

# working for clean rivers



## Performance Measures Phase 1

City of Portland Environmental Services

May 2018



ENVIRONMENTAL SERVICES  
CITY OF PORTLAND

working for clean rivers

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# Presentation Overview

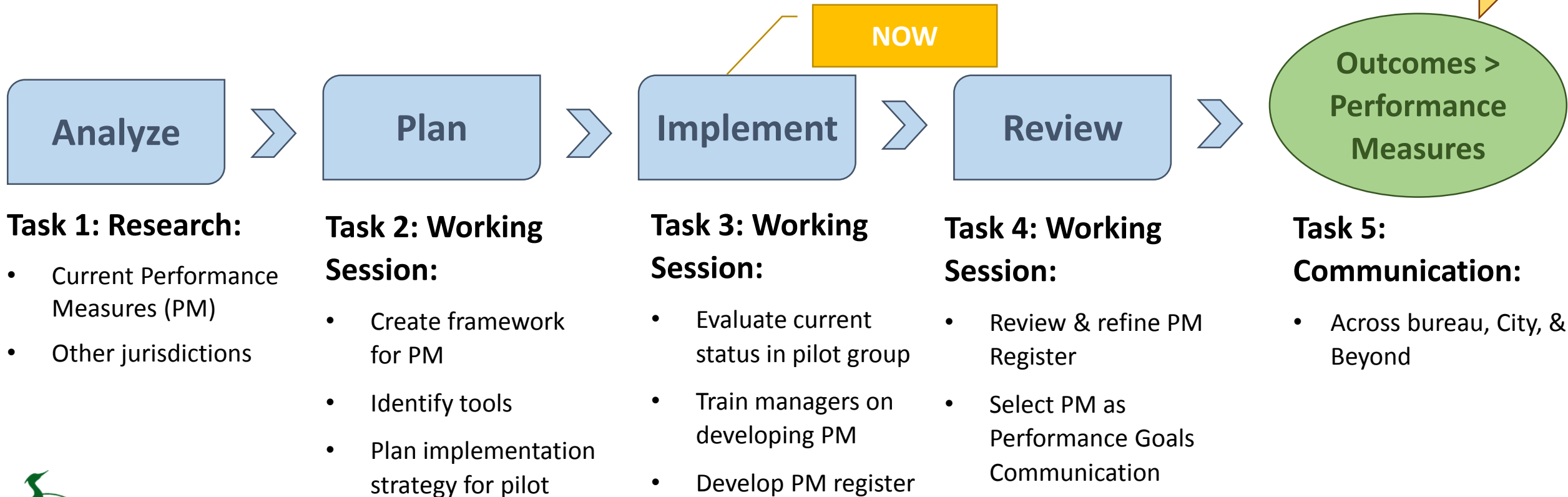
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- Project approach
- SMART Performance measures framework
- Implementation Strategy
- Phase 1
- Performance Measures Register
- Communication
- Workplan for Q1 FY 2018-2019

