

CITY OF PORTLAND INNOVATION FUND

Call for Ideas

November 2014

INNOVATION FUND CALL FOR IDEAS

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Everybody Needs Water **Request Amount:** \$60,000

Primary Contact: Megan Greenauer **Phone:** 503-823-7724 **Lead Bureau:** BDS

Describe the Problem/Opportunity:

In Neighborhood Inspections/Code Compliance, we have a number of cases that are hard to solve due to complications with ownership (i.e. the property is in foreclosure, the owner has passed or is dying, or the property owners are low income, etc.) These cases are often associated with behavioral issues that impact the neighborhood, and due to complications in holding the owners accountable, can go on for a long time. When these properties are occupied, it is common that they lose water service. Lack of water service is a code violation, but more importantly, impacts health and sanitation for the occupants, as well as the neighbors. The occupants typically steal water from neighbors to get by, and raw sewage is often stored improperly.

Describe the Proposed Solution/Strategy:

The solution would involve working with the Water Bureau to cut the service back on in these cases. Funding will be needed to bring the accounts up to date and pay for continued service during the life of the housing case. These costs could be added to the fees assessed in the case, with some portion of the costs of the program being recuperated when the case is closed.

Additional case management would be needed to outreach to these customers, and manage expectations to ensure the program doesn't lead to decreased motivation to resolve the housing case.

The end result would be a more safe and sanitary living situation for the inhabitants of the property during the life of the housing case. Any and all other violations would remain the same and the property owners will still be held accountable for them. Neighbors will have less fear of having water stolen, and the financial costs to them, and fewer sanitation concerns. They will see the city taking accountability for neighborhood livability.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Water Bureau, possibly nonprofits like Reach

Return to Kelly Ball, Office of Management and Finance, no later than November 3, 2014



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Project Title: 311 / CRM System Implementation **Request Amount:** \$ 500,000.00

Primary Contact: Lisa Turley **Phone:** 503-823-4621 **Lead Bureau:** BOEC

Describe the Problem/Opportunity:

The Bureau of Emergency Communications respectfully submits this Innovation Fund proposal for consideration. We believe that our proposal for a 311 system for the City of Portland is an excellent match with the criteria for potential projects since successful implementation of 311 will reduce ongoing expenses, create efficiencies, and improve customer service to both internal and external customers. 311 is a toll-free number that gives the community access to local government non-emergency services.

Today, the City has about 137 unique telephone numbers the community uses to obtain information or request a service. Rather than sorting through hundreds of government phone numbers only to get lost in voice mail or transferred from number to number; with 311, the community need only call one number.

Describe the Proposed Solution/Strategy:

In July 2014, the City contracted with Spencer Stern LLC to assess the feasibility of implementing a 311 system in the City of Portland. To provide oversight and assistance to the consultant, an Executive Steering Committee (ESC) was formed with membership comprised of staff from the offices of the Mayor, each Commissioner, Chief Administrative Officer, and one Bureau from each Commissioner's Portfolio.

The consultant conducted a thorough assessment of how the City currently interacts with customers and how it delivers services, intake and processing of service requests, and the handling of information requests. They completed a gap analysis which determined the City's readiness, capabilities, and capacity to implement a 311 system. The consultant conducted tailored surveys and interviews with a variety of staff levels throughout the City. With very few exception (those bureaus and offices which would not be impacted by a 311 system), every bureau was invited to participate in the survey and interview process. Additionally, to gain the community's perspective, four public focus group sessions were held though out the City.

Based on their analysis of the collected data, surveys, and interviews, the consultant's final report recommends that the City move forward with a 311 system. This report will be presented to City Council on November 12, 2014. If received, Innovation Fund monies will be used to complete implementation project planning efforts, RFP development to seek out the optimal vendor and software match for Portland, and to begin work on the soft launch of 311 service in the City of Portland.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

ONI, PBOT, PF&R, BES, 211, BOEC



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: PSU-BPS Coordination Program

Request Amount: \$10,000

Primary Contact: Derek Dauphin

Phone: 503-823-5869

Lead Bureau: BPS

Describe the Problem/Opportunity:

Collaborations between City bureaus and university faculty have resulted in projects that have won awards, resulted in new initiatives, and changed the public perception of how the City functions. These projects allow students to gain worthwhile hands-on experience working to improve the community, but they also allow the City to be more responsive and do more with limited resources. These projects represent a true win-win, but are currently rare because they can be hard to coordinate. One hurdle is the difficulty of synchronizing City projects with the academic calendar. Staff need to have project ideas at the right times during the academic year for there to be a chance at incorporating them into courses or being included in grant proposals. Without effective systems in place to share information and look ahead, opportunities to align research and practice are often missed. Projects that best capitalize on partnerships between universities and the City often succeed because of personal contacts and chance discussions. As such, they are typically one-offs and connections are lost. In order to realize the full potential of City bureau collaboration with universities, a coordinated approach is needed.

Describe the Proposed Solution/Strategy:

The Bureau of Planning & Sustainability is in the process of establishing a pilot project with partners at PSU to overcome the above challenges. The Institute for Sustainable Solutions (ISS) at PSU has agreed to provide a paid graduate research assistant (GRA) to work with staff at BPS to organize a process and tools to address these issues. This proposal seeks a one-time \$10,000 micro-grant to cover the cost of acquiring or developing a searchable web-based system that staff would use to submit project proposals that faculty can use when they are designing courses or writing grant proposals. Updated contact details will allow them to engage directly with City staff. The database would be viewable by the public. Project management features would allow staff and faculty to update the project's status and provide lessons learned and products at the end of projects. Some projects will be recurring, particularly those where datasets are created and will need to be updated, and these can be tracked in the system and highlighted for staff when updates are needed. Such a system would dramatically reduce the time costs associated with collaborations both for staff and faculty and reduce missed opportunities for the City to conduct new low cost projects with partners at PSU such as the Toulan School of Urban Studies and Institute for Sustainable Solutions. This software is just one part of a larger coordinated program. The PSU GRA and a liaison from BPS will organize other activities to strengthen the program including a regular seminar series and high level meetings between PSU and BPS leadership. Already there has been discussion of integrating BPS's engagement with the PLACE program that provides planning experiences for high school students with the planning program at PSU to develop a planning career development pathway for Portland youth. Finally, we view BPS and PSU as first steps. If the pilot is successful, the system could be rolled out to other bureaus and other universities such as Lewis & Clark, University of Oregon, Portland Community College and Mt Hood Community College.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Portland State University and the Institute for Sustainable Solutions

Return to Kelly Ball, Office of Management and Finance, no later than November 3, 2014



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Rapid Response program to preserve existing houses and create affordable housing **Request Amount:** \$250,000

Primary Contact: Nan Stark **Phone:** 503-823-3986 **Lead Bureau:** BPS

Describe the Problem/Opportunity:

House relocations occur in Portland at a rate of less than 5 per year. In 2014 there will be 400+ demolitions. The vast majority are demolished by mechanical means and most material is landfilled and/or burned. Short of preservation, relocation is the most sustainable preference.

The increasing number of house demolitions, pressure on existing housing stock, and loss of affordable housing (smaller houses being replaced by one or two larger houses) are among the biggest issues that neighborhood activists are focusing on.

Why aren't more houses moved? It's relatively expensive (>\$40,000) and time-consuming to relocate houses— typically not fitting in with building contractors' timelines. Advance work is needed from lining up permits to preparing a future site; these are major hurdles that keep developers from considering relocation as an alternative.

A program that we propose is an opportunity to:

- Provide affordable housing by reusing, via relocating, existing housing stock on vacant infill sites or larger developed lots that can accommodate more than one unit.
- Use available City-owned properties and/or coordinate with institutions and other larger property owners to temporarily store houses until a permanent location is found.
- Respond to the public's desire to preserve existing housing stock and reuse it to ensure more opportunities for affordable housing within the City. These issues have been raised in all of the recent public hearings to the Planning and Sustainability Commission on the Comprehensive Plan

Describe the Proposed Solution/Strategy:

The City would administer the program, which would include:

-forming and coordinating a Rapid Response team to efficiently handle each move;
-developing an ongoing list of receiving sites;
-lining up details of house moves, including permitting (which needs to be streamlined for this situation); location of receiving site; utilities in streets (e.g. power lines); street closures; preparation of receiving site; and time to prepare for moving the structure.

In most cases, the recipient of the house would pay for the actual cost of the move, but ideally there would be small grants to subsidize costs for low-income buyers. As an incentive, SDC fees for the receiving site could be waived, which would reduce permit fees and make the project even more affordable.

