

2018-2020 OMF STRATEGIC PLAN

2019 YEAR END UPDATE

OUR PROGRESS



Success Factors Performance Management Tool

In 2018, BHR and BTS implemented a tool that transitioned performance objectives and evaluations into an online process. The pilot went live in February 2019 with almost 400 participants across several bureaus. A Citywide steering committee was formed to recommend an implementation strategy and prepare for a Citywide roll out in July 2020.



New Employee Onboarding Program

By using the SAP SuccessFactors Onboarding System, BHR will streamline and standardize how the City onboards new employees. Onboarding launched Citywide on December 2019. All of the City's bureaus and offices now have new employees complete new-hire paperwork and access important information online prior to their first day of work.



DEVELOP AN INCLUSIVE, TALENTED WORKFORCE



Floodplain Management Program

Facilitated by the Strategic Projects and Opportunities Team and in collaboration with several city bureaus, this program delivers a unified City approach for Endangered Species Act and FEMA National flood Insurance Program compliant floodplain management. A five-year work plan was transferred to implementing bureaus, BPS and BES.

Executive Recruitments

BHR completed seven executive recruitments in 2019. These included PBEM, PP&R, CBO, BPS, PBOT, and PF&R. Total applicant pools were 45% executives of color and 30% female. Finalists were 57% executives of color and 43% female.



Social Equity in Contracting

During 2019, BRFs transferred administration of grants for the Community Opportunities and Enhancement Program (COEP) to Prosper Portland. Procurement Services recruited a program manager that worked with OEHR, Prosper Portland, and infrastructure bureaus to develop an agreement, code, and administrative rules to govern the program and solicited applications for the Community Equity and Inclusion Committee. [For more information on the COEP please follow this link.](#)



311/Customer Service Improvement Project

In November 2019, City Council formally established the 311 Program as an ongoing funded City program. In December, 311 began staffing a new customer service desk on the first floor of the Portland Building. Staff are working with PP&R, PBOT, BHR, and other bureaus to expand the program's services. The 311 Program is currently recruiting for a Continuous Improvement Coordinator and continues to work with BTS to develop the program's supporting technology.



LEAD CITYWIDE INITIATIVES

Build Portland

In 2018, Council approved \$50 million in bonds for Build Portland to fund Parks and PBOT infrastructure maintenance and repairs. Seven phase I projects continue to advance to design phases with the first project expected to break ground in spring 2020.



Citywide Long-Range Facilities Master Plan

This project will create short and long term plans to prepare and budget for Citywide space needs. A Phase I summary report is expected in early 2020. It includes a facility portfolio overview, facility needs summary, and next steps which details the need for continued analysis of operations and maintenance.



Asset Management

City facilities are increasingly stressed from age, use, and under investment. DAM staff completed an organizational assessment, developed priorities, held asset management workshops for staff, and CityFleet worked to improve workflow. DAM is now pursuing an asset management software system and an updated condition assessment for facility assets. CityFleet is launching a process to find alternate locations for their headquarters, given the functional obsolescence of the Kerby Garage, along with seismic resilience and facility safety issues.



Campsite Reporting Application

HUCIRP and BTS' application provides updates to community members that have submitted campsite reports. One vendor, Clean Start, is now fully online and operational. In time, all campsite cleanup vendors will use the new website application, and HUCIRP will continue beta testing to ensure the application is fully functional in the field and everyone is trained on the system.



Facilities Customer Service Agreements

In 2019, Facilities Services drafted Occupancy Agreements and a Protocols Handbook for the Portland Building with input and feedback from bureaus. Facilities Services also used service level agreements to create templates to govern the buildings' operations and clarify expectations with occupants, users, and other business partners. The Portland Building's Occupancy Agreement and handbook was approved and implemented for all Portland Building tenants in late 2019.



Paper: Less and Later

In 2019, OMF piloted a process to file Council documents electronically. During that period, offices filed 127 actions electronically and reduced the number of final copies submitted from 11 sets to 7 sets. The project team estimated a 50% paper use reduction and a decrease in the amount of time staff spent traveling between offices. After a successful pilot, OMF bureaus will continue to file Council documents electronically. Upcoming work includes partnering with the Auditor's Office on opportunities to integrate electronic filing opportunities with the new website.