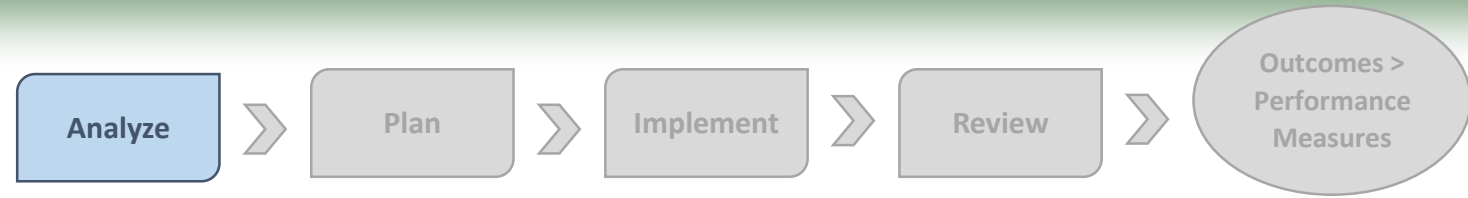


# Project Approach

Stakeholder Engagement [Internal] – Performance Measures Owners & BLT



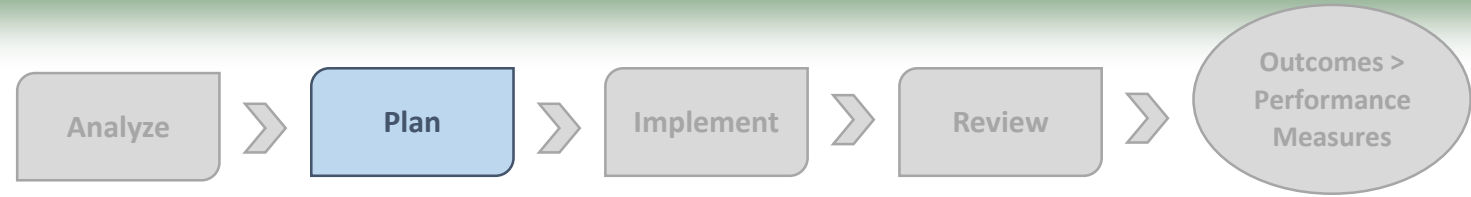
# Problem Statement



- Performance Measures (PM) ambiguous and inconsistent
- Outcomes are not identified or not aligned with Levels of Service
- No clear ownership over data and PM
- PM are not uniformly accessible
- Reporting PM met budget reporting requirements but lacked continuous improvement component



# SMART Framework

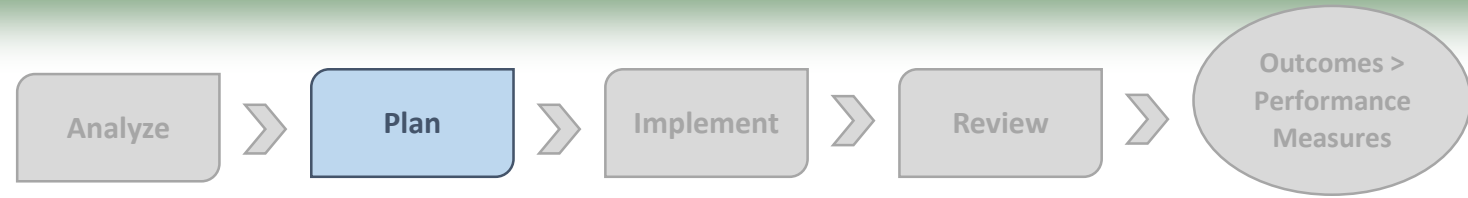


	Quantity	Quality
<b>EFFORT</b>	How much did we do?	How well did we do it?
	How much service did we deliver?	How well did we deliver the service?
	Is anyone better off(#)?	Is anyone better off(%)?
<b>EFFECT</b>	How much change for the better did we produce	What quality of change for the better did we produce?

<b>S</b>	Specific
<b>M</b>	Measurable
<b>A</b>	Achievable
<b>R</b>	Relevant
<b>T</b>	Time-bound