Consequently, the primary cost is to administer the program as a small program of the City, or within a nonprofit housing or related program such as Habitat or Rebuilding Center.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Nonprofit housing developers, house-moving companies, historic preservation organizations. City Development bureaus would be partners in formulating the rapid-response to coordinate and expedite service-related requirements in advance of and at time of moves to streamline City processes.

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Step Up to Fitness

Request Amount: \$ NO IDEA

Primary Contact: Penelope Luedtke

Phone: 823-4001

Lead Bureau: OMF

Describe the Problem/Opportunity:

The City is self-insured for medical coverage; significant cost savings would accrue with the increased fitness of its employees. One way to get fit is to take the stairs instead of the elevator – but the stairwells are dirty, grey and depressing. How do we get employees to take the stairs?

Describe the Proposed Solution/Strategy:

Allow City of Portland employees to decorate the walls in the stairwells with positive fitness messages, hash marks that show their stair ascendance and encouraging quotes. (Scope needs input from others)

Run a short term contest to see who:

1. Climbs the most stairs
2. Steps up – increase stair usage by the largest percentage
3. Consistently passes up elevator usage and takes the stairs
4. ? more ideas ?

This idea needs to be fleshed out and improved with input from a larger group. There is no specific financial cost associated and rules about stairwells would have to be researched (from a Safety perspective.)



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Take a vacation

Request Amount: \$0

Primary Contact: Sediagh Khodaverdi

Phone: 3-7181

Lead Bureau: OMF BHR

Describe the Problem/Opportunity:

Often City employees don't take vacations because they can't afford going anywhere or do anything fun. This results in two issues:

- 1) Employees who are tired, overworked and have not been recharged. This typically leads to feeling mundane about work and become less interested in work. It is bad for employee's health and morale.
- 2) The City will pay the vacation \$ at a higher rates than earned and bureaus have to pick up a high vacation payout at the retirements or departure.

Describe the Proposed Solution/Strategy:

Allow employees to cash out a portion of their vacation time on a limited hours (40 hours per year). This of course is on a volunteer basis.

For example an employee has 200 hours of vacations on the books. She/he can take a week of vacation (40) to take her/his family to central Oregon on a fun trip. She/he can cash out another 40 hours to be able to afford this trip. This will reduce the employee's vacation balance to 120 hours. There are numerous benefits to this:

- 1) The City will pay vacation hours at the lower rate.
- 2) There will be less vacation balance build up at the time of departure or retirements.
- 3) The employees will be encouraged to take their vacation if they can do something with it. This certainly will help quality of their lives, families and health.
- 4) It will help our economy.
- 5) There's no additional cost to implement this program.



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title:	Innovative eLearning through Emerging Mobile Technology	Request Amount:	\$10,000		
Primary Contact:	Lauren Nixon	Phone:	503-823-6804	Lead Bureau:	OMF BHR

Describe the Problem/Opportunity:

eLearning training offers a multitude of benefits. First, eLearning training improves efficiency. Employees do not have to wait for a scheduled course at a central location. Instead, the training comes to them, on their time. Additionally, eLearning provides the same level of training in one-third of the time allotted for traditional classroom-based training. Second, in a rapidly changing environment, training content is constantly changing. eLearning is easily editable, delivering timely and up-to-date information to employees. Finally, the City has the ability to create interactive eLearning that fully engages learners. Realistic scenarios instill applicable knowledge and skills. Mobile learning delivers high quality, up-to-date information, improving training delivery and efficiency. It is an all-inclusive package that will save the City of Portland valuable time and resources while delivering high quality training. In order to offer eLearning training, City employees must have access to a network computer. Currently, we estimate that one-third to one-half of the City's workforce cannot access eLearning due to lack of technology resources.

Describe the Proposed Solution/Strategy:

Bridging the Technology Gap

To meet current and future workforce training needs the City must invest in mobile technology hardware and eLearning training program development. **With an investment of \$10,000 the City of Portland would be able to purchase and administer Training Tablets, specifically designed to bring eLearning programs to employees in the field.** The Innovation Project would fund a pilot program to acquire and deploy mobile technology to meet the training and development needs of City employees without regular computer access.

A modest investment in tablet hardware and related ongoing wireless connection service, information technology maintenance, and eLearning development would give City of Portland employees access to valuable mobile training and development. Bureaus can opt-in to use Training Tablets giving all City employees the chance to participate in essential training and development. Ongoing administration costs will be recouped through a learner fee.

Capitalizing on Mobile Learning

The Innovation Project is an opportunity to support our workforce today and prepare them for tomorrow. In 2013, the City of Portland launched its first citywide web-based training program. Over 3,300 employees successfully completed the online course. The Training and Workforce Development department in the Bureau of Human Resources is creating additional eLearning programs for the next fiscal year. If developed and administered on Training Tablets the new eLearning programs would save the City of Portland time and resources in delivery costs. By investing in the City's workforce, eLearning programs administered on Training Tablets positions the City of Portland to become a model employer of choice.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Shaded area for additional information or comments.



CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Workplace Bullying 2.22 **Request Amount:** Less \$10,000

Primary Contact: Lisa Howard **Phone:** 503.823.2619 **Lead Bureau:** OMF BHR TBD

Describe the Problem/Opportunity:

Bullying by one or more persons (the targets) by one or more perpetrators. Abusive conduct that can be threatening, humiliating, singling out, or intimidating. Work interference-sabotage which prevents work from getting done. Control. Being bullied can cause health problems and your career.

Describe the Proposed Solution/Strategy:

Provide classroom training and/or online materials that help the employee recognize bullying and provide information/training on ways not to become the bully or ways to prevent being bullied.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

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CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: City Green

Request Amount: Less \$500

Primary Contact: Lisa Howard

Phone: 503.823.2619

Lead Bureau: OMF BHR TBD

Describe the Problem/Opportunity:

Printing of deposit pay statements.

Describe the Proposed Solution/Strategy:

Save City funds: cost of courier services, cost to P&D printing. Become more sustainable.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Consolidated Security Services

Request Amount: \$5,000

Primary Contact: John G. Budke

Phone: 360-904-7056
(Personal)

Lead Bureau: Facilities

Describe the Problem/Opportunity:

I am suggesting this as a City employee—it has nothing to do with my bureau (BOEC).

The City should consolidate all security/ranger programs under one office to provide efficiencies, reduce waste of resources (time & money), eliminate duplication of efforts, and expand security availability to all City owned facilities. Doing so would also coordinate the level of training & standards citywide, reducing risk.

Most medium-large cities that provide in-house security to their facilities do so with one citywide department.

Describe the Proposed Solution/Strategy:

Between the Water Bureau security office, the Park Rangers and contracted security services, the City wastes a lot of money duplicating services because of the bureau silo effect. Protecting the City's physical assets and employees should be the coordinated effort of one "Public Safety" division, regardless of bureau. Monies spent by Bureaus in support of their security programs could be directed to support this single division.

There is a great duplication of work. For example, both Water and Parks agents patrol Mt. Tabor, often interfering with each other's work and/or goals—or butting heads in turf battles. Park patrols and Water patrols may cross paths. But no agency is charged with patrolling other City facilities. Will a passing Water agent deal with a problem they witness in a park? If a Park Ranger sees someone spray-painting a city signs will they intervene in some manner? Generally not.

"Good government" demands efficient use of resources. By having one department, the City security agency can be given the task of patrolling parks, water facilities, public buildings, etc. For example, dividing the city into geographic districts (akin to a police precinct), security agents in their "beat" would be responsible for all City owned property.

When it comes to contracted security, while it would be preferable for the City division to also provide city-employed agents, if deemed impractical one master contract for outsourced security services should be awarded and managed by the new division. This would ensure better pricing, contract management, maintenance of standards, etc. It seems there are various security companies serving different bureaus.

There is waste and duplication of effort in the current bureau-by-bureau structure to provide security to water facilities and parks. There are different standards, training and goals which is a liability risk factor—these two units are providing essentially the same service albeit in a widely disparate manner. My suggestion of a "Public Safety Division" would streamline operations, save money, increase training, improve coordination, reduce risk and subject ALL the City's facilities to some level of security patrol, protection and response which is not the case now.

Thank you.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Facilities, Water, Parks, OMF.



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: On-Call Contracts for Envelope Consultants **Request Amount:** \$100,000

Primary Contact: Connie Johnson **Phone:** 503 823 5562 **Lead Bureau:** OMF BIBS Facilities

Describe the Problem/Opportunity:

Currently we must assume that the architects selected through the RFP/RFQ evaluation process are experienced enough to design building details that prevent water intrusion (leaking) This is not always the case and the consequences are costly: Sometimes an experienced contractor will alert the project team that they don't have confidence in the performance of joints as designed before experiencing leaks: Sometimes leaks surface during construction resulting in costly change orders. And' sometimes the leaks are not noticed until after project completion and/or after the warranty period is over. Fixing the problem(s) and damage at that time, and assigning blame is difficult, costly and time-consuming for all parties.

