



CITY OF PORTLAND

OFFICE OF MANAGEMENT AND FINANCE

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To: Portland Building Bureau Directors

From: Fred Miller, Chief Administrative Officer

RE: Portland Building Workplace Programming Alignment Meeting Recap

Thank you for another productive meeting on September 20, 2016. I continue to be impressed by the level of discussion and commitment on this project.

At this meeting, we encouraged you to think beyond today's current business practices and workforce standards and look to the future of how we can evolve and improve our ways of doing business. Change will have to be supported by all of you.

The afternoon session was dedicated to discussing the customer service functions on the first floor. We agreed to a service first approach, which impacts how the public interacts with the City and the services we provide. Again, this approach requires that we rethink how we serve the public in the future.

Attached is the summary from DLR Group that consolidates the gains from the meeting. I will be setting up a meeting with you soon to discuss how we might think about stacking the building once we return. For instance, what work functions can be relocated to other City facilities and do we assign bureaus to specific floors, or do we organize by workgroup functions – engineering, project management, finance, etc.? Looking ahead, are there more efficient ways to use our space? What business process changes are needed? Not everything can happen immediately; but what can be accomplished over the next four years?

Cc: Design Committee

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The Portland Building Director & Design Committee Visioning Session 9/20/2016 Consensus and Direction

Goal of the visioning session was to:

- Continue to explore operational change/potential impacts to workplace design
- Confirm consensus and direction from 8/25/2016 visioning session using concept diagrams
- Confirm public facing program requirements

PUBLIC-FACING SERVICES and AMENITIES

- Confirmation that public-facing services can be located on the lower floors keeping employee access only for upper floors. Public access to upper floors would require an escort by an employee.
- Confirmation that there is adequate space on the first floor to accommodate public facing customer service “windows” and support staff along with a suite of small to medium conference rooms for “drop-in” public/staff interaction and meetings.
- Confirmation that there is adequate space on the first floor to include a public meeting/event space directly accessible from the loggia area for after-hours use--should the City decide to include this program element.

OPEN EMPLOYEE ACCESS BETWEEN FLOORS 3-15 —IMPROVED CULTURE FOR COLLABORATION AND IMPROVED EFFICIENCIES

- Confirmation that allowing all-employee access to most bureau floors and functions will facilitate better cross-bureau communication, better access to shared employee spaces, more flexibility as bureau requirements change over time, and the ability to create an open access stair connection between all the bureau floors. Certain work groups such as HR and Risk will require a more secure perimeter to maintain confidentiality of the information they are working with.
- Consensus that the bureaus should continue to explore opportunities to find commonalities between bureaus in considering their location on a floor / within the building to better support efficiencies, alignment, and cross-bureau collaboration.
- Consensus that the City will need to develop operational protocols for staff access to upper floors (including Portland staff not working in the building).
- Recognition that there will need to be a range of options to support a variety of workgroup work “styles”—different layouts and collaboration space configurations should be available in the project workplace “kit of parts”.

SHARED CONFERENCING

- Confirmation that shared conferencing on the first and second floor appears to work with smaller conference rooms adjacent to the public facing counter area and larger shared conference rooms located on the second floor.
- Consensus that shared conferencing will require clear operational and policy oversight to be successful. There will need to be enough conference rooms to cover the shared need. This will be evaluated through the programming process.

THIRD PLACE—Access to a Variety of Places to Work and Collaborate

- Confirmation that the building should accommodate more spaces where employees and/or public can go to work and/or collaborate in small groups away from their desks.
- Confirmation that workplace technology needs to be able to support new workplace models—laptops that can be carried by the employee; screens available to individuals or small groups to plug into. It is recognized that end user technology is the responsibility of the Bureaus and is outside the scope of the project, but there is recognition they need to work together.
- Reaffirmation that access to outdoor spaces from within the building is highly desirable.



15TH FLOOR

- Confirmation of the approach to providing an employee service and amenity floor on the 15th floor allowing shared employee access to the floor that has access to daylight and views.
- Confirmation that the following program areas could be addressed on this floor:
 - Training and conference rooms
 - Training support services
 - HR wellness services—including wellness program rooms
 - Food service lease space
 - Shared employee kitchen area for catering
 - Shared “break” area for employees to work/collaborate and eat
 - Diverse and Empowered Employees of Portland (DEEP) group displays/events

OTHER OPERATIONAL CONSIDERATIONS

- Consensus that the fleet parking needs to be relocated to a different site to allow for a better utilization of the space for needed program areas—expanded bike parking; expanded employee locker areas; bureau storage for field gear; fitness area; and additional requirements for mechanical, electrical, and low voltage equipment.
- Consensus that consideration should be given to relocating fleet dependent employees’ office locations to areas outside of the downtown core. This might help improve efficiency of operations for these staff as well as provide more cost effective locations for parking fleet vehicles.
- Consensus that bureaus should review their programs to determine whether there are special functions and/or requirements currently housed in the building that might be better served in a different location. The Water Bureau bill printing function is an example of the type of program area that should be reviewed.
- Consensus that consideration should be given to consolidation of shared technology functions such printers and plotters.
- Consensus that increased number of shared spaces will require a commitment to operational oversight and quality maintenance programs in order to make them successful.