM: Ted Wheeler, Mayor

SUBJECT: Budget Direction

When I assigned the bureaus I stated four goals. I am dedicated to breaking our government out of our silos and focusing on core functions and top priorities. An enterprise approach will improve efficiency, service, and effectiveness.

Our administration outlined steps towards collaboration in the January 3, 2017 Executive Order:

- Creating an enterprise approach to customer intake and engagement when the community contacts the City.
- Fostering cross bureau collaboration on related issues to avoid redundant or unnecessary expenses (i.e. where multiple bureaus are dealing with similar or the same issues).
- Identifying the core functionality of the bureau with resources needed and identifying non-core functions.
- Creating in every bureau a plan for supporting resiliency and recovery beyond simply continuity of operations.

Further direction in core areas includes:

**Infrastructure**

In order to take a more comprehensive approach to addressing our City's infrastructure needs, we need to know where there is overlap in the bureaus' CIPs and/or general infrastructure plans. Accordingly, we request the following information:

- The most current CIP or any other infrastructure/capital purchasing plan in the office or bureau
- Identification of any areas where collaboration with other offices/bureaus on listed projects must be or could be accomplished (e.g. BES and PBOT work around Tryon Stephens Headwaters Plan, PHB and BDS on prioritizing affordable housing)

- A list of projects that have been completed in the past with collaboration from other offices/bureaus along with a brief analysis of what worked and what didn't in that collaboration

### **Homelessness**

Many of the functions the City used to perform have been moved to the Joint Office on Homelessness. This makes our budget priorities even more important as we seek to leverage the investments from both the City and County in an effort to most effectively address this most pressing need:

- Continue to fund targeted outreach to chronically homeless populations and re-examine the metrics aligned with permanent supportive housing
- Provide funding for critically needed transportation assistance for individuals between shelters, moving to housing opportunities, and for those being discharged from hospitals or incarceration to transition housing
- Ensure that the Joint Office on Homeless Services is providing the most efficient and effective services and is on track to achieve its goal of reducing by half the unmet capacity by June 2017

### **Housing**

Access and availability of safe, complete, stable affordable housing contributes to a livable, connected, and engaged community. The city is committed to ensuring that our housing needs are met efficiently and effectively by streamlining processes and regulations and leveraging financial resources and tools across the Bureaus.

- Best practice research and innovative approaches to streamline the infrastructure bureaus (water, sewer, engineering, fire, etc.) review and involvement in the development of affordable housing.
- Reform the Design Review commission to ensure that there is certainty in the development review process and subjectivity is limited.
- Identify the housing gaps in our neighborhoods (housing needs analysis) and evaluate how the bureaus could work together to increase access in our neighborhoods (e.g. transportation access, density, grocery needs, schools, park access, jobs, types of jobs based on education levels, geographic distribution of social services, etc.)

### **Resiliency and Innovation**

Identify ways that your bureau can:

- Support not just response to emergency situations but also provide for ongoing recovery from emergencies
- Implement succession plans as retirements changes the demographics of the workforce and also support a pipeline of diverse workforce development to fill vacancies in the bureaus
- Help the community engage in recovery efforts and also support making their households and neighborhoods more resilient and support vulnerable populations.
- How new technology or Smart Cities efforts can support resiliency efforts specific to the role of your organization

Help to develop a response to these climate change issues:



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- Mitigation for climate change on bureau infrastructure and facilities (example: Water Bureau focus on Wellhead Protection Zone, Bull Run Watershed, and aging infrastructure and the impact of climate change)
- Planning for managing social issues related to climate change
- Specific actions your bureau will take to implement bureau climate action plans
- Bureau specific strategies to work towards 100% renewable energy.

Focused strategies for implementing Smart Cities infrastructure to enhance bureau engagement with the community and supporting core functions:

- Facilities and infrastructure
- Supporting core services
- Better response to community concerns
- Better communications and information for the community

### **Economic Development**

Identify ways that your bureau can:

- Actively support and help grow employers who offer good paying jobs while simultaneously helping Portlanders and neighborhoods gain access to good paying jobs;
- Prioritize job creation efforts which involve a public private partnership between industry, labor and local government.
- Help local employers diversify their workforces.
- Prioritize programs and organizations that partner with our high schools, community colleges, universities, apprenticeship programs, and local governments to provide summer jobs, paid internships, and permanent jobs for people of all ages.

Help to develop infrastructure strategies that will produce good paying jobs across all industries, including, but not limited to:

- Transportation infrastructure
- Public and private technology infrastructure

Focused attention on High Growth Areas:

- Construction, architecture, engineering
- Manufacturing
- Healthcare
- Information Technology
- Sports Apparel (i.e. Bringing other companies to Portland)