Describe the Proposed Solution/Strategy:

\$100,000 to hire two experienced Envelope Consultants utilizing flexible services contracts @ \$50,000 each. The City would have the opportunity to engage Envelope Consultants for design; work review from design development through contract document development, making suggestions for improvement. It is important that the Envelope Consultant represent the City directly, rather than as a sub-consultant to the Architect. When they are part of the A/E team, their relationship is with that team: When they represent the City, their interest is maintaining that relationship. Plus, the City would have the flexibility to engage the consultant review(s) as needed.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

City Attorney and Procurement.

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title:	Supply Chain Greenhouse Gas Emissions Inventory for City Purchases	Request Amount:	\$20,000.00		
Primary Contact:	Stacey Foreman	Phone:	823-3508	Lead Bureau:	Procurement Services (OMF-BIBS)

Describe the Problem/Opportunity:

Many public agencies want to reduce greenhouse gas (GHG) emissions associated with agency operations. A common first step involves developing a greenhouse gas inventory, which identifies emissions associated with various activities. Until recently, inventories have typically not quantified emissions associated with purchased goods and services. **Recent research suggest that these emissions may in fact well exceed emissions associated with municipal use of energy and power**, the historic focus of most municipal operations inventories. Currently, the City does not have comprehensive data on the supply chain GHG emissions associated with Citywide purchases, and therefore, we may be missing some key opportunities for strategically engaging our suppliers in reducing GHG emissions. Developing this data will also support some of the new Government Operations action items proposed in the forthcoming update to the City's Climate Action Plan.

Describe the Proposed Solution/Strategy:

Procurement Services would like to enter into an intergovernmental agreement with Community Environmental Services (CES) of Portland State University (PSU) to assist with conducting an EIO-LCA* based greenhouse gas (GHG) inventory of the City's purchases from an entire Fiscal Year. Other agencies such as King County, WA, Alameda County, CA, Portland State University, and Portland Community College have conducted this type of GHG inventory and found the results to be useful for both their sustainable procurement and climate change related efforts. The primary goals for conducting this EIO-LCA are:

- 1 – Establish a baseline for understanding the magnitude of GHG emissions associated with the City's purchases of goods and services; especially as it compares to traditional Scope 1 and Scope 2 emissions (e.g. direct emissions from energy and fuel use). This baseline data will help prepare our office in meeting some of the new action items proposed in the forthcoming update to the City's Climate Action Plan.
- 2 – Understand which product and service categories contribute most to the City's GHG emissions so that we (all City bureaus) may be more strategic in our buying decisions to support GHG emission reductions.
- 3 – Develop recommendations on how the City may reduce GHG emissions associated with its purchases of goods and services, including opportunities for engaging suppliers.

*EIO-LCA = Economic Input-Output Life Cycle Assessment. More information on EIO-LCAs available upon request.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

1. EBS (to pull detailed spend data from SAP)
2. PSU Community Environmental Services (consultant to help with inputting spend data into EIO-LCA model and analyzing results)
3. OR DEQ – to use their EIO-LCA model for calculating the GHG emissions associated with our purchases

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Accounting and Cash Admin Competency **Request Amount:** \$9000.00

Primary Contact: Peter Scherer **Phone:** 503-823-4386 **Lead Bureau:** OMF BRFS

Describe the Problem/Opportunity:

The Opportunity is to provide City Managers, Supervisors, Accountants, Financial Analysts and administrative personnel (who have accounting or cash administration functions or are supervising others with those functions) with mandatory training to train them on City cash administration procedures and basic accounting procedures and rules that are key but often not known or administered correctly. The problems being solved are numerous: checks are occasionally lost, checks are often not deposited in a timely fashion (problematic in regards to internal controls and accurate recording of deposits), checks are sometimes recorded as revenue when an invoice should have been created earlier recording the revenue, etc.

Describe the Proposed Solution/Strategy:

Bureau of Financial Services Accounting Division in conjunction with Human Resources and Treasury Division would provide classes on a regular basis for anyone new to any position (including managerial or supervisory positions) where the position has accounting or cash administration functions or the position manages or supervises others with these functions. These mandatory classes would train these City employees on City cash administration procedures and basic accounting procedures and rules. For example training would cover subjects such as when do checks have to be deposited and who does the deposit, when should an invoice be created and how this affects the recording of revenue, procurement basics such as contracts, purchase orders, goods receipt and what to do when another Bureau needs to be billed by the employee's Bureau. The strategy could include making this training mandatory on an annual or bi-annual basis but discussions would be needed within Bureau of Financial Services then on a City-wide basis to determine if this is desired. Depending on the number of classes held each year this may require the hiring of a part-time training officer for Bureau of Financial Services or possibly the hiring of private trainers. The result of this would be better handling of cash, properly recorded expenses and revenue, and overall improvement in the revenue process and procurement process in the City. This should result in fewer missing checks, more invoices written to record revenue, improved internal controls regarding the procurement process, etc. The result of these improved processes and procedures is that those involved in the training would feel better about their jobs and job environment.

Partners:

HR, Treasury Division.

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Digital Equity Program Manager

Request Amount: \$135,000

Primary Contact: Mary Beth Henry

Phone: 503 823 5414

Lead Bureau: OMF BRFS REV OCT

Describe the Problem/Opportunity:

Portland's Broadband Plan calls for eliminating equity, access and affordability gaps for all residents. Yet 15% of Portland households don't have internet in the home with the percentage rising to 18% for households with income under \$30,000. For Hispanic households the figure rises to 30%. For those who are 65 or older 28% do not have internet in the home. As access to broadband becomes essential for full participation in society, there is an urgent need for Portland to create a targeted, collaborative and local solution to address the digital divide. Portland needs to develop strategies to ensure that everyone in the community understands the benefits of advanced information and communication technologies; all have equitable and affordable access to high-speed internet connected devices and online content; and all can take advantage of the educational, economic and social opportunities available through these technologies.

Describe the Proposed Solution/Strategy:

Establish a Digital Equity Program Manager to develop a targeted, collaborative and local solution to address the region's digital divide. The focus will be to build the region's capacity to close the digital equity gap. The effort will focus on economic and workforce development, education and civic engagement. Immediate goals include: conduct environmental scan about digital inclusion in the region to provide data for going forward planning of digital inclusion strategies with stakeholders from throughout region. Develop high level interest among organizations in participating in an ongoing digital equity network/DIN and foster collaboration among the organizations. Another goal will be to create a digital inclusion pipeline tied to workforce development. The position will collaborate with partners to create a "culture of use". The position would also oversee development of a Digital Inclusion Portal built on the City of Portland website. It would include all relevant information about computers publicly available, hours available, training (all types along the Digital Inclusion pipeline), where you can get a free computer, organizations that do digital literacy etc. See example from City of Minneapolis. <http://www.minneapolismn.gov/it/inclusion/WCMS1P-105252>. A second web project is to create a map of broadband availability in Portland's commercial buildings similar to what they did in NYC. <http://www.nycbbmap.com/>

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

AARP Oregon; Asian Pacific American Network of Oregon (APANO); Big Brothers, Big Sisters; Boys & Girls Club; Caldera; Cascade Technology Alliance; Caldera; Centennial; Center for Intercultural Organizing; CenturyLink; City of Hillsboro; City of Beaverton; City of Gresham; City of Lake Oswego; City of Portland Commissioner Amanda Fritz; City of Portland Commissioner Nick Fish; City of Portland Commissioner Steve Novick; City of Portland Disability Program; City of Portland Mayor's Office; City of Portland Office for Community Technology; City of Portland/Revenue Bureau; City of Tigard; Coalition of Communities of Color; Comcast; Concordia; City of Corbett; CUB Connects; David Douglas; Eastco Diversified Services; Easter Seals Oregon; El Programa Hispano; Elders in Action; Empowered Media Voices (Sisters of the Road); Equity Foundation; Free Geek; Friends of the Children; Frontier;; Gresham Barlow Education Foundation; Gresham Senior Center; Hacienda; Hollywood Theatre/Film Action Oregon; Home Forward; Human Solutions; Impact NW; IRCO; JOIN; KBOO; Latino Network; League of Women; Voters Life by Design NW; Meals on Wheels; Media Institute for Social Change; Metro; Metro East; Meyer Memorial Trust; MHCRRC; MRG Foundation; Mt. Hood Community College; Multnomah County etc.

