

2018-2020 STRATEGIC PLAN

2018 QUARTER 2 UPDATE

OMF STRATEGIC GOALS



**Adopt 21st Century
Business Solutions**



**Develop an
Inclusive, Talented
Workforce**



**Lead Citywide
Initiatives**



Information Security

The Bureau of Technology Services implemented two new cyber defense capabilities to prevent unauthorized access to City accounts.



Onboarding Program

SAP's Success Factors was chosen as a modern replacement for the current SAP Learning Solution (CityLearner). SAP's Success Factors will go live late July.

The Bureau of Human Resources is also creating a 30, 60, 90-day onboarding plan for executives hired at the City.



ERM

(Enterprise Risk Management)

The Enterprise Risk Management team identified and scored risks. The Chief Administrative Officer did a "best practices" trip to the City of Edmonton to learn more about their ERM program.



POPS (Portland Online Permitting System)

Infrastructure for ProjectDox, an electronic plan review system that will allow customers to submit permit drawings online, is complete.



3-1-1

(Customer Service Improvement Project)

The 3-1-1 project team completed a draft 3-1-1 Implementation Plan. The plan will be presented to Bureau Directors and City Council's review during the third quarter.



POWR (Portland Online Website Refresh)

This project will update the City of Portland's website to make it more accessible and easy to navigate for community members. We anticipate the public beta website will be ready to launch by mid-September.



Build Portland

City Council approved FY 2018-19 budgets for the first seven projects. These projects are expected to be completed over the next seven years.

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2018 QUARTER 2 UPDATE

STRATEGIC GOALS & TACTICS

PROJECT BACKGROUND & DETAILS



HOW ARE WE DOING?

ADOPT 21ST CENTURY BUSINESS SOLUTIONS INFORMATION SECURITY

Due to an increase in phishing incidents, BTS is evaluating multiple security solutions to improve threat identification and detection. Measures include updating and testing Cyber Incident Response capabilities, data center file recovery, and continuity of operations protocols (COOP).



BTS implemented two new cyber defense capabilities: a cloud-based phishing-attack prevention solution and added a second authentication factor for remote access to the City. These initiatives prevent unauthorized access to City accounts. BTS also established a resiliency testing and assessment calendar.

ADOPT 21ST CENTURY BUSINESS SOLUTIONS PORTLAND ONLINE PERMITTING SYSTEM (POPS)

The POPS program replaces the outdated TRACS permit system and adds new customer features including online applications and electronic plan review. Additional features will include using mobile devices to perform on-site inspections and scheduling.



This quarter, the POPS program established a clear outline of tasks, milestones, and go-live dates. Regarding Amanda 7, a vendor was selected for the inspector application and additional staff was hired. In addition to this, BTS also completed:

- Test and production environment infrastructure for ProjectDox, an electronic permitting plan review system.
- Training and user testing for ProjectDox which will go live in July.
- Workflow integration between ProjectDox and Amanda 7, thereby eliminating duplicate systems

ADOPT 21ST CENTURY BUSINESS SOLUTIONS PORTLAND ONLINE WEBSITE REFRESH

Portland Online Website Refresh (POWR) is a plan to build a new website platform for the city with the vision to make Portland's website community oriented where services are easy to find, access, and understand.



This quarter, the project team met with bureau public information officers, website content editors, and bureau leadership teams to walk through the three phases of the project. Progress was made to develop the community-focused services directory.

STRATEGIC GOALS & TACTICS

PROJECT BACKGROUND & DETAILS



HOW ARE WE DOING?

ADOPT 21ST CENTURY BUSINESS SOLUTIONS REVENUE MAXIMIZATION

BRFS' approach to Revenue Maximization includes four strategies:

- collecting monies owed to the City
- improving efficiencies in the City's collection processes
- ensuring the City adopts cost recovery policies that balance social purpose with equity and accessibility
- investigating new revenue streams, which can include increasing rates of existing taxes.

BRFS presented its enterprise approach to Council in late March 2018.



BRFS' Accounting Division continues to coordinate the City's revision of Accounting Administrative Rule FIN 6.04 Accounts Receivable. This revision will ensure bureaus have consistent guidance in managing customers' accounts receivable and know how to use the City's collection agency contract.

ADOPT 21ST CENTURY BUSINESS SOLUTIONS CUSTOMER SERVICE RELATIONSHIPS

The OMF Customer Workgroup, a group of customer bureau representatives chaired by Michael Jordan (BES), was formed to provide advice and support to OMF in creating Service Level Descriptions (SLD). The Workgroup has met monthly since November 2017. Using the Bureau of Human Resources' recruiting service as an example, the Workgroup developed an SLD template containing key information bureaus would like to see, such as lists and descriptions of services to be provided, target service levels, customer roles and responsibilities, and performance metrics.



