

CAO FY 2015-16 Q3 & Q4 Status Report

*	Strategy Text	Due	Status Update	Contact
<u>OMF Efforts and Initiatives</u>				
Trusted Business Partner - Lead OMF to align with City priorities, improve processes and performance, and make us an enviable example of quality customer service.				
1	OMF Customer Service: Continue to enhance the concept of OMF Sounding Boards that allow a sample of bureau representatives to provide feedback on proposed processes or forms. Plan and conduct a 2016 customer service assessment. Continue meetings with directors of small bureaus and the OMF Advisory Committee, as well as the Navigator program.	January - June 2016	Completed. Engaged the Business Hour group to provide feedback on the direct appointment reporting tool released in February. Completed an RFP and signing PTE contracts to conduct stakeholder interviews, focus groups, and environmental scan this calendar year. Meetings with the OMF Advisory Committee and small bureaus continued; Navigator program continued.	Jane
2	Citywide Reporting Tool: In support of an initiative of the Office of Equity and Human Rights (OEHR), develop a Citywide reporting tool to streamline the process that all bureaus will use for providing data to OEHR and streamline the OEHR process to compile the data. The resolution was adopted by City Council in January 2016, with the first reporting period to be January - June 2016.	January - June 2016	Completed. The tool was created and on-line instructions and FAQs were communicated in February. The tool and FAQs are being updated with updated instructions to be communicated in June for the first reporting period.	Jane
3	Citywide Management Policies: Develop a Citywide Management Policies (CMP) structure to communicate broad, overarching guidance for the management of the City's bureaus, programs and projects. Brief key stakeholders. Communicate with policy owners if the policy review identifies conflicts among policies. Draft and distribute first set (CMP 1.01 Administration and CMP 2.01 Information Security, Privacy and Confidentiality).	March 2016 (first set) Revised Date: Sept. 2016	Work in Progress. Focus has been on information security, privacy and confidentiality. Created work group of City Attorneys, BTS Info Sec, City Archivist, and Policy Team. Initial effort is two-pronged. 1) Identify the types of confidential and restricted data (e.g. SSN and tax id number) that pose the highest risk to the City. 2) Get information from bureaus about their "inventory" of such data types. Will do in-person interviews with OMF bureaus/divisions to beta test the survey questions and "priority" data types. Recommendation regarding the data types the City should prioritize in terms of posing the greatest risk. Initial information about bureaus' inventory of the priority data types.	Betsy
4	Citywide Bureau Sessions: Continue monthly Bureau Director sessions and special sessions as needed; continue the monthly Business Hour meetings; and continue the weekly Speaker Series. Provide and share training opportunities with other bureaus, including the City County sessions on equitable outcomes for January 29. Arrange meeting with Directors to discuss future technology needs and timelines related to the Portland Building Reconstruction project.	January-June 2016	Completed. Coordinated City leadership participation in the Jan. 29 presentation from Professor John Powell (a joint event with Multnomah County leadership). Conducted the first Citywide Candidates Fair on Mar. 18. Conducted the June 2 Bureau Directors work session by hearing from the Mayor-elect and discussing the financial forecast, critical challenges and equity. Monthly Business Hour and weekly Speaker Series continued. Citywide meetings on the Portland Building continued.	Fred/Jane
5	SAP Training: Improve customer SAP training by re-establishing instructor-led training and on-the-job training for all SAP modules/functionalities. Quarterly updates will be provided by EBS in terms of percent of modules completed.	January 2016	Work in Progress. Inventory of training documents is complete. Project has been delayed due to a need for a training development tool that has not been purchased. EBS is currently working with Procurement Services to purchase the training development tool.	Satish

*	Strategy Text	Due	Status Update	Contact
6	<p>Technology ESC and EBS PAC: Continue to refine and update the operating guidelines that describe the roles and responsibilities for the Technology Executive Steering Committee (TESC) and EBS Program Advisory Committee. TESC operating guidelines are drafted and out for review and comment. Next TESC meeting is Feb. 8.</p>	<p>January - June 2016</p>	<p>Modified. Regular monthly meetings for the TESC were scheduled and conducted, starting in February. The group is confirming their scope, responsibilities and membership. Work with the PAC/TAC was postponed until we could expand bureau membership in the TESC.</p>	<p>Fred</p>