Return to Kelly Ball, Office of Management and Finance, no later than November 3, 2014



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Strategic long term fiber vision for the City of Portland **Request Amount:** 75,000.00

Primary Contact: Beth Fox **Phone:** 503-823-5233 **Lead Bureau:** OMF BTS

Describe the Problem/Opportunity:

Currently the City has unused fiber assets that aren't being fully or strategically allocated. These assets could be utilized internally, or externally for citizens or possibly resold to 3rd parties to generate revenue. BTS manages the City's fiber assets as they are requested for City purposes, but the current management plan doesn't fully lend itself to a larger vision and footprint nor does it align with the current Broadband Strategic Plan. Our outdated inventory software programs don't allow for quick and accurate inventories or the ability to respond to new growth and requests efficiently.

Describe the Proposed Solution/Strategy:

Fiber is quickly becoming the backbone of ALL emerging technologies, and seems to be in constant short supply. I am attaching an article from San Francisco that outlines how they are beginning to strategically prepare for increased connectivity needs.

<http://www.sfexaminer.com/sanfrancisco/san-francisco-seeks-to-speed-up-fiber-internet-expansion/Content?oid=2908441>

The City of Portland has 135 miles of unused assets, but a far greater overall footprint. In the creation of a Fiber Business Plan that allows for 3rd party leasing of these unused fiber assets for revenue generation and brings us into a new operating model, it allows us to tie all of our fiber operations into a single department that manages all IRNE and INET fiber assets as well. This will create efficiencies that don't exist today, allowing for reduced operating costs.

This new operating model would leverage the City of Portland Broadband Strategic Plan allowing the City to create a long term vision for a valuable fiber infrastructure. This vision could include fiber to underserved neighborhoods, or a network dedicated to Public Safety technologies as well as additional allocations for well deserving 3rd parties for new revenue generation.

The creation of this plan allows us to better leverage existing infrastructure and billing models to create new revenue, increase assets and prepare for the future across the City. This plan will help capture the potential revenue forecast and operating costs, as well as better use overall for existing infrastructure.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Revenue Bureau, (the Cable Office), PBOT, the Mount Hood Cable Regulatory Commission and NetCity Consulting.

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: PDX Parking Info– Web Application and Services

Request Amount: \$ 50,000

Primary Contact: Matthew Freid

Phone: (503) 823-4313

Lead Bureau: OMF BTS

Describe the Problem/Opportunity:

When residents and visitors to Portland want to go shopping, visit a restaurant or attend an event, knowing the on-street parking rules and where to look for parking can be a challenge. There are areas within the City with parking meters, city owned garages, and various area parking permit areas and all of them have different days and hours of operation or enforcement, as well as different allowable time stays for visitors which determine where and how long you can park in a given spot. Since parking rules can vary by block face, this application could help parking customers, especially customers new to the area, to understand the applicable parking rules. Helping drivers to understand the parking rules should help to minimize confusion and frustration and help parking customers comply with the rules and avoid citations.

Describe the Proposed Solution/Strategy:

The Corporate GIS team in BTS and PBOT staff will work together to assemble a database containing parking information including the location of SmartPark garages, metered and parking permit areas, including days, times, pricing, duration and special uses such as delivery only spaces. This data is currently maintained in different places, and once brought together in a central repository, a system will be implemented to allow PBOT to maintain this data as well as entering calendars for special events and other non-standard information. Other types of parking such as city bike racks and corrals will be added if possible.

CGIS will then build a web application that can run in a browser on smartphones, tablets or PC's. The application will allow a user to go to any location in the city and see the parking information available for that area. The user will be able to save the location and bring it easily back up in the future, or send it via text, email or post to social media to share with others. The data will also integrate into Portlandmaps.com so it can be accessed along with other map data such as property information or crime statistics. Additionally, the information will be made available as a REST API web map service which will allow outside developers to add the data to their web applications, or build mobile apps that utilize it.

The innovation grant will be used to fund :

- Data entry and cleanup to bring existing data together, and map it in as much detail as possible.
- Web programming for end user application and PBOT interface for special event entry.
- API programming for REST API to be made available to internal and external developers.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

PBOT

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Build Organizational Change Capacity **Request Amount:** \$ 3,500

Primary Contact: Elana Schwartz **Phone:** 503-865-8408 **Lead Bureau:** OMF TBD

Describe the Problem/Opportunity:

As stated in the Innovation Fund Overview, "Getting new ideas implemented takes building creativity and adaptability in the City's Workforce." Two programs that will be used to build the creativity and adaptability are the Leadership Training Program and the Master Change Facilitation Program. A foundational piece to the success of these programs is the understanding by management of what it takes to be a change competent and adaptable organization and a roadmap for how the organization can take that journey together. A change competent and mature organization is one where stakeholders fully adopt the change, have the knowledge to be proficient in the change, and experience continuous reinforcement and recognition for the new business outcomes. A change competent organization has managers who can manage the people side of change so business process improvements are adopted, efficiently utilized and sustained.

Describe the Proposed Solution/Strategy:

The deliverables:

1. Create an interactive 1.5 hour workshop for all Bureau Directors that includes change management concepts, what it means to be a change mature organization, the Executive Sponsor's critical role in change initiatives, and tools for strengthening the change competency of their direct reports and bureaus.
2. Create an on-line learning for managers to include change management concepts, a manager's critical role in managing the people side of change, and tools to use with employees and other managers to help create awareness, desire, knowledge, and ability in those being tasked with implementing, adopting and sustaining the change. Included in the tools would be resistance management strategies.
3. Create a change management on-line tool-kit to be used by bureau project managers and/or designated change managers that includes scoping the change, stakeholder impacts, size of change, organizational attributes, and organizational readiness. In addition the toolkit would include change strategy templates, and communication plan templates,
4. Provide a bi-monthly forum for interested managers involved in change to create an on-going learning community. The forum could include a learning topic, problem-solving sessions, guest speakers and relevant videos and webinars.

These deliverables could become part of the Leadership Training Program and/or additions to the Master Change Facilitation Program or could stand on their own.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

OMF Business Operations, HR Training and Development, Change Leaders in Bureaus.



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Pilot shared contact management system **Request Amount:** \$75,000 - \$150,000

Primary Contact: Brian Hoop, Kevin Martin **Phone:** X33075, x37710 **Lead Bureau:** ONI/BPS

Describe the Problem/Opportunity:

Problem: Citywide recognition of public frustration with un-coordinated contact information management, no one-stop ability to request changes, incorrect data lingering for years. Numerous agencies have a need to maintain common contact management information for public involvement and required notification purposes impacting both City partners and community members. Duplicate efforts are underway and legacy solutions are in place resulting in inefficiencies for creating and maintaining contact information.

Opportunity: Project results in improved responsiveness and accountability to the public by creating a one-stop entry point to create, update, and delete records at the request of community members. Allows staff to more effectively build, maintain and share common stakeholder lists for public involvement and notification purposes. Citywide Technology Assessment final report lists such a project as a priority:

- E.3.2.2 – Application Rationalization/Consolidation, Information Management – Shared Contact Management (page 32)
- E.4.3.6 – Opportunities for Efficiencies – Contact Management Systems (page 47)

Describe the Proposed Solution/Strategy:

Develop a pilot shared contact management system utilized by multiple City agencies to maximize efficiencies for entering and maintaining data, improving community relations through improved communications with City partner organizations and individuals.

Proposal is two parts: Assess specifics of the problem, identify existing legacy contact management systems, monetize efficiencies through elimination of duplicate labor, printing and postage savings, and propose a roadmap for which existing systems might be best model to expand from (Salesforce, SAP, Office 365, ITAP). Second, a pilot implementation that would include application design, BETA testing, and staff training. Goal would be to eventually interface with Portland Online accounts and integrate with/talk to pilot bureaus' existing relational databases.

Lead bureaus will coordinate engagement with other partners and implementation with BTS. Other partners will have more limited participation in development and implementation helping to ensure assessment and application design meets their bureau needs.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

ONI, BPS, BTS, BDS, OMF, CBO, PWB and OEHR

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CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Project Title:	Rx Play – Addressing health disparities through promotion of physical activity	Request Amount:	\$150,000.00		
Primary Contact:	Sue Glenn; Sue.Glenn@PortlandOregon.gov	Phone:	503-823-1605	Lead Bureau:	Portland Parks & Recreation

Describe the Problem/Opportunity:

In Multnomah County, 26% of eighth grade students and 23.4% of 11th grade students are overweight or at risk of becoming overweight, with even higher rates among children of color and children who live in lower income households. To change this trend, local pediatricians and Portland Parks & Recreation have teamed up for an innovative new way to get kids up and moving: Rx Play.

