



**OFFICE OF MAYOR TED WHEELER
CITY OF PORTLAND**

Date: January 2, 2018

To: City Bureau Directors

Cc: City Elected Officials

From: Ted Wheeler, Mayor

Subject: Priorities to Performance Budget Guidance

Measuring the Results of Budget Priorities

This year's budget guidance calls for bureaus to present budget requests that will achieve measurable progress on the City's key priorities. These priorities – increasing housing options and reducing homelessness, maintaining critical infrastructure, enhancing livability, ensuring public safety and police accountability, pursuing innovation, and strengthening resiliency – reflect the biggest challenges we face as a community. For the City to show progress on these issues, bureaus need to prioritize, collaborate and coordinate with each other, and find new ways to provide critical services. I know that every bureau can and will contribute to our shared success.

To achieve our goals, ongoing bureau add requests will be evaluated based on their anticipated impact on performance measures in the areas outlined below. Equity should be a key frame integrated into performance measures. Bureaus should also consider these indicators when determining proposals for ongoing reductions, avoiding cuts that will negatively impact these outcomes. These measures are shared indicators of Citywide success and will be incorporated into a Mayor's Dashboard to track the results of our budget investments.

Below are examples of measures currently being used by bureaus that fit into these priority areas.

A Note on Data Quality

As the City moves towards a more evidence-based system of decision-making, it is paramount that the information used for the process is valid. While accurate data cultivates public trust and helps us achieve our goals, faulty reporting by even one bureau can undermine all of our efforts. In order for the information to be useful in our decision-making processes, all bureau directors must ensure that performance reporting is accurate. This does not mean that information needs to be perfect to be reported, only that we need to be transparent about any concerns or caveats so that those using the data understand its potential limitations.

Increasing Housing Options and Reducing Homelessness

Bureaus should present budgets that will lead to real, meaningful progress towards increasing affordable housing and decreasing homelessness in Portland. Decision packages that significantly reduce the number of people experiencing homelessness or increase overall housing supply will be prioritized as evidenced through impact on the indicators below. Bureaus should consider how to incorporate equity goals into indicators. Examples of measures in this category include "Housing units opened that are newly affordable."

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Measure	FY 2016-17 Actual	Desired Trend	Annual or Strategic Target
<i>Housing units opened that are newly affordable (rolling 3-year average)</i>	499	↑	650
<i>Number of people placed in permanent housing</i>	4,889	↑	4,374
<i>Number of people helped through homelessness preventative services</i>	6,576	↑	5,020
<i>Number of new shelter beds</i>	600	↑	TBD

Maintaining the City's Critical Infrastructure

Decision packages that dedicate funding to rehabilitate and maintain city assets, ensuring that our current level of service is maintained for the next generation and equity goals are achieved, will be prioritized as evidenced through impact on the measures below. For example, the Water Bureau's measure of percentage of identified high risk assets addressed, supports this priority.

Measure	FY 2016-17 Actual	Desired Trend	Annual or Strategic Target
<i>Percentage of busy streets in fair or better condition</i>	50%	↑	80%
<i>Percentage of City facilities owned by the Office of Management & Finance (excluding spectator venues) maintained in good or better condition</i>	61%	↑	80%
<i>Percentage of identified high risk assets addressed (Water bureau)</i>	54%	↑	80%
<i>Number of sanitary sewer overflows</i>	180	↓	128

Enhancing Livability

Bureaus should present budgets that support City efforts to increase of the quality of life for all Portlanders. Decision packages addressing issues that negatively impact city livability, increase access to neighborhood amenities and recreational opportunities, or create shared economic prosperity will be prioritized as evidenced through impact on the measures below.

Measure	FY 2016-17 Actual	Desired Trend	Annual or Strategic Target
<i>Major property crime rate (number of offenses per 1,000 residents)</i>	79.0	↓	83.4
<i>Percentage of trips made by people walking and bicycling, including to transit</i>	25%	↑	70%
<i>Percentage of workforce in Multnomah County earning at least a middle wage</i>	46.6%	↑	48%
<i>Average travel time to high priority calls (in minutes) for Police</i>	6.55	↓	5.50

Ensuring Public Safety and Police Accountability

Bureaus should present budgets that contribute to the safety, security and trust of the Portland community. Decision packages that increase the City's responsiveness to emergencies and reduce crime and fatality rates will be prioritized as evidenced through impact on the measures below. Major person crime rate (number of offenses per 1,000 residents) is an example of a measure that would provide the type of data we want to see.

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Measure	FY 2016-17 Actual	Desired Trend	Annual or Strategic Target
<i>Major person crime rate (number of offenses per 1,000 residents)</i>	13.40	↓	12.4
<i>Total pedestrian, bicycle and auto traffic fatalities</i>	44	↓	0
<i>Percentage of 9-1-1 emergency calls answered within 20 seconds</i>	63%	↑	90%
<i>Total civilian deaths due to fires</i>	4	↓	0

Pursuing Innovation and Strengthening Resiliency

In order to address expanding community needs with limited resources, we need to constantly look for innovative approaches that improve resident outcomes. To this end, bureaus should present budgets that pursue innovation in their service delivery to achieve more effective, efficient, and equitable outcomes for the Portland community. I'm especially interested in how we can:

- Use data in to question established processes and outcome to determine effectiveness,
- Improve equity of service delivery and results for traditionally underserved communities, and
- Strengthen community resiliency to be prepared, respond to, and recover in the event of an emergency.

Examples of measures in this area could include how many NET members per 3-mile radius; the percentage of legacy systems at or near the end of useful life; number of subscribers to the PBEM text function; and percentage or number of city employees with work and home contacts entered in SAP.

My expectation in almost all cases is that bureaus will be able to internally realign funding towards these high-value, innovative approaches to service delivery. Requests in this category will be considered primarily to catalyze or supplement resources identified within the bureau's base budget.