The OMF Customer Workgroup concluded activities in June. Various materials (sample SLDs, guidelines, communications, and the Workgroup's charter) are available for review by bureaus as SLDs are drafted and customer bureau outreach and check-ins are scheduled.

Procurement held 20 organizational assessment meetings with City bureau stakeholders, and is hosting three meetings with external stakeholders in July. Findings will be incorporated into Procurement's recommendations for its organizational structure and funding model.

INCLUSIVE AND TALENTED WORKFORCE ONBOARDING PROGRAM

The onboarding program is a collaboration between the Bureau of Human Resources' (BHR) Employee Relations and Employment and Outreach divisions. BHR has created general onboarding materials that can be found at: <https://www.portlandoregon.gov/bhr/75789>



BHR is transitioning from the current learning management system, SAP Learning Solution (CityLearner), to SAP Success Factors. Success Factors will go live in July.

BHR's NEOGOV onboarding demo includes an analyses of accessibility for people with disabilities. In addition to this, BHR created a 30, 60, 90-day structured onboarding plan for Executives hired at the City. The Executive onboarding plan is a collaborative effort to ensure City leaders receive the support and education necessary to effectively transition in to their roles and guide their teams.

STRATEGIC GOALS & TACTICS

PROJECT BACKGROUND & DETAILS



HOW ARE WE DOING?

LEAD CITYWIDE INITIATIVES ENTERPRISE RISK MANAGEMENT

The Enterprise Risk Management (ERM) team was formed to identify, mitigate, and plan for enterprise risks, defined as “an event or circumstance which significantly threatens the City of Portland’s ability to achieve its core mission”.



The ERM team continued assessing the impact of enterprise risks on the City through the use of a scoring matrix. The Chief Administrative Officer also conducted a “best practices” trip to the City of Edmonton to learn more about the creation and maintenance of an ERM program.

LEAD CITYWIDE INITIATIVES 3-1-1 CUSTOMER SERVICE IMPROVEMENT PROJECT

The 3-1-1/Customer Service Improvement Project is a plan for a new first-stop for community questions and requests (online, over the phone, and in-person). The 3-1-1 system will complement the City’s existing customer service efforts and enhance community access to City information and services.



The project team completed a draft 3-1-1 Implementation Plan which recommends a robust, citywide 3-1-1 Program that provides a first-stop for community members online, over the phone, and in-person, to ensure they can easily access City information and services. The Plan also recommends potential functions and services that could be provided by a 3-1-1 Program and staff, operational, technology, funding, and governance supports needed for success. The draft 3-1-1 Implementation Plan is currently in staff review and will be presented to Bureau Directors and City Council for review in the third quarter of 2018.

LEAD CITYWIDE INITIATIVES BUILD PORTLAND PROJECT

Like many municipalities, the City of Portland faces challenges maintaining the infrastructure that provides core city services. This 'infrastructure gap' represents a significant long-term liability for the City. In March 2018, City Council approved \$50 million in tax revenue bonds for Build Portland to fund infrastructure renovations and repairs; resulting in up to \$600 million over the next 20 years for investment in improving the roads, bridges, parks, and buildings that residents use every day.



The first seven projects, focused on transportation and parks improvements, are anticipated to be completed over the next seven years (FY 2018-19 through FY 2024-2025). Fiscal Year 2018-2019 budgets for these projects were approved by City Council with the adopted budget, with a total of \$8.2 million of Build Portland funds allocated among the seven projects. The OMF team is working with CBO and the PBOT and PPR project teams to initiate the initial phases of these projects.

LEAD CITYWIDE INITIATIVES COMMUNITY EQUITY AND INCLUSION PLAN

The Community Equity and Inclusion Plan (CEIP) is used for all construction projects that use alternative contracting methods and have contract values between \$10-25 million. CEIP improves procurement for construction contracting and provides employment opportunities for racial and ethnic minorities, women, and economically disadvantaged individuals on City projects.



Though the Portland Building Reconstruction project is anticipated to meet subcontracting equity goals, workforce and subcontractor availability shortages throughout the region present some challenges. Nonetheless, labor hour goals for journey and apprentice workers were exceeded as were goals for subcontractor utilization in professional/technical services. As of May, only construction subcontract utilization services remain trending below the project’s goal. Construction services is 6% below the project’s social equity goal of 22% dollars committed.