Describe the Proposed Solution/Strategy:

Rx Play is a new way to prevent childhood obesity in children ages 6-12 and address inequitable health outcomes by creating a new co-investment model of healthcare and active recreation service providers in Portland. The method: area doctors write prescriptions for children to participate in results based physical activity programs at PP&R. Next, PP&R provides intense outreach and engagement to ensure participation of each child, regardless of their race, ethnicity, spoken language, physical ability or family income. PP&R Rx Play staff provide feedback to the pediatricians regarding the registration rate of their prescription for play, and as a result motivate the pediatricians to promote physical activity for their child patients. This program is in need of \$150,000 seed investment to launch a sustainable program addressing access to improved health and active recreation for children in our community, including: \$15,000 to conduct a rigorous monitoring and evaluation plan to measure the impact of the incentives and support necessary to enact lasting behavior change with the program's participants; \$5,000 to conduct outreach of evaluation findings and sponsor a forum of CEOs from public and private organizations to agree on an action plan for sustainable funding, such as a Medicaid reimbursement model; \$10,000 in behavior change materials (in Spanish and English) educating all PP&R active recreation program participants on the nationally recognized physical activity standards for youth, as well as information to connect with language translation resources to register for PP&R programs and scholarships; \$60,000 for two half-time, multi-lingual PP&R Rx Play coordinators; and, \$60,000 to provide \$200 PP&R scholarships for each of the 300 child participants over a 12 month period. In Fiscal Year 2013, 235 children participated in PP&R's Rx Play program, many were written to children originating from low-income neighborhoods, 21% percent were from families identifying Spanish as their primary language. Forty-four physicians at twelve separate clinics referred children to PP&R's Rx Play program. According to participating pediatrician Dr. Kimberly L. Vigil of Kaiser Permanente, Rx Play offers a way to divert the self-consciousness a child may feel about their weight into excitement over sports and other active recreation activities, and transcends cultural and language barriers.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Kaiser Permanente, Legacy Health, OHSU, community care organizations, health policy organizations, non-profit community service organizations providing healthcare to children.

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CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Project Title: Interstate Firehouse Cultural Center - Incubator of inclusive recreation **Request Amount:** \$ 85,000.00

Primary Contact: Todd Lofgren;
Todd.Lofgren@PortlandOregon.gov **Phone:** 503-823-5229 **Lead Bureau:** Portland Parks & Recreation

Describe the Problem/Opportunity:

The recreation needs and desires of Portland's population is changing. As the demographics shift in our community, so must the services that we provide. Under PP&R's management, Interstate Firehouse Cultural Center is poised to be PP&R's incubator to test new multi-cultural art and recreation programs. Why at IFCC? It is located in the heart of Northeast and North Portland, one of the most diverse areas in Portland. Hispanics are most concentrated in North Portland at nearly 15% of the population and NE Portland has the highest concentration of African Americans at 30%. In Northeast Portland, 38 percent of the population is non-white, while in North Portland, 35 percent of the population is non-white (26 percent of the citywide population is non-white).

Describe the Proposed Solution/Strategy:

PP&R has the opportunity to transform its own art and recreation programming, as well as train other non-profit multi-cultural and adaptive service organizations in Portland. The IFCC was founded in 1982 by Portland's first African-American elected official, Commissioner Charles Jordan. The IFCC is located in a 1910-built former fire station at 5340 North Interstate Avenue and now contains a 99-seat theater, an art gallery, and space for rehearsal or recreation classes. The center's mission statement states that the IFCC, "is committed to creating an environment in which people of every ethnic/cultural background come together as artists and audience to explore, preserve and celebrate their diversity." The facility has multiple spaces that are program ready. Portland Parks & Recreation's Citywide Recreation Team has hired a Recreation Coordinator II - Performing Arts to assist with arts based programming and align these programs across the system. Additionally, PP&R's Adaptive and Inclusive Recreation program offices will be based at IFCC starting January 2015. Utilizing the unique features of the IFCC as a centerpiece for performances and specialized programs would greatly enhance PP&R's visibility and honor the rich traditions of this multi-cultural community center while at the same time creating best practices for all of our community centers in multicultural outreach and programming.

There are four essential elements to this proposal to transform recreation programming at IFCC and promote change at PP&R and throughout our community. Each element will have robust monitoring and evaluation, documenting learnings and best practices:

1. Multi-cultural teen microbusiness: \$10,000 of seed funding will start a food and beverage microbusiness, led and operated by teens serving special events at IFCC.
2. Culturally specific art and recreation programming: \$20,000 program funds targeted to refugee and immigrant communities (i.e. African dance, visual arts, events).
3. Performing arts for kids with special needs: \$15,000 program funds targeted for adaptive recreation performing arts camp and programs for kids with autism.
4. Quarterly community forums at IFCC: \$40,000 program funds to conduct four community forums at IFCC, including, PP&R staff and community organizations to discuss learnings from each of the pilot programs in this proposal and how to better serve our increasingly diverse community.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Multi-cultural non-profit art and recreation organizations, immigrant and refugee organizations, inclusive and adaptive recreation and community service organizations, community theater groups, community members.



CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Project Title:	Green Our Fleet Pilot	Request Amount:	\$ 65,000.00
Primary Contact:	Sally Noble; Sally.Noble@PortlandOregon.gov	Phone:	503-823-1632
		Lead Bureau:	Portland Parks & Recreation

Describe the Problem/Opportunity:

The Climate Action Plan goal calls for a 50% reduction in carbon emissions from 1990 levels by 2030. One of PP&R's Strategic Plan sustainability initiatives is to reduce fossil fuels in our system. Mowers and pickup trucks use over 66% of PP&R fuel, so this is an area of our fleet to target for more efficient replacements. The current electric vehicle options are not adequate for truck hauling requirements in our park maintenance. There are many other city, county & national fleets moving to propane and achieving huge cost savings along with emissions reductions. We contacted the King County Department of Transportation (Seattle & Puget Sound area) to find out about their 2013 conversion. They did a small pilot, then rolled it out to 22 trucks. It went so well that they are expanding it to their whole fleet. They didn't have any staff complaints other than having to fuel up every day. The City of Austin converted to propane in 1999 and reports annual savings of \$299,000. Oregon Department of Energy will offer incentives` (2015-2018) for vehicle purchases and infrastructure when converting to alternative fuels. Propane auto gas burns cleaner than gasoline or diesel, with 20 percent less nitrogen oxide, 60 percent less carbon monoxide, up to 25 percent fewer greenhouse gas emissions, and fewer particulate emissions when compared to gasoline. Propane costs 30-40% less than gasoline with lower vehicle maintenance costs. ROI is 3 years.

Describe the Proposed Solution/Strategy:

PP&R would like to do a pilot and switch out one mower and two pickup trucks to propane fuel use at the Mt. Tabor Maintenance Yard. This project would include the replacement of the current gravity fed propane station used for two forklifts on site. The new station would be a larger propane dispensing station with an electronic pump. We would work with Fleet to mirror current practices for monitoring fuel use.

Cost to purchase 2 propane mowers	\$ 40,000
Cost to convert 2 trucks to propane (F250 & F550 being replaced in 2015 – Fleet to add prep package dual fuel kits)	\$ 28,000
Propane dispensing station* (For the concrete pad and getting electrical supply to the dispenser)	\$ 10,000*
Total before incentive	\$ 78,000
Oregon Department of Energy Incentive cost reduction	- \$ 13,000
Total grant request	\$ 65,000

*Most fleets using propane fuel sign a contract with a vendor to purchase their fuel and there is no charge for the tank or dispenser. Going this route would allow us to have more sites easily adopt propane fuel in the PP&R system if the pilot goes well and we expand. ODOE has offered us to piggy back on their fuel contract to make this really simple. Propane dispensing station installation costs are not part of this project cost. It would add \$55,000 to the cost.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

City Fleet, Oregon Department of Energy, BPS, future fuel provider tbd

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CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Project Title:	Sustainable Landscapes	Request Amount:	\$ 95,000.000		
Primary Contact:	Emily Roth; Emily.Roth@PortlandOregon.gov	Phone:	503-823-9225	Lead Bureau:	Portland Parks & Recreation

Describe the Problem/Opportunity:

Portland Parks & Recreation has been a national leader in environmentally friendly land management. Yet new research has been conducted, new technologies have emerged, and the City has adopted the Climate Action Plan. These, and our own staff's desire to continually improve in this area, prompted us to include an assessment of our design, planting and maintenance processes in our current 2012-2015 Strategic Plan. This work has been completed, and the [Ecologically Sustainable Landscape Initiative](#) report is in final draft form.