# Implementation Strategy



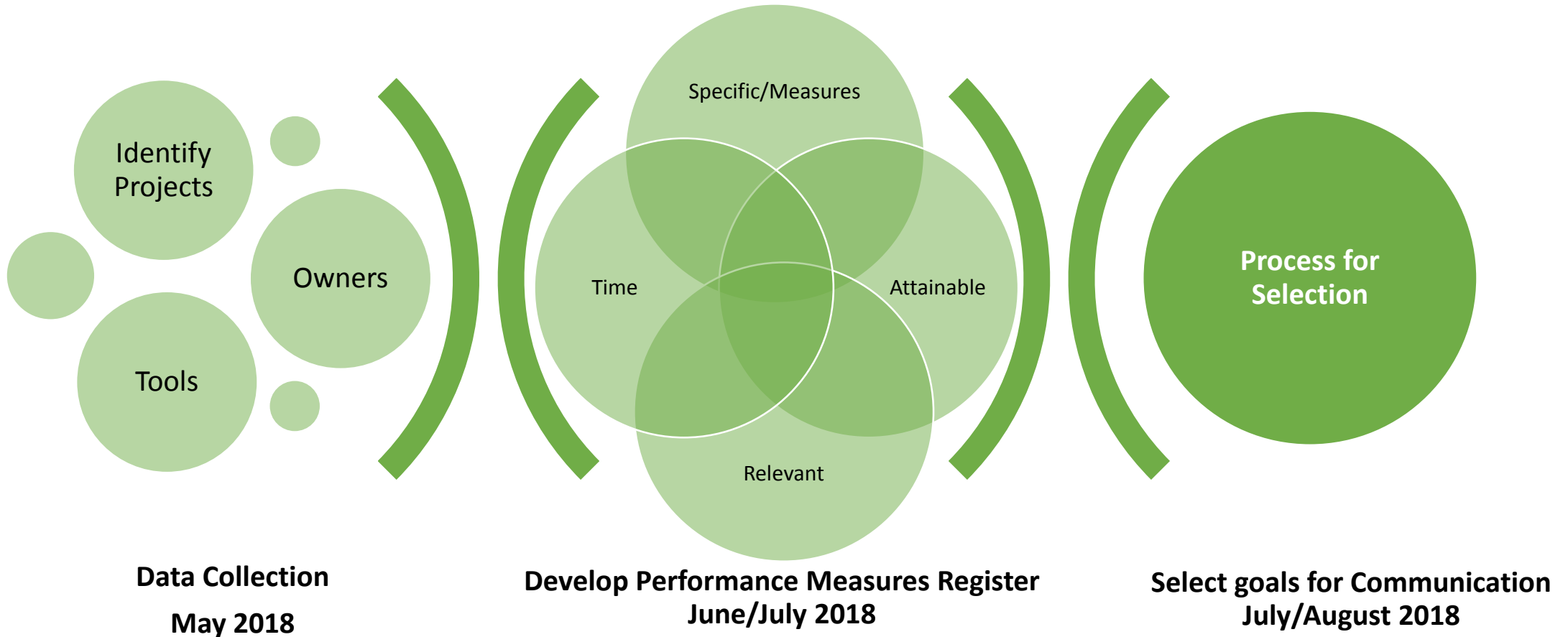
- Select a pilot group
- Assess group's PM standing
- Hands-on training on framework & SMART PM
- Provide resources and timeline
- Assess implementation strategy



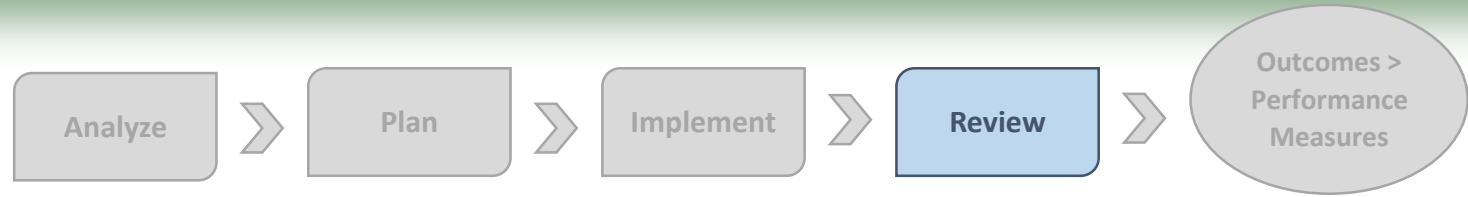
# Phase 1



- Pilot: Business Services Group – Roadmap



# Review PM Register

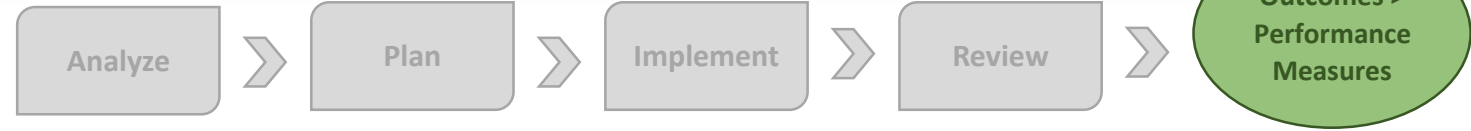


GOAL	OUTCOME	CHARTER	PM	OWNER	SOURCE	FREQUENCY	BASELINE	TARGET	STATUS	CHANGE
COM M	023	C01	Increase the dollar value of DMWESB Construction contracts by 5% by June 30 <sup>th</sup> 2019	Jane Doe	Procurement Database: CDB	Quarterly	28.4%	29.9%		5% increase over baseline
			Increase by 20% the number DMWESB contracts by June 30 <sup>th</sup> 2019	Doug Deep	Procurement Database: CDB	Monthly	50	60		20% Increase over baseline
			Decrease the number of identified barriers to DMWESB contractors in obtaining a contract by 50% by January 2019	Joe Smith	Project Plan	Monthly	10	5		50% reduction in baseline

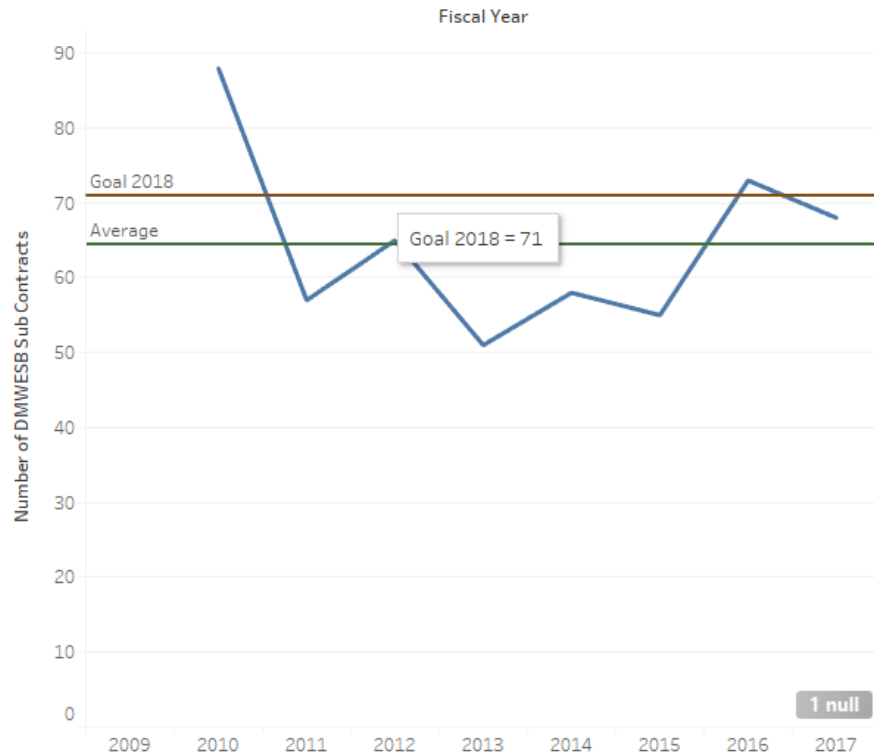




# Communication



## Number of Sub Contracts Awarded to DMWESB Contractors



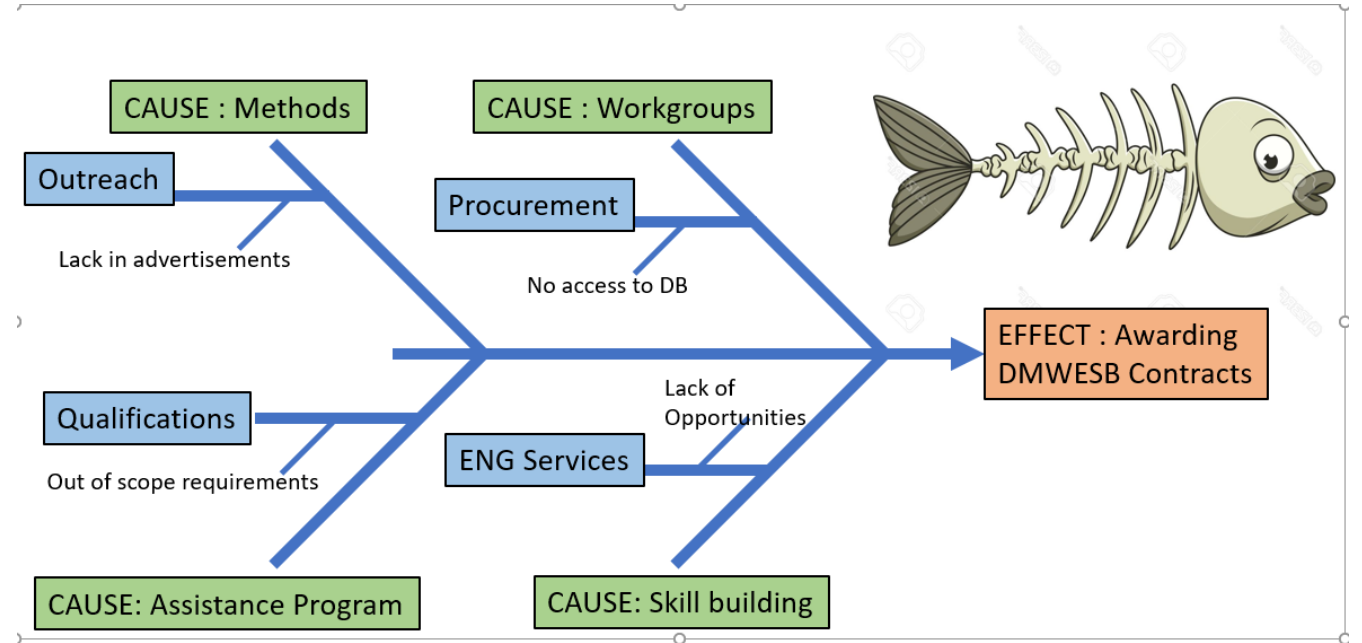
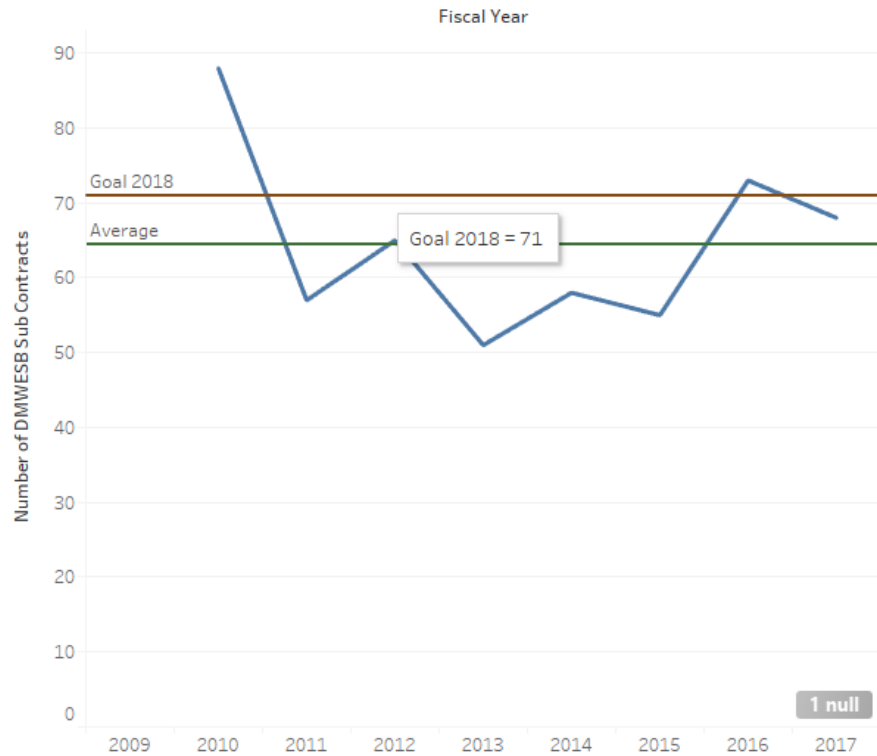
- **GOAL: Community Relationships**  
Build strong community relationships and be a trusted service provider.
- **Strategic Plan Outcomes:**  
We recognize past inequities and current community needs when making decisions that affect our community and stakeholders.
- **Owners:**
  - Group Name:** Business Services
  - Goal Setting:** Jonas Briery, Group Manager
  - Program Manager:** Andi Gresh (Position Title)
  - Data Collection:** Kathleen Brenes-Morua (Position Title)
  - Data Analysis & Validation:** Andi Gresh
  - Process Improvement & Reporting:** Andi & Kathleen
- **Definition:**  
Business Services group is striving to promote the utilization of DMWESB contracts. As shown in the *Trendline*, although the average for awarded contracts is 64, there is a significant variability in the total with multiple years below the average. For the Fiscal Year 2018, we want to increase the number of DMWESB sub-contracts in construction by 5% and make the utilization consistent.
- **Performance Gap:**  
In order to increase the number of sub contracts, we identified few challenges, as pictured in *Cause-Effect Diagram* :