ADOPT 21st CENTURY SOLUTIONS



Procurement Improvements

This year, Procurement Services created service level agreements and a new Construction and Design team to support infrastructure bureaus. They moved to electronic requisitions and hired a Contractual Risk Program Manager. Code changes were filed in October to further streamline processes. The Contractual Risk Program is now in the process of developing a contractual risk assessment tool, which will assess the risk of what is being procured.

Information Security

In 2019, BTS began deploying next generation firewalls and rolled out multi-factor authentication Citywide. They also streamlined remote access to support expanded mobile device and remote access to City information resources. For 2020, BTS is evaluating additional security solutions to address evolving cyber threats.

Integrated Tax System (ITS)

The ITS will replace paper-heavy legacy processes and improve users' experiences through an online portal. In 2019, BRFS identified a system vendor, GenTax software, and Council approved a contract and funding. The City project team and the vendor project team have already completed their first milestone: defining the system's configuration. Development of reports, interfaces, and letters will soon begin.

Portland Oregon Website Replacement (POWR)

In 2019, the project team launched a beta of the Portland.gov website. They conducted accessibility testing and helped bureaus with migration planning. BPS is now mostly migrated and several bureaus are finalizing their migration plans. Mayor Wheeler's and Commissioner Eudaly's staff launched their new sites in January. City charter, code, and administrative policy are being updated. The team has also developed an automated migration for the Park Finder, which accounts for 10% of current website traffic, and has identified tools to help replace TrackIT in 2020.

Portland Online Permitting System (POPS)

Phase one of PDX ePlans was completed and Development Hub PDX, which replaced Permits Online, went live July 1, 2019. Since its launch, DevHub has collected \$5 million in revenue and processed more than 14,000 transactions. AMANDA 7 (background software) informational sessions began in September to update staff on the program, improvements, and transitions. Inspector App development is underway, as field testing with inspectors occurred in late 2019. [For more information please visit this link.](#)

2020 FOCUS

These are several projects that are currently underway and that will be accomplished during 2020. During 2020, we will also begin working on our next strategic plan which will build on the progress we have made since our 2018-2020 Strategic Plan was released.

Portland Online Permitting System (POPS)

The project team has scheduled informational roadshows during January in anticipation of the AMANDA primary system launch on February 10, 2020.

The Inspector Scheduling App, which automates and optimizes inspectors' assignments, is set to launch in March 2020, with the Inspector App, which allows inspectors to manage and record results in real time, launching in April 2020.

Executive Recruitments

The Chief Human Resources Officer recruitment closed at the end of January. Initial interviews will be held in February and final candidates will interview in March. Recruitment for the Chief Financial Officer will begin in February 2020.

Social Equity in Contracting

In the next several months, the project team will be working on establishing City Code and Administrative Rules that will govern the ongoing program.

Information Security

BTS continues to deploy next generation firewalls with completion due by October 2020. Expanded and simplified access to City information through mobile devices is a priority for 2020.

Quarter 1
January - March 2020

Quarter 2
April - June 2020

Quarter 3
July - September 2020

Quarter 4
October - December 2020

Portland Oregon Website Replacement (POWR)

The project team hopes to launch the new Park Finder by February 2020. They will also work with a cross-organizational team focused on process improvement to replace TrackIT. As there were risks regarding bureaus being behind in their migration progress, lack of resources, and turnover in bureau editorial stakeholders, the project team has planned a system to make it easier for stakeholders to populate the new website and is hosting twice-weekly online office hours to allow stakeholders to ask questions and get training.

Integrated Tax System

In early 2020, the ITS project team will verify its configuration choices and begin mock conversions of legacy data to the new system.

Campsite Reporting Application

HUCIRP will begin phase three, the public facing portion, once all vendors are fully trained and working online with the new system. The public facing data dashboard is in development but HUCIRP expects to have everything up and running by the end of FY 2020-21 Q1.

Facilities Customer Service Agreements

The Portland Building handbook will serve as the template for all other Facilities buildings. This process will be rolled out to additional customers in 2020. Facilities Services' goal is to have executed Occupancy Agreements in all buildings and handbooks in employee-occupied buildings, including leased spaces, by the end of 2020.