Describe the Proposed Solution/Strategy:

A key recommendation of this report is that we should create and maintain diverse park landscapes by converting underutilized spaces to habitat patches, adding groundcover, and maintaining adequate solar penetration for healthy turf, and at the same time improving passive open space for play. Just as with Westmoreland Park, this would be the opportunity to improve environmental functions and bring nature to more neighborhoods. This means we will need to change some landscape areas in developed parks from unsuccessful or unused turf to something healthier and more aesthetically pleasing. Many of the recommendations of the Report can and will be implemented using existing staff and resources. However, as we initially begin implementation, there are two key tasks that require additional resources.

1. Conduct a system-wide inventory of passive open space for possible locations for landscape conversions. We would hire a limited term staff person to conduct this inventory, or assign a current staff person and use the funds to backfill that person for a year. Estimated cost: \$20,000
2. Select one existing park in each PP&R zone (3 parks) as a demonstration project to introduce a habitat patch and renovate the passive open space. A habitat patch may be a pollinator garden next to a community garden, forest where large single trees shade the turf, riparian restoration adjacent to a fish stream and/or a tall grass meadow that attracts butterflies. The strategy would include developing a public involvement plan to include the local community in the design process and to help with the implementation. It also includes working with maintenance staff on developing best management practices that can then be implemented throughout the park system. Funds would cover the implementation costs of design, landscape removal, soil preparation, irrigation modifications, planting and other costs associated with planting these demonstration areas. Estimated cost: \$75,000

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Bureau of Environmental Services on stormwater design; neighborhood associations and community for design input and implementation; Friends of Trees

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CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Project Title:	Splash Pad Water Efficiency	Request Amount:	\$150,000.00		
Primary Contact:	Travis Ruybal; Travis.Ruybal@PortlandOregon.gov	Phone:	503-823-5487	Lead Bureau:	Portland Parks & Recreation

Describe the Problem/Opportunity:

Over the past decade, Parks has implemented approximately 12 different splash pads in various park sites throughout the City. The splash pads were intended to replace decommissioned wading pools that are located in over 30 parks throughout the system. Over the past 5 years, Parks has become increasingly concerned about the operational and maintenance costs associated with these developments. Based upon some of the initial research, we have determined that the average splash pad water and sewerage costs alone are averaging approximately \$20,000 + per season to operate. Given these costs it has become increasingly obvious that replacing all of the existing wading pools in the Park system is not cost effective, sustainable or responsible.

Describe the Proposed Solution/Strategy:

In an attempt to achieve the goal of replacing as many wading pools as possible and provide the level of recreation service our community requires, Parks has undertaken a study that provides feasibility analysis as to the development & operational costs of implementing splash pads that utilize reclaimed water for above surface irrigation and in some cases on site infiltration. Based upon a previously completed planning report, the 10 highest priority park sites scheduled for splash pad development were identified and incorporated into this study. The goal was to determine the development & operational costs associated with each individual site given the unique opportunities and constraints each location presents. Initial findings show that while construction costs for a splash pad that utilizes reclaimed water is higher (by approximately \$150,000), we will see significant savings in operational costs over the life of the asset. PP&R proposes a pilot project for Fernhill Park splash pad, with a total estimated project cost of \$455,473, which will include the investment of \$150,000 for above surface irrigation, cistern, and on site infiltration.

The successful implementation of a splash pad utilizing reclaimed water will be the first of its kind to date within the state of Oregon. No doubt there will be challenges with regard to permitting and a learning curve relative to operations and maintenance associated with one of these projects. That said, should Parks decide to move forward with this project, it will most certainly reduce operational costs directly associated with water and sewer. Additionally, the delivery of a splash pad of this type will be a tremendous marketing opportunity for the bureau and help further meet City goals of becoming more sustainable.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

The findings and best practices will be share and distributed to Oregon Recreation and Park Association and National Recreation and Park Association.

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CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Project Title:	Paperless Construction Documents	Request Amount:	\$34,500.00
Primary Contact:	Kia Selley; Kia.Selley@PortlandOregon.gov	Phone:	503-823-5590
		Lead Bureau:	Portland Parks & Recreation

Describe the Problem/Opportunity:

The construction industry is increasing efficiencies through a shift to a real-time, paperless construction documentation process. This helps prevent mistakes, and ensures open communication between client, consultants and contractors. Examples of paperless technology platforms include PDF's Bluebeam Revu and SharePoint (Office 365, Phase II). These platforms can be run on laptops, desktop computers as well as tablets and smartphones. Shifting to one of these paperless technology platforms would cause a major process and cultural change in the Planning, Development and Asset Department, leading to improved communication and documentation.

Describe the Proposed Solution/Strategy:

Implementing this new technology will allow Parks to complete more thorough and timely internal reviews of projects in that these reviews can be done by individuals across many locations of the Bureau. It will also make a giant stride in improving the sustainability of design projects, in that it can eliminate thousands of printed pages of drawings, specifications and shop drawings. This in itself, can save a few thousand dollars in printing costs on large projects.

During the Design process, the design team can share work progress with Parks project staff in real-time, not needing to wait for a designated 30%, 60% 90% or final submittal. This brings efficiencies that can speed up the design process. Furthermore, this becomes a clear documentation of all decisions that can equip a project manager with the information he or she needs to protect a project's budget and schedule. During the Construction process, this will improve communication and tracking between Parks, consultant team, and General Contractor including: Submittals, RFIs (Requests for Information), bid sets, As-Builts, Punch Lists, O&M Manuals, and others.

PP&R will choose a paperless technology platform in consultation with staff and customers. We will install the software, train our staff and will require prospective contractors to utilize the program on all major construction projects of at least \$1,000,000 in estimated cost. We anticipate that we will need to develop at least three key staff who can serve as platform experts for other staff. Estimated costs include:

- Paperless technology platform update with ipad capability and maintenance: \$7,000
- Training of staff: \$10,000
- Purchase of 20 ipads for field personnel: \$17,500 one-time cost

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Best practices will be shared and distributed to other City of Portland Bureaus involved in review of construction documents.

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: LID Value Capture

Request Amount: \$50,000

Primary Contact: Andrew Aebi

Phone: 503-823-5648

Lead Bureau: PBOT

Describe the Problem/Opportunity:

Historical LID examples have shown that in addition to improvements neighborhood livability, the City also realizes increases in property tax revenues from redevelopment after street improvements are constructed by local improvement districts (LIDs). The economic effects of LIDs have not been well tracked or analyzed in the past, and PBOT has been a funding partner on most LIDs, while generally not capturing the return on these worthwhile infrastructure investments. This increased tax revenue flows to the General Fund.

This \$50K request is to hire an economic consultant to quantify the potential increase of assessed value (AV) resulting from infrastructure investments. City staff will apply the AV assumptions to a millage rate to derive increased property tax revenue to the City, schools and other partners.

Current challenges to LIDs can be summarized as follows:

- No funding to buy down the cost of LIDs
- LIDs particularly difficult to form for local residential streets, since these properties are not income-producing
- Few LIDs in the pipeline and none residential to add to the General Fund in the future
- Absence of LID funding in turn discourages additional development in private property
- Need to create a new cycle of investment where PBOT can help fund LIDs but also realize a return on that investment to create a virtuous cycle of new LIDs spurring more private development

Describe the Proposed Solution/Strategy:

Understanding the economic effects will be an important component of seeking Council approval and authority for the LID Value Capture approach. The Innovation Fund would only fund the one-time economic analysis, and is not contemplated as a direct funding component for future LIDs. The economic analysis will be tasked with modeling property tax revenue increases that might be dedicated to PBOT for a 20-year period following final assessment of the LID to defray the cost of future LIDs for property owners who wish to partner with PBOT to improve their local streets. The analysis will analyze the extent to which one-time “spikes” in property tax revenue occur as redevelopment occurs, and how these revenues might then compound over time; e.g., at 3% thereafter.

If the economic analysis results in the Value Capture program being authorized and funded by Council, a new value capture funding stream may lead to cost-effective capital improvement program (CIP) partnership opportunities with BES and PWB; similar to the NE 112th & Marx LID, with both BES and PWB financially participating in this LID for sanitary sewer, stormwater and water main improvements that meet those bureaus’ objectives. In such a scenario BES and/or PWB funding could supplement the LID and value capture as funding sources for infrastructure improvements.

Therefore this funding would:

- Create and model a new value capture financing mechanism where a portion of the property tax increases on LID benefiting is deposited into an LID matching fund
- Innovation fund request would hire a consultant to analyze the new value capture funding mechanism and make recommendations on program implementation, potential revenue, etc.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Note: Potential partners listed below would be briefed after the conclusion of the value capture economic analysis.

