

2018-2020 STRATEGIC PLAN

YEAR 1 UPDATE

ADOPT 21ST CENTURY BUSINESS SOLUTIONS

Information Security



Last year, BTS updated security solutions and launched an application to identify emails that contain phishing, malware, or other security threats. In early 2019, BTS expects to deploy multi-factor authentication Citywide.

Recently, the Information Security team completed an external data loss prevention audit and worked with several divisions to achieve a third straight year of Payment Card Industry (PCI) compliance.



POWR (Portland Online Website Refresh)

The project team launched an Alpha version of the new City website to create a community focused services directory. The project then successfully held a soft public launch for the URL beta.portland.gov.

Content will continue to be exported through 2019. Once there is enough content, the PortlandOregon.gov homepage will be redirected to the new Portland.gov site. The project team will also be looking for a webform solution to replace TrackIT, and begin development of the intranet in upcoming phases.

Customer Service Relationships



The OMF Customer Workgroup concluded their activities in June 2018 after developing a sample Service Level Description (SLD), guidelines, and communications.

Integrated Tax System



Revenue's request for proposal to improve taxpayer and preparer experience via an online portal and e-filing system was issued in November 2018. It's expected the notice of intent will be awarded during the first quarter of 2019 and the project will start during the third quarter.

Revenue Maximization



BRFS updated the Accounts Receivable policy (FIN 6.04) to assist bureaus to collect monies owed to the City. The policy will be finalized during the first quarter of 2019.

Revenue continues work on an agreement for a Pass Through Registration (PTR) system with Airbnb to provide critical enforcement data to Revenue and the Bureau of Development Services. Finalization is expected during the first quarter of 2019.



Asset Management



Facilities Services developed a framework for an asset management program throughout 2018. An action plan was also developed and will be implemented during the first quarter of 2019.

Paper: Less and Later Pilot



OMF laid the groundwork for a pilot to file Council documents electronically. Testing will begin in February and will continue through June 30, 2019.

POPS (Portland Online Permitting System)



During 2018, BTS completed infrastructure for ProjectDox, an electronic plan review system that allows customers to submit permit drawings online. Phase one of ProjectDox, now called PDX ePlans, went live in July.

The team will continue modernizing the City's permitting process with an updated software launch in mid 2019. This platform will enable future process improvements and support the new Development Hub PDX, a modern, cloud-based, and user-friendly interface.

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DEVELOP AN INCLUSIVE, TALENTED WORKFORCE



Learning Management System

BHR transitioned from SAP Learning Solutions (CityLearner) to the more modern SAP Success Factors in July 2018. Key features of the system include a cloud-based system with a user friendly interface, learning dashboards for managing training, web-viewable and exportable reports, and compatibility with future BHR application modules. This transition encouraged a new approach to performance reviews and equitable merit increases.



Performance Management System

After Success Factor's launch, BHR and BTS partnered to implement SAP's Performance and Goal Management solution to further streamline administrative processes. This tool allowed the City to move performance objectives, feedback, and evaluations into one online process, and included a platform for goal and performance management.

The project team is finalizing changes to the system's deployment and continues to support the pilot participants (300 City staff in OMF, BHR, PBOT, and PF&R). The project is on track to go live to these participants in February 2019.



Onboarding Program

BHR completed an onboarding module demo during early 2018, which included an accessibility analysis for those with disabilities. BHR then created a 30, 60, 90-day onboarding plan for executives to ensure City leaders received the support and information necessary to transition into their roles.

The project team is working on integrating NEOGOV to ensure seamless transition from selection to onboarding, and is meeting with stakeholders across the City to provide an overview of the system and gather information regarding desired functionality. Implementation is expected to begin spring 2019.

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LEAD CITYWIDE INITIATIVES

Social Equity in Contracting



The City has crafted agreements to ensure engagement with the highly skilled and diverse workforce that reflects Portland's diversity in the Contractor and Subcontractor pools. An example of this is the COEP (Community Opportunity and Equity Program) agreement. The Mayor recently decided to have Prosper Portland administer the COEP Program and BRFS is currently negotiating an agreement to transition the program's administration.

The Portland Building Reconstruction project set ambitious social equity goals that were mostly met during 2018. The project exceeded journeyworker and apprenticeship goals in the female and minority categories. The project is meeting its overall subcontracting goals but still striving in the final year to achieve the minority contracting goal.

Enterprise Risk Management (ERM)



In late 2017, the ERM team was formed to identify and plan for risks that threaten the City's ability to achieve its core mission. They developed mitigation proposals and assessed potential impact to the City's infrastructure and core services with the help of a scoring matrix. During the third quarter, the ERM program was put on pause to implement changes to the City's budget process.



Executive Recruitments



Tasked with filling seven bureau director vacancies during 2018, BHR hired an in-house executive recruiter to identify local, national, and international candidates.

Four executive searches have already been completed. Interviews for the BPS Director position and the PBEM Director posting were scheduled for January 2019. Stakeholder engagement is underway for PBOT.

3-1-1/ Customer Service Improvement Project



During the first part of 2018, the project team developed a vision and desired outcomes, and drafted a 3-1-1 Implementation Plan that was reviewed by bureau directors before it was presented to City Council in late November.

The team is now working with partner bureaus to launch a Citywide Customer Service Desk in the reconstructed Portland Building in late 2019 (contingent on FY 2019-20 budget approval), as the first phase of a multi-year program roll out.

Build Portland



Early 2018, Council approved \$50 million to fund infrastructure improvements throughout the City and approved the first seven projects. Council allocated \$8.2 million to be split among the projects for FY 2018-19.

Two Build Portland projects, ADA sidewalk ramps and Traffic Signal improvements, expect to transition from the design phase to construction during summer 2019. The other five projects will spend most of 2019 furthering design development.