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OMF Advisory Meeting Committee Notes Tuesday, June 11, 2019

Members Present: Kristen Bishop (for Lois Cohen), Rebecca Esau, Mike Jordan, and Rachel Whiteside.

Members Absent: Kristin Dennis, Ryan Gillespie, Robert McCullough, Danielle Outlaw, Suk Rhee, Sonia Schmanski, and Chris Warner.

OMF Leadership Present: Carmen Merlo, Tom Rinehart.

City Staff Present: Julian Massenburg.

FY 2019-20 Budget – Impacts on Service: Carmen Merlo

- The Portland Building will re-open during FY 2019-20. The Portland Building Reconstruction project creates new oversight roles for OMF through centralized management of A/V, appliances, and furniture.
- Through the FY 2019-20 budget development process, OMF sought additional resources to ensure Facilities can effectively operate and manage the reconstructed building. Not all requests were funded. Unfunded requests include:
 - Two Facilities Maintenance Technicians and Utility Workers to support building maintenance and operations, two Vertical Applications Specialists to support building technology, a building coordinator to support the building's shared amenities/furniture, and a second daycare facility.
- The building cannot sufficiently function without some of these service provisions. OMF will further assess needs of customers and the building after employees have moved back.
- A space that was planned for a future daycare will be minimally outfitted with carpet and painted walls to preserve flexibility of the unoccupied space.
 - OMF will issue an RFI to scan the market for a future Portland Building daycare. Space build-out costs would be the responsibility of the daycare provider in exchange for a long-term contract with the City.

Priorities Exercise: Tom Rinehart

- Community leaders have cited a need for Council to have a cohesive business plan.
- During the June 6 Bureau Directors meeting, CAO Tom Rinehart asked bureau directors to develop 10 priority outcomes and related key indicators, in an effort to merge enterprise priorities.
- Priority outcome development will help merge the City's varied legacy plans, strategic plans, and initiatives to help Council set immediate enterprise-level priorities.
- The goal is to establish priorities on a thematic level, without specifics from each bureau.
- Directors are encouraged to bring a list of priority outcomes to the August 1 Bureau Directors meeting.
 - Bureaus must develop priorities that can be executed, rather than conceptual policy.
- Before Council consideration, consistent terminology and criteria will be agreed upon.



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Massenburg, Julian

Bureau Directors meeting follow-up email – sent from CAO Tom Rinehart. This email followed the June 6 meeting.

Directors,

Thanks for an energizing and interesting meeting yesterday. The forthright feedback to Jessica on the budget process, the video samples, and the update on performance management all reflect progress on both difficult enterprise-wide issues as well as improved collegiality and collaboration.

Because I did not allot enough time at the end for the “Citywide Priorities Exercise” (apologies) on top of the fact that we were missing a few Directors, I want to repeat, clarify, and make a couple of amendments to the request of your bureau leadership team between now and our August 1st meeting:

Please spend time with your leadership team coming up with your team’s view of the top 10 priority outcomes you believe the City is currently trying to achieve with its various legacy plans, strategic plans, Council directives, etc.

As we have discussed at various times in multiple venues, we have 500+ performance measures, but no cohesive narrative of our primary objectives to focus our talent and time around. By gaining more clarity on the priority outcomes we are all trying to achieve together, I firmly believe we will better serve 650,000 Portlanders and 6,000 City Employees.

For example, a public safety outcome could be “safer neighborhoods” and an economic development outcome could be “a growing economy for all residents.” Start with what you and your team think we are already trying to accomplish...the intent of the exercise is to get people thinking both strategically as one organization, and also to build a foundation for Directors to debate and refine for Council to consider.

After you have 10 priority outcomes, include two to three key indicators under each that we could use to measure our progress achieving each outcome (*the current CBO performance management dashboard is a useful tool to prompt discussion*).

To build on the example in #2 above, key indicators for “safer neighborhoods” could include “property crime trend” and “crimes against persons trend”, while indicators for “growing economy for all residents” could include “wage growth across all income levels” and/or “% of DMWESB construction contracts awarded annually vs. policy target.”

Don’t be obsessive about it...just do your best. I expect the diversity of responses will actually help get Council more engaged in this process since it will demonstrate we have lots of opportunity to be more effective through tighter focus of our resources.

I know your leadership teams well enough to know that many will ask “what are you going to do with this?” So far, four Council offices have committed to working with a proposal from Directors to simplify our citywide priority outcomes. My intention is to use the launch of the new website this fall as a deadline to have a Council approved product on November 30th.

Let’s take this opportunity to help Council get more clarity on what outcomes we are all working on together as well as help our teams understand where we are trying to go as a City.

I look forward to following up with each of you over the next several weeks. Please let me know how my team and I can help.

Have a good weekend.

Priority Outcomes Example (BRFS)

PRIORITY OUTCOMES	Objectives/Values	Initiatives
I Economy		
	<p>Civic engagement</p> <p>Economic development</p> <p>Housing affordability</p> <p>Climate resilience</p> <p>Fiscal sustainability and intergenerational equity</p>	<p>Registered voters</p> <p>Records requests received</p> <p>Population growth</p> <p>Visitor (tourist) volume</p> <p>Job creation</p> <p>Permit approval times</p> <p>Tax burden</p> <p>MWESB contract percentages</p> <p>Diversification of economic base</p> <p>Units available (total and by MFI)</p> <p>Affordable housing permits approved (IZ)</p> <p>Property tax burden</p> <p>Utility burden (rate increases)</p> <p>Homeless rates (point-in-time count)</p> <p>[look at Climate Action Plan for specifics]</p> <p>GHG gases</p> <p>Recycling rate</p> <p>Liquidity</p> <p>Fund balance and reserves</p> <p>Aaa GO-bond rating</p> <p>Infrastructure condition and backlog</p> <p>Legacy liabilities</p>
II Safety		
	<p>Public safety strategies and responses</p> <p>Disaster preparation</p>	<p>Crime rate against persons</p> <p>Crime rate against property</p> <p>Calls for service</p> <p>Call response times</p> <p>Traffic fatalities</p> <p>Earthquake insurance</p> <p>URM mitigation</p> <p>NET members</p> <p>Households with emergency supplies</p>
III Health and Mobility		
	<p>Behavioral and physical health</p> <p>Multi-modal transportation system to enhance connectivity</p>	<p>Water quality</p> <p>Sanitary/combined sewer overflows</p> <p>Park utilization rates</p> <p>Calls for service (campsites)</p> <p>Campsite cleanups</p> <p>Homeless placed into permanent housing</p> <p>E-scooter rides</p> <p>Bike share rides</p> <p>Streetcar ridership</p> <p>Time stuck in car traffic</p>