Neighborhood coalitions; e.g., those with highest proportions of unpaved streets in City

Neighborhood associations; e.g., those with highest proportions of unpaved streets in City PWB

BES (has already been briefed on and has participated in discussion of opportunities to coordinate CIP projects)

PWB (has already been briefed on and has participated in discussion of opportunities to coordinate CIP projects)

Office of Equity; e.g., the most diverse neighborhoods in City have largest infrastructure deficiencies

Bicycle Transportation Alliance, Oregon Walks and/or Pedestrian Advisory Committee; e.g., local street connections that can fill in connectivity gaps

The Columbia Corridor Association; e.g., we already know that local freight streets have a higher proportion of infrastructure deficiencies than the City as a whole.

Return to Kelly Ball, Office of Management and Finance, no later than November 3, 2014



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Electrical Bike Charging Infrastructure **Request Amount:** \$25,000

Primary Contact: Alex Bejarano **Phone:** X37575 **Lead Bureau:** PBOT

Describe the Problem/Opportunity:

The 2009 Climate Action Plan (CAP) includes a goal to reduce daily per capita vehicle miles traveled by 30 percent from 2008 levels by 2030. In order to do this, we need to increase the percentage of bike commute trips from 5.8% to 25% by the year 2030. The 2035 Comprehensive Plan Proposed Draft includes a decision-making transportation hierarchy for the movement of people. Cycling is the second highest prioritized mode after walking. Installing electric bike charging infrastructure will make it easier for people to bike to work, will help reduce pollution, provide everyday opportunities for healthy and stress reducing activities, and will reduce the amount of money spent on gas, parking, and car maintenance. People who live in areas of the Portland that have hilly/steep topography, who have small children or heavy gear to transport, and/or who need to travel further than the typical bike commute distance, are more likely to commute by bike if they have access to electric bicycles and electric bike charging infrastructure.

In a survey of bike commute literature, Heinen and colleagues found that barriers to biking include: safety, weather, inconvenience, lack of fitness, lack of time, being tired, and too much effort (Heinen, E., van Wee, B., & Maat, K. (2010). Commuting by bicycle: an overview of the literature. *Transport Reviews*. 30(1), 59-96.). Investing in electric bike charging infrastructure could help the City decrease the amount of gas powered vehicles in its fleet and replace them with electric bikes which are more economical to purchase and maintain than cars. For example, City of Portland staff such as parking enforcement and public safety officials could use electric bikes instead of cars which would decrease the carbon emissions associated with their work and save the City money that would otherwise be spent on gas. Increasing the amount of electric bike charging infrastructure in Portland could also help with disaster preparedness. In the event of an emergency such as an earthquake, electric bikes can be used for disaster supply runs and would help mitigate some of the fuel and transportation problems that typically affect cars and other vehicles after major earthquakes

Currently, there are only a handful of bicycle and electric vehicle (EV) charging stations within the public right-of-way in the City of Portland. Most of these stations are concentrated at "Electric Avenue" (SW Montgomery between SW 6th and Broadway Avenues). At the end of this calendar year (2014), Electric Avenue, will be decommissioned due to adjacent building construction.

Describe the Proposed Solution/Strategy:

The proposed solution would be to build a public/private partnership with private utilities and local universities to create a new Electric Avenue ("Electric Avenue 2.0"). Portland State University and Portland General Electric have expressed interest in working with the City of Portland in creating the new "Electric Avenue 2.0" in the public right-of-way within the City of Portland. PBOT and BPS propose using resources from the Innovation Project to add a highly visible and user friendly electric bike parking and charging component to the "Electric Avenue 2.0" project. This would support and encourage the use of the electric bicycles in Portland and reduce single occupancy vehicle use. The requested resources would fund electric bike power infrastructure, innovative charging lockers for bike commuters, a reservation database, bike parking signage, and contingency.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

The Bureau of Planning and Sustainability, Portland State University, and Portland General Electric.



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Public Right-of-Way Management Manual **Request Amount:** \$75,000

Primary Contact: Alex Bejarano **Phone:** 823-7575 **Lead Bureau:** PBOT

Describe the Problem/Opportunity:

PROBLEM:

Currently, the rules, policies, practices, and processes governing the management of the City's public Right-of-Way (ROW) are found in separate documents, locations and housed under various work groups within PBOT. Additionally, policy and regulatory documents from other bureaus including (Water, BES and BDS) involve the development and use of the public Right-of-Way. The policies and processes to administer permitting of the public right-of-way can at times be inconsistent from the various workgroups and across multiple bureaus. Conflicting policies and practices of the use of the public Right-of-Way create confusion and significant delays in decision making as City staff struggle to balance competing goals and needs.

OPPORTUNITY:

There is a strong consensus of internal City staff and external stakeholders to consolidate the aforementioned rules, policies, practices and processes surrounding the development, use and permitting of the public Right-of-Way into a coordinated document. This document would address existing conflicts and establish a policy and practice to balance competing needs of the ROW. Examples of competing uses include elements such as street seats, bike corrals, storm water facilities versus on-street parking.

Describe the Proposed Solution/Strategy:

The proposed solution would be to begin to create a Right-of-way Management Manual. The scope of this project would impact multiple work groups within the City as well as be very informative and helpful for the private development community in outlining the policies which would impact their design proposals.

This effort could be accomplished in the following manner:

- (1) Initially, combine the PBOT Pedestrian Design Guide; The Sidewalk Vending & Café Manuals; The Street Seats documentation; The Encroachment manual; and the Sidewalk and Driveway permit policies into one comprehensive interactive document (other policies and procedures impacting the public ROW can be added later).
- (2) Gather these policies, past practices, procedures, Administrative Rules and City Code review and identify areas of inconsistency or conflict.
- (3) Through engagement with staff, modify or remove areas of conflict to reflect a hierarchy which reflects PBOT and the City's goals/commitment to the City.
- (4) Draft/collate this manual into one document.
- (5) The innovation of this effort is to create an interactive web portal in which the user (public) can view, navigate and gather information in one place. We envision a web based interface that is user friendly and tailored to getting consistent information without navigating to multiple web pages and documents.
- (6) The interactive nature will allow the user to easily understand and contact the appropriate staff for further information.
- (7) See attached sample from the City of Boston as a conceptual option of the final product.

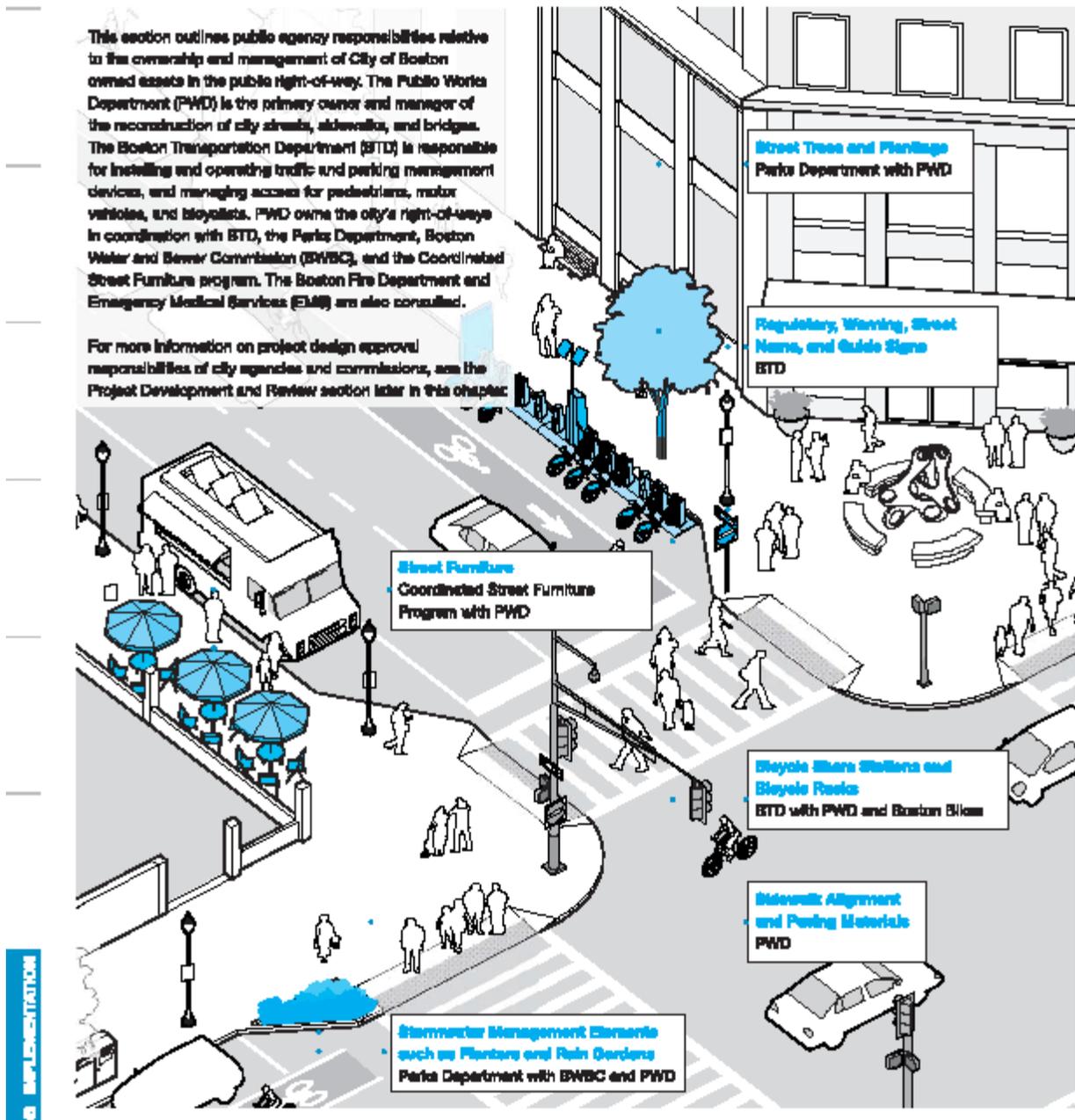
Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Bureau of Environmental Services, Portland Water Bureau, Bureau of Development Services, Pedestrian Advisory Committee, Bicycle Advisory Committee, Freight Committee