# Communication



Number of Sub Contracts Awarded to DMWESB Contractors



# PM Roadmap: Quarter 1 FY 2018-2019

Workplan Item	Duration	Deliverables
<b>Analyze – PHASE 1</b> <ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Requirements gathering</li> <li>Review current measures</li> <li>Research on other jurisdictions on PM</li> </ul>	Feb 2018 – April 2018	<ul style="list-style-type: none"> <li>Analysis on current status</li> </ul>
<b>Planning - PHASE 1</b> <ul style="list-style-type: none"> <li>Criteria on defining PM - SMART</li> <li>Select pilot group – BSG</li> <li>Create roadmap for Pilot group</li> <li>Dry run training materials</li> </ul>	April 2018 – May 2018	<ul style="list-style-type: none"> <li>Create Framework</li> <li>Create Template for PM Collection</li> <li>Create Pre-Survey</li> </ul>
<b>Implementation &amp; Review – PHASE 1</b> <ul style="list-style-type: none"> <li>Kick-off pilot session</li> <li>Gather data on PM Standing</li> <li>Evaluate feedback on training sessions</li> <li>Stakeholder engagement on roadmap</li> <li>Review PM Register items with stakeholders</li> <li>Communicate PM GOALS</li> </ul>	May 2018 – SEPTEMBER 2018	<ul style="list-style-type: none"> <li>Conduct training sessions</li> <li>Analyze Survey results</li> <li>Identify criteria to communicate PM GOALS</li> <li>Identify tool to communicate PM GOALS - SMARTSHEETS</li> </ul>
<b>Planning – PHASE 2</b> <ul style="list-style-type: none"> <li>Create list of groups for implementation</li> <li>Plan implementation approach</li> </ul>	June 2018 – July 2018	<ul style="list-style-type: none"> <li>Create roadmap for Bureau-wide implementation</li> </ul>
<b>Implementation &amp; Review – PHASE 2</b>	September 2018 – December 2018	<ul style="list-style-type: none"> <li>Conduct training sessions</li> <li>Analyze Survey results</li> <li>Review register</li> <li>Communicate</li> </ul>



Thank you!