7	<p>Energy CAP Resource Management Software Implementation: Contract has been executed and implementation is underway, though delays are expected due to resource management coordinator transition. Configuring the system and entering historical bills is the current focus so the software can be used to meet the Energy Star reporting requirements by April 2016. BIBS, BPS and the EnergyCAP consultants are working closely to complete this project. Historical data for utilities is being collected and will be entered into the system. There will also be a formal training and site visit with EnergyCAP. Go-live planned for May 2016.</p>	<p>May 2016</p>	<p>On Track. Software is in production. Staff are being trained and processes and procedures for uploading bills and reporting data out of the system are being routinized.</p>	<p>Bryant</p>
<p>Operational Excellence - Throughout OMF, focus on operational excellence and continuous improvement. OMF bureaus and divisions should have plans to collectively improve.</p>				
8	<p>Consolidation Inquiry Follow Up: The research component was completed and key recommendations were prioritized in facilities management, professional services contract coordination and revenue collection. BIBS is working on communications, regular meetings for property managers, and property inventory. Periodic meetings with other facilities managers will begin once a new Facilities Services division manager is hired in March 2016.</p>	<p>June 2016</p>	<p>Work in Progress. Facilities Division Manager has been hired. Recurring Citywide operations and maintenance management meetings to identify best practices, synergies among bureaus, and potential cost savings are scheduled to start in June.</p>	<p>Bryant</p>
9	<p>Equity Assessment: All OMF bureaus will conclude their equity assessment and year-one plans. Business Operations will revise and republish the OMF equity roadmap and plan the 2016 equity training events.</p>	<p>January - June 2016 Revised Date: Sept. 2016</p>	<p>On Track. BHR, BIBS, BTS and CAO have completed their assessments and plans. BRFS is on track to complete their assessment by June. OMF bureaus are submitting their plans to Business Operations so we can draft an OMF equity plan. Target date is September.</p>	<p>Fred/Jane</p>
10	<p>Veterans Memorial Coliseum: Continue to evaluate full range of potential options for the future of the Veterans Memorial Coliseum and surrounding City-owned properties in the Rose Quarter.</p>	<p>December 2016 Revised Date: June 2017</p>	<p>Deferred. Mayor's Office and CAO's Office received the final report in quarter 2. Policy Team staff work completed; staff stand ready for direction from Mayor. Next steps: Direction from Mayor Hales and/or Mayor Wheeler.</p>	<p>Fred/Betsy</p>

*	Strategy Text	Due	Status Update	Contact
11	<p>Streamline Business Processes - Improved Council Filing Documents: Complete "As-Is" business process mapping for filing of Council documents (by bureaus, Council offices, Council Clerk, subject matter experts). Work with stakeholders to identify and prioritize areas for process re-design and improvements. Develop recommendations for implementation, including potential technological solutions.</p>	<p>June 2016</p> <p>Revised Date: Sept. 2016</p>	<p>On Track. Finalized work order for Delaris Consulting. Completed four discovery sessions with bureaus (approximately 60 staff); one discovery session each with Clerk of Council; and each Council members' office. Developed consensus on areas to prioritize re-design and process improvement.</p> <p>(1) Re-design sessions with bureaus, Clerk of Council, elected offices, Printing and Distribution to re-design the front-end process to reduce (postpone) the production of paper documents and physical signatures, until those components are needed.</p> <p>(2) Other re-design sessions to explore other areas ripe for improvement;</p> <p>(3) Policy Team to explore technologies used by comparable agencies.</p> <p>(4) Report with recommendations on next steps to improve the Council Filing process.</p>	<p>Betsy</p>
12	<p>Streamline Business Processes - Procure-to-pay: Identify the pain points in the process that could be most easily addressed and implement them. Analyze the current business process, standard SAP business processes and best practices; make recommendations; create a project timeline and review with the EBS team and governance committees. Near-term pain point fixes expected by June 2016. Full Procure-to-Pay implementation to start in 2017, subject to resource availability.</p>	<p>June 2016</p>	<p>Work in Progress. The following items have been completed:</p> <p>Sept. 2015 Identify SMEs (Bureau Requisition Approvers).</p> <p>Dec. 2015 Requirements Meeting with SMEs.</p> <p>Jan. 2016 Compile requirements feedback and possible solutions.</p> <p>Mar. 2016 Met with BPO's to review feedback and prioritize.</p> <ol style="list-style-type: none"> 1. Vendor compliance data from BLIS & EBID/BuySpeed Interfaces 2.a Extended Notifications for Requisition Approvers 2.b Improved information in subject line of notification 3. Requisition Status report <p>Next steps:</p> <p>May/June 2016 Vendor Compliance Interfaces - project team & planning.</p> <p>July/Aug. 2016 Vendor Compliance Interface Project.</p> <p>TBD Develop implementation plans and timelines for items 2.a, 2.b, and 3.</p>	<p>Ken</p>