Public Agency Fiduciary Responsibilities

This section outlines public agency responsibilities relative to the ownership and management of City of Boston owned assets in the public right-of-way. The Public Works Department (PWD) is the primary owner and manager of the reconstruction of city streets, sidewalks, and bridges. The Boston Transportation Department (BTD) is responsible for installing and operating traffic and parking management devices, and managing access for pedestrians, motor vehicles, and bicyclists. PWD owns the city's right-of-ways in coordination with BTD, the Parks Department, Boston Water and Sewer Commission (BWSC), and the Coordinated Street Furniture program. The Boston Fire Department and Emergency Medical Services (EMS) are also consulted.

For more information on project design approval responsibilities of city agencies and commissions, see the Project Development and Review section later in this chapter.



8 IMPLEMENTATION



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title:	Research Based Solutions for Reducing Streetcar Rail-Related Bicycle Crashes	Request Amount:	\$150,000		
Primary Contact:	Teresa Boyle	Phone:	X36197	Lead Bureau:	PBOT

Describe the Problem/Opportunity:

In Portland, Oregon as with other US cities with urban streetcar systems, streetcar-related bicycle crashes are a growing conflict jeopardizing the health of citizens and visitors. Crashes tend to occur when a cyclist crosses the tracks at less than 60 degrees and gets a wheel stuck in the rail flange way. Portland has been the subject of claims and at least one lawsuit from those who have crashed. A local organization has solicited information from cyclists and as of April '14 had received 175 responses. This informal survey probably underrepresents the scope of the problem. No product exists to fill the flange way to prevent bike wheel entry while still allowing streetcars to operate on the rails. Current solutions, including education and street signage developed by Portland when building our first streetcar line have failed to eliminate crashes. Other cities implementing streetcar have followed Portland's lead and use signs that mimic ours. No comprehensive effort has been undertaken by any US city with streetcars to develop new tools to improve safety.

Describe the Proposed Solution/Strategy:

This project will employ a three-phased, systematic approach to conduct innovative human factors research, develop new engineering solutions, and apply, field test, and evaluate new traffic control designs to create safer interactions between streetcars and bikes. Two Oregon universities will be contributing academic resources and specialized equipment to the project. It is anticipated that the results will be usable nationwide.

Human factors research to test and measure actual cyclists' responses to various traffic control devices in controlled environments does not currently exist. Through use of a virtual simulator, this unique project will mimic our actual operating environment and proposed traffic control designs to test how quickly and uniformly the signage and striping is understood and acted on by cyclists under a variety of conditions including rain and darkness. The simulator results will be used to fine tune the designs prior to test installations on streets.

Initially PBOT will developed potential solutions at known crash locations with input from national experts. A survey of Portland cyclists will then be conducted to narrow down the proposed solutions. This process has not been done systematically before. The innovative human factors research phase follows, utilizing Oregon State University's high-fidelity bicycle simulator to test the effectiveness of up to three engineered solutions at three separate Portland locations. The simulator will be relocated to Portland State University whose staff will manage the process for the 50-100 cyclists who will be tested in the simulator. The designs will be finalized based on simulator results in the third phase and then installed at crash locations by PBOT crews. These field trials will be video-taped so their effectiveness over time can be analyzed. The most successful tools will be available for use elsewhere in Portland. A final report and webinar summarizing the applications, solutions, and research will be created. This will be shared nationally with streetcar cities and other interested parties.

Developing effective solutions to this safety problem will reduce crashes and address concerns about injury risk, which itself can be a significant impediment to those considering cycling as a transportation mode.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Major research partners are Portland State University and Oregon State University, with participation by members of the City's Bike Advisory Committee and cycling organizations including the Bicycle Transportation Alliance. Portland Streetcar Inc is a key stakeholder as is the national Community Streetcar Coalition.



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Honeybee Low-Cost Bike Traffic Counter and Experiential Data Collector

Request Amount: \$35,000

Primary Contact: Margi Bradway

Phone: 823-5667

Lead Bureau: PBOT

Describe the Problem/Opportunity:

PBOT's annual bicycle count relies on manual tallies at over 200 locations to supplement automated hose count locations. This undertaking requires approximately 560 staff hours to coordinate. PBOT also lacks an interactive mechanism for bikeway users to provide feedback on the safety and quality of their bicycling experience. PBOT's Traffic Safety Hotline (503-823-SAFE) does a very good job of evaluating safety concerns, but that data – especially in aggregate – is not easily available to the general public and only captures negative experiences. The Honey Bee project has the potential to a) reduce staff costs for collecting bicycle and vehicle traffic data; b) inform traffic safety investments with a richer set of data crowd-sourced from a wider cross-section of users; and c) provide an open, transparent forum for road users to share experiential data about Portland's transportation network.

Describe the Proposed Solution/Strategy:

"Honey Bee" is an innovative traffic counting device that also captures users' experiential data. A web site allows users to see and comment on the reports of others. Honey Bee utilizes mass produced, low-cost components to record and store count data on bicyclists and motor vehicles that pass by its sensor using a magnetometer and infrared technologies. While everyone who bikes or drives by the device are counted, those that have downloaded the smartphone app transmit the data via their smartphone to a central cloud server. Smaller than a smartphone, Honey Bee could be discretely attached to utility poles or embedded in the roadway. The production cost is projected at \$50 per unit. Road users with the free smartphone app or anyone with Internet access could also share positive and negative experience to help PBOT target traffic safety investments. Honey Bee is the product of Knock Software in Portland. Portland Development Commission's Early Adopter program introduced Knock to PBOT staff in early summer 2014.

Low-cost traffic counting devices could have profound impacts on PBOT's daily work. From analyzing construction impacts in real-time to planning future bike routes, Honey Bee could allow PBOT to leverage a new robust traffic data set in a new way. Leveraging the low cost technology could also increase the representation of low income and communities of color. For example, national bike equity advocates criticize traditional peak hour counts that miss those who work non-traditional work hours. Honey Bees installed in east Portland could more accurately capture bicyclists not traveling during peak (when manual counts are conducted). Finally, the crowdsourcing element of the application could foster a dialogue between Portlanders and PBOT regarding our streets and their uses. PBOT and Portlanders will be able to better understand the impacts of our projects through an open, interactive online dialogue.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Portland Development Commission, Early Adopter Program



CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title:	Sign Protection Proposal	Request Amount:	\$46,400.00
Primary Contact:	Kirstin Byer Peter Wojcicki	Phone:	3-1727 3-1751
		Lead Bureau:	PBOT- MO

Describe the Problem/Opportunity:

This proposal is to implement a graffiti abatement project for traffic signs and other exposed or vulnerable infrastructure. Many graffiti cleaning and protective products have been tested over the last few years but none of them have protected the signs' retroreflectivity from cleaning damage. However, based on a pilot project, one product has recently been found to be extremely effective in protecting the sign from graffiti, cleaning, and UV damage, while retaining the sign's retroreflectivity.

Though this is a graffiti abatement proposal, preserving sign retroreflectivity is a key safety consideration. The term "retroreflectivity" refers to how clearly an object can be seen at night by returning light to the observer. It is critical for night-time safety and serviceability of signs in the public right-of-way. The Manual on Uniform Traffic Control Devices (MUTCD) is the Federal document that details all of the operational requirements for signs and markings placed in publicