



OFFICE OF MANAGEMENT AND FINANCE

2018-2020 STRATEGIC PLAN

SERVICE

EQUITY

INNOVATION



THE 2018-2020 OMF STRATEGIC PLAN

Introduction

The 2018-2020 OMF Strategic Plan articulates the Bureau's priorities and provides a three-year roadmap for achieving its mission. The plan also provides OMF's customers with a tool to better understand and benefit from the bureau's work, and to measure the efficiency and effectiveness of its services.

Why this plan?

Portland is growing. The City of Portland grew by over 40,000 people in the last three years. As it continues to grow, OMF needs to evolve to meet changing needs.

Service needs and models are changing. OMF's services are stretched to capacity and its systems and processes need to change to address customer needs.

OMF has new leadership. A new Mayor and new bureau leadership provide an opportunity to rethink how to provide excellent service to the City.

How was this plan developed?

Beginning in the fall of 2016, OMF began foundational work for this plan through:

- Discussions with OMF employees, City bureaus, and City Council
- Customer interviews and focus groups
- An environmental scan
- Identification of the most critical issues facing OMF

This foundation led to the identification of three strategies for success. Through discussions and workshops, OMF's leadership, workgroups, and individual employees provided feedback on these strategies and identified specific tactics to move them forward.

STRATEGIES FOR SUCCESS

The Plan's three strategies are the primary way OMF bureaus, work groups, and employees will work to advance OMF's mission over the next three years:

- **Adopt 21st Century Business Solutions**
- **Develop an Inclusive, Talented Workforce**
- **Lead Citywide Initiatives**

Each strategy is supported by a set of tactics to help achieve the overall plan goals. The tactics are specific enough to provide direction and measurement, yet broad enough to allow flexibility of implementation.



STRATEGIES AND TACTICS



Adopt 21st Century Business Solutions

Portland is a growing community, and bureaus are continually challenged to fulfill additional expectations to meet community needs. OMF will work with stakeholders to innovate and adapt our business processes and systems to better serve the City in the following ways:

- Modernize asset management to effectively maintain and enhance public property.
- Maximize revenue collection to meet the needs of residents.
- Reduce administrative workload on bureaus, with a specific focus on streamlining business processes.
- Adopt new shared technology platforms.
- Implement cybersecurity initiatives to keep pace with current industry standards.
- Support the City's sustainability initiatives.
- Redefine customer service relationships by developing baseline service descriptions and a resource plan that keeps pace with demand.

Develop an Inclusive, Talented Workforce

Diversity and inclusion initiatives, continuity of operations planning, and succession planning all point to a need for cross-training and professional development opportunities for OMF employees. OMF will need to both implement strategies within the organization, as well as share information and opportunities with other bureaus. OMF will accomplish these goals by:

- Support Employer of Choice initiatives to attract, develop, and retain the best employees.
- Implement OMF-wide and OMF bureau equity plans to assure that the City's racial equity goals are achieved.
- Develop and implement a talent management strategy for both career development and succession planning.
- Strengthen onboarding for City employees.
- Develop analytics and forecast models in collaboration with customer bureaus.

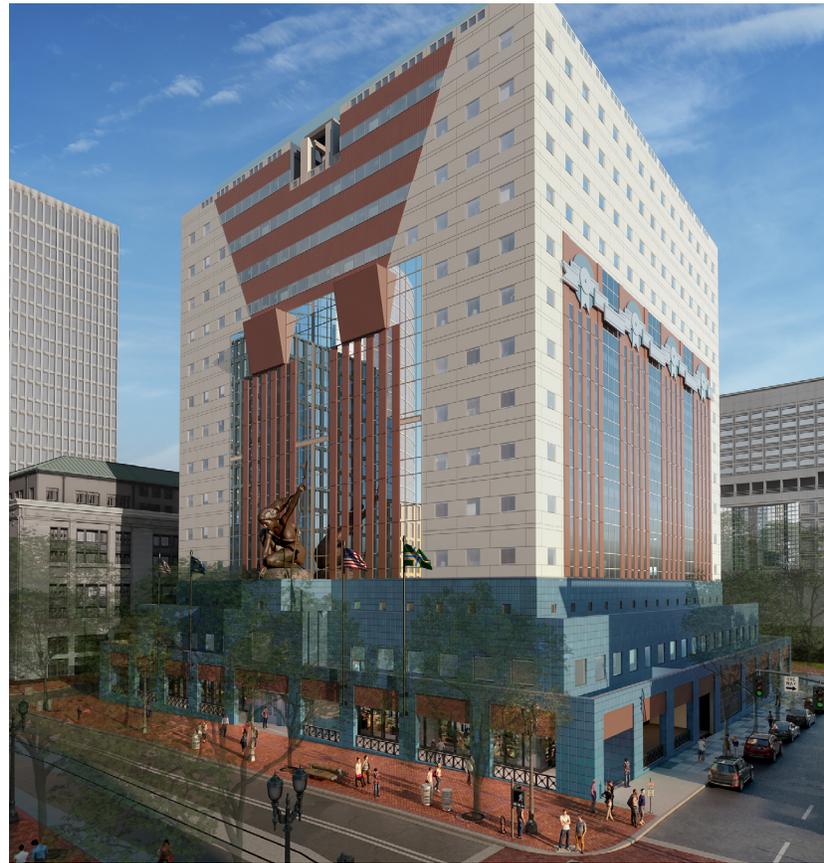


STRATEGIES AND TACTICS

Lead Citywide Initiatives

City Council and Bureau Directors rely on OMF to share its enterprise perspective to implement Citywide plans and initiatives, and to advise them on policy and business decisions. This Citywide perspective makes OMF a natural convener for projects and work teams. OMF will take the following steps in the next three years to accomplish this strategy:

- Establish an annual work plan for citywide initiatives.
- Implement the City's social equity initiatives to support minority and women-owned business and promote a diverse workforce.
- Convene a group of Citywide leaders to advise Council on major challenges.
- Reduce long term costs by assessing and implementing space optimization plans for City office spaces.
- Seize opportunities presented by the Portland Building Reconstruction to improve services for the community.



ORGANIZATION

Mayor Ted Wheeler
Commissioner in Charge

Tom Rinehart
Chief Administrative
Officer

Carmen Merlo
Deputy Chief
Administrative Officer

Bureau of
Human
Resources

Bureau of
Internal
Business
Services

Bureau of
Revenue
and
Financial
Services

Bureau of
Technology
Services

MISSION AND VALUES

OMF's **Mission** is to deliver excellent services through our leadership, expertise, and innovation.

OMF'S **values** are Service, Equity, and Innovation.