13	<p>Portland Building Reconstruction Project: Develop the working timeline, policy, funding, and procurement decision points in order to provide information needed for the construction estimate. Continue Design and Change Management committees with representatives from impacted bureaus and subject matter experts as needed. Form a community oversight committee. Complete RFP for progressive Design-Build-Relocate contract, finalize approach and continue communications with stakeholders.</p>	<p>January-June 2016</p>	<p>On Track. The Design-Build-Relocate RFP with draft Equity Inclusion and Diversity Plan were released in April. Responses to the RFP were due in May. The progressive Design-Build-Relocate team will be selected summer 2016. The Council presentation to allocate one-percent for community benefits and enhancements has been delayed. A Change Management committee has been activated and meetings continue on a monthly basis. The Advisory Committee was adjourned and Council selected community members to form a Community Oversight Committee, which will begin meeting in July. A target budget, project scope and schedule will be determined by the end of the calendar year.</p>	<p>Fred</p>
14	<p>Facilities Division Manager: Interview candidates and select Facilities Services Division Manager.</p>	<p>March 2016</p>	<p>Completed. Facilities Division Manager has been hired.</p>	<p>Bryant</p>

*	Strategy Text	Due	Status Update	Contact
15	Campsite Coordination: Developed approach for one-stop coordinating process that was rolled out in January. Refurbished day storage connext boxes have been delivered to two sites, and the day storage pilot will be implemented by the end of Feb. Continue to monitor campsite coordination efforts and provide information to the Mayor's Office as the City strategy is developed and initiatives are approved for FY 2016-17.	February 2016	Completed. The FY 2016-17 Approved Budget allocates \$690K for Campsite Services. A single point of contact process has been in place since the beginning of the year and is working well. Two day storage units have been in place since February and have been successful in reducing neighborhood issues relating to trash, sharps, and human waste. Plans for additional day storage and other services are being formulated. Campsite Services will continue to evolve and will work closely with the Mayor's Office and the Joint Office.	Bryant
16	Vehicle Decal: Finalize City decal policy; develop communication strategy; and apply decals as equipment and vehicles are serviced.	June 2016	On Track. Draft policy comment period ended May 20. Policy anticipated for Council adoption in June.	Bryant
17	PSU Charging Stations: Finalize cost to install charging stations at 1900 Building; negotiate parking agreement with PSU; and install charging stations.	June 2016	Work in Progress. Installation expected to be completed in 2016.	Bryant
18	Portland Building Reconstruction Project - Change Management: Develop the communications plan for year one of the project, which will include public involvement and employee change management activities. Continue to chair regular Change Management Committee meetings; communicate project updates to stakeholders.	January - June 2016	On Track. Defining roles and responsibilities with OMF, owner's rep and outside consultants. Regular Change Management meetings began and will continue. Project updates and communications continue. Closed out the work of the Portland Building advisors; convening a five-member Council-nominated Portland Building Community Oversight Committee; the PBCOC meetings are being scheduled.	Jane
19	Portland Building Reconstruction Project % for Community Benefits: Develop proposal for Council consideration on how to use 1% of hard construction costs from the Portland Building Reconstruction Project for community benefits, opportunities, and enhancements. Seek ideas through public meeting(s) with diverse group of interested stakeholders, including contracting community, ECPC, Anti-Displacement Portland coalition members, Portland Building vendors, downtown business and community representatives, etc.	May 2016	Deferred. Taking the proposed Community Opportunities and Enhancements Plan to Council for consideration has been postponed. OMF will continue to engage stakeholders on the proposal and allocations.	Fred/Betsy
20	Service Centers/Space Planning: Collect information on downtown office space needs from all City bureaus; clarify their downtown v. field space needs. Analyze the information to inform decision making on City space planning and future construction efforts for the Portland Building.	June 2016	Completed. Space needs are ever evolving and all of the Bureaus have been engaged and will continue to be involved in downtown core space planning and TPB stacking.	Bryant
21	Equity in Contracting: Continue to support the Mayor's priority for advancing equity. Monitor the City's effort to increase contacting compliance; chair the Equitable Contracting and Purchasing Commission. The Commission is expected it issue its initial findings and recommendations by March.	March 2016	Completed. Commission by-laws, norms, and processes and procedures have been established. The commission has met with City Council members to put forward issues and recommendations. Chairmanship of the ECPC was moved to OEHR on June 1.	Bryant

*	Strategy Text	Due	Status Update	Contact
22	<p>Innovation: Conduct a major and micro grant call for ideas in January - February. Convene and staff the Innovation Review Panel to make recommendations to Council prior to the submission of the Spring BMP. Monitor the results of the training pilot in change management and business process improvements. Provide technical assistance to proposers. Prepare and publish a report to Council with updates on projects.</p>	January - June 2016	<p>Completed. Conducted the major and micro grant call for ideas and Council adopted recommendations for the Spring BMP in March. Presented a report to Council on projects completed or in process in March. Supported a one-day training opportunity in process improvement that was well received and has a waiting list. The Council adopted budget for FY 2016-17 does not include any funding for the Innovation program.</p> <p>Next steps: Close-out reports and customer communications.</p>	Jane
23	<p>Data Center and Disaster Recovery: The Data Center Move project will execute full requirements analysis (with third party assistance) and create an RFP to obtain geographically dispersed third-party data center hosting services. Applications and data would be migrated to third-party facilities, and disaster recovery capabilities for critical systems would be established with data centers outside of our region. Disaster recovery planning and documentation for critical systems would be established, including confirming expected levels of service. There is a need to mitigate the ongoing issues and concerns with the existing facility's power, cooling, cabling, and security. The Data Center Move project needs to coordinate with the timeline of the Portland Building Reconstruction project. The current estimate for the project is a low confidence figure of \$9.7 million.</p>	June 2016	<p>On Track. Requirements final analysis is being completed. RFP is being drafted and the Data Center Move project manager has been hired.</p>	Jeff
24	<p>Payment Card Industry (PCI): Complete the PCI audit in early 2016; continue to implement a remediation plan that makes significant progress in meeting PCI requirements by the end of the year. Communicate with key stakeholders. Work was completed to establish a PCI compliant position by end of December 2015. Waiting for external auditors to validate work and compliance status.</p>	January 2016	<p>BRFS: Completed. All City systems and those payment systems operated by third parties on behalf of the City have been reviewed by the City's QSA consultants and found to comply with PCI DSS standards. A new financial policy, FIN 2.17, has been developed to give guidance to City bureaus on PCI compliance requirements and will be presented to the City Council for approval in June 2016.</p> <p>BTS: Completed. Coal Fire audit completed in Winter 2016 and the City is fully compliant with current PCI standards. Annual security audit will begin in September 2016.</p>	Jeff/Ken
25	<p>Personally Identifiable Information (PII): OMF has a lead role in communicating requirements to comply with Personally Identifiable Information (PII) standards. Bureaus that choose to retain PII are responsible to do so in a compliant and secure manner. Fred will convene a meeting with the City Attorney, City Auditor, BTS to confirm City roles and next steps. If the City Attorney and City Auditor determine that OMF is the best choice for the lead role in communicating requirements, we will do so. The group may also need to discuss compliance monitoring - is there a need, and if so, best approaches.</p>	March 2016	<p>Work in Progress - extend due date. BTS, along with multiple OMF bureaus, is still in the discovery stage of identifying PII in the City.</p>	Jeff

*	Strategy Text	Due	Status Update	Contact
26	Public Safety Technology Assessment: Execute an agreement with Gartner to conduct an assessment of public safety technology assets and organizational structure realignment opportunities. Council approval to execute the contract is expected to occur end of January 2016.	April 2016	Work in Progress – extend due date. BTS and the PSSRP are working with Garnter to finalize the public safety technology assessment. Final report and recommendations are scheduled to be delivered to the Public Safety bureaus in June 2016.	Jeff
27	Mobility Proof of Concept: In collaboration with the Parks Bureau, BTS is conducting a Proof of Concept for managing mobile devices (IPads) including how to securely connect these devices to our network, use various applications in a remote environment, establish a test device loaded with a standard configuration, and remotely use mobile device software to manage these device. This demonstration period will assess needs and requirements for determining next steps for larger scale deployment of an enterprise mobile management. Weekly project status reports are provided and expect to have assessment completed by end of April.	April 2016	On Track. The proof of concept is nearly complete. All users groups have completed their validation of requirements via use case testing. Testing was considered successful with 73 or 86 requirements tested passing the use case criteria for success. Results and recommendations from the project steering committee and team have been compiled and are being presented to the Executive Steering committee for review and next steps.	Jeff
28	Fuel Station Replacement - CityFleet is replacing the City's aging fueling infrastructure. CityFleet is replacing five existing stations and developing two new stations. In FY 2015-16 a new station will be developed and one station will be replaced.	June 2016	Work in Progress. Design contracts awarded and negotiations in progress for Sears site as well as five other sites (1st & Jefferson garage, Columbia Wastewater Plant, Interstate, Kelly Building, Mt. Tabor) with construction starting in 2017.	Bryant
29	Contracting Liability Insurance: With the City Attorney's Office, develop a strategy to address how to meet the City's need for contractors to have appropriate liability insurance without creating an undue burden on businesses. Procurement and City Attorney's Office met in April. Several recommendations being considered: Hire Risk Assessment Manager for City Attorney's Office; consider software for a centralized insurance certificate repository; City Attorney to develop an insurance checklist and provide training.	June 2016	Work in Progress. April - May 2016 Marsh ClearSight & EBS completed and submitted BTS Solution Analysis document. Discovery call with SAP to discuss solution options took place in May 2016. Next Steps: May/June 2016 SAP Certificate of Insurance Solution proposal May/June 2016 HP Records Manager to review proposed solution May/June 2016 Demo of Marsh ClearSight	Ken
30	PSSRP: Develop sustainment plans for the completed projects managed by the Public Safety Systems Revitalization Program, including RegJIN, to transition them to ongoing operations. Complete the remaining radio project. Develop a phase-out plan for PSSRP. Radio project deployment now scheduled for Q4 of 2016.	June 2016	On Track. As a component of the Public Safety Technology Assessment, Gartner is making recommendations on how public safety technical support and project management is delivered for current and ongoing projects.	Jeff
31	Climate Action Plan: Develop plans to address the strategies in the City's Climate Action Plan (CAP), including bureau plans to reduce the carbon footprint of OMF operations. Produce annual progress report on CAP initiatives across all OMF bureaus including updates on facilities energy efficiency projects and fleet electric and alternative fuel vehicles.	June 2016	Work in Progress. BPS will be preparing a Citywide progress report this summer, and we will coordinate with them to provide an update on OMF Actions required by the 2015 CAP, including building energy efficiency improvements and electric vehicle targets. BPS will release FY 2015-16 emissions data by bureau late in 2016 (November/December) so that OMF can see how its actions are affecting emissions.	Bryant

*	Strategy Text	Due	Status Update	Contact
32	<p>All User Restroom Policy: Council Resolution #37175 directed OMF to develop a policy requiring that all new construction or substantial renovation of City-owned buildings beginning design on or after Mar. 31, 2016, incorporate all-user (gender neutral) restroom design. The ordinance also requires that property-owning bureaus complete an inventory of and change signage for all existing single-use, gender-specific restrooms to all-user access restrooms by Mar. 17. Property managing bureaus will complete an inventory of all other restrooms and develop a new policy for all-user restrooms in all new construction by Jun. 17. Property-managing bureaus are also required by ordinance to develop a workplan for conversion of some number of existing restrooms by Dec. 17.</p>	<p>June 2016</p> <p>Revised Date: (1) Sept 2016; and (2) July 2016</p>	<p>BIBS:</p> <p>On Track. Policy is scheduled to go to Council for adoption in June. Inventory is largely complete. Feasibility study for having all-user restrooms in all city owned and controlled facilities is underway. Construction related to The Portland Building pilot on floors 1 & 2 is anticipated for completion in July/August.</p> <p>Policy Team:</p> <p>On June 1, 2016, Council passed Administrative Rule 13.03 All-User Restrooms. The policy applies to City-controlled facilities and provides rules on providing all-user restrooms for all new construction and considering the feasibility of including all-user restrooms for renovations over \$500,000.</p> <p>(1) Bureaus to complete conversions for all single-occupant, gender specific restrooms to all-user restrooms.</p> <p>(2) OMF will conduct a trial of converting gender-specific multi-occupant restrooms to all-user multi-occupant restrooms in the Portland Building. We have an opportunity to incorporate thoughtful approaches to providing all-user restrooms throughout the building.</p>	<p>Bryant/Betsy</p>
33	<p>Room Reservations System: Working with Parks Bureau to modify their online reservation software to create a Facilities website for taking Facilities meeting room reservations online, rather than by phone or email. Parks is building the website. Training for staff managing the software will happen mid-February. Training will be offered in late February to high-use customers. Estimated to go-live for all meeting rooms managed by Facilities is by Feb. 29, 2016. Some revisions after go-live are anticipated, to fine-tune the website, with final completion within a month after go-live.</p>	<p>March 2016</p>	<p>Work in Progress. Parks was unable to configure the Activenet system as expected to meet Facilities Services' needs; alternative configuration has pushed the project into June.</p>	<p>Bryant</p>
34	<p>Municipal Service Center Master Plan: Facilities staff is working with CityFleet and PBOT to develop an RFP for the plan. Staff is defining project parameters, outcomes, and schedules to ensure the delivery of an implementable project. An internal kick-off meeting was held this past summer and it is anticipated that the RFP will be released by Mar. 15. Completion of the plan is expected to take two years.</p>	<p>June 2016</p>	<p>Work in Progress. Master Plan RFP proposals were due on 5/16 and two were received. This is a very complex project that will result in a significant capital improvement for the City; staff is working diligently to define project parameters, desired outcomes, and schedules to ensure the delivery of an implementable project. As such, the master plan is expected to take two years to complete. Funding for development, design, and construction is likely to add years to that timetable.</p>	<p>Bryant</p>
35	<p>SAP Enterprise Asset Management: Implement SAP Modules Plant Maintenance and Flexible Real Estate - Complete RFP process and select a consulting firm to implement property and facilities management solution. Project to begin in fall of 2016.</p>	<p>June 2016</p>	<p>On Track. The project vendor has been selected. Contract negotiations are in progress. A project sponsors meeting is scheduled for this week. Overall project continues on schedule.</p>	<p>Satish</p>

*	Strategy Text	Due	Status Update	Contact
36	<p>Vendor Insurance: Complete City business requirements and obtain approvals from Program Advisory Committee and Technology Steering Committee to implement a solution to manage vendor insurance certificates. Complete business requirements and have stakeholder sign off by the end of Feb. Select an enterprise solution and obtain Program Advisory Committee and Technology Executive Steering Committee approvals by Mar. Development from Apr. to June. Implementation from July to Oct.</p>	June 2016	<p>On Track. Business requirements are complete. Vendor demonstrations are scheduled for the second week of July.</p>	Satish
<p>Financial Stewards and Advisors - Serve as an advisor to City Council and City leaders on the impacts of decisions under consideration. Be proactive with out communications and responsive to requests. In particular, ensure that Council gets timely information on the financial issues and direct access to financial advice.</p>				
37	<p>Realign the Debt Management and Treasury functions: Realign the Debt Management and Treasury functions to have both managers serve as direct reports to the Chief Financial Officer.</p>	January - June 2016	<p>Completed. Debt Management Functions were separated from Public Finance & Treasury Division in January 2016. Both the Debt Manager and City Treasurer are direct reports to the CFO. All supporting budgetary, organizational, and HR actions in support of this change have been completed.</p>	Ken
38	<p>Accounting Administrative Rules: Complete update to FIN 6.13 Travel, create new administrative rule to address reimbursement for use of private vehicles for business purposes, clarifying how to account for an employee's commute.</p>	<p>June 2016 Revised Date: Sept. 2016</p>	<p>Completed. Council adopted revised FIN 6.13 which went into effect April 1, 2016. Accounting and Policy Team also revised related forms and instructions for employee use in preparing travel requests and requesting reimbursement.</p> <p>Next Steps: Accounting Administrative Rules: Start and complete a review and update to the three existing Accounting Administrative Rules relating to capital assets. Submit to City Council for adoption.</p>	Fred/Betsy
39	<p>Financial Briefing to Council: Continue to provide briefings to City Council on financial issues including fiscal impacts of policy decisions, research on revenue options and financing options. Conduct a City Council work session on the Comprehensive Annual Financial Report (CAFR) and the City's overall financial condition in January 2016.</p>	January - June 2016	<p>On Track. City financial and long-term fiscal information were presented to the Portland City Council with the CAFR in January 2016. Periodic financial information and briefings will be scheduled as needed.</p>	Ken
40	<p>Interagency Agreements: Review feedback from customers on the process of developing and communicating interagency agreements to identify opportunities to simplify and/or streamline the processes. Feedback would be gathered from customers in interagency workshops, check-ups and support centers as well as other communications. Evaluate ideas with OMF service providers and make recommendations.</p>	January - June 2016	<p>Work in Progress. Will identify opportunities to make improvements in the interagency process and communications as a summer project for the FY 2017-18 budget development. Conducted interagency support centers for the 2016-17 budget development. Will plan an interagency workshop for this fall to review any changes with customers.</p>	Jane

*	Strategy Text	Due	Status Update	Contact
41	<p>Lease Rate Equalization: Develop and analyze options for equalizing lease rates for downtown office space. Develop recommendations for Council. A blended lease rate financial model and various lease rate scenarios have been developed based on different implementation dates. The blended lease rate model and various lease options have been reviewed by CBO staff. Lease versus own options have been developed and presented to Water and BES for consideration, and they expect to make a final decision by the end of February. Following that decision, a final set of blended rate options will be developed and presented to Council for consideration at a budget work session to be scheduled by the CBO.</p>	June 2016	<p>Completed. As part of the OMF budget presentation to City Council lease rate equalization for downtown offices was discussed. City Council indicated support for the blended lease rate option with a start date of FY 2020-21.</p>	Ken
<p>Employer of Choice - The City has a goal of being the public employer of choice. OMF should strive to be the organization of choice within the City.</p>				
42	<p>OMF Employer of Choice: Onboarding Citywide is up and running. "Employer of Choice" is starting to be used to describe a number of new initiatives and generally means that we are a value based employer. Members of the circle of champions (steering committee) to keep employer of choice alive have been nominated. Next step is first quarterly meeting at the end of January 2016.</p>	June 2016	<p>On Track. The circle of champions has met twice -cataloging programs across the City that fit in the Employer of Choice construct and deciding top priorities for the next 6 months. This is an ongoing initiative and we intend it to become the City's brand.</p>	Anna
43	<p>Collective Bargaining Agreements: With the Mayor and Council, develop a strategic approach to address bargaining unit issues. Initial strategy for BOEC negotiations is complete. Fire strategy/negotiations will be completed in January 2016. Bargaining begins January 2016 for PFFA and BOEC.</p>	January - June 2016	<p>Work in Progress. Ongoing negotiations with BOEC (AFSCME) and PFFA.</p>	Anna
44	<p>Recruitment: Complete implementation of recommendations to improve recruitment process that are possible with limited staffing. On-line hiring Center implemented. Use of work history instead of cover letter and resume implemented. Have funding for "how to apply" video with completion date of March 2016.</p>	March 2016	<p>Work in Progress. This project was delayed. Met with the vendor in May and anticipate completion of the video in 3 to 4 months.</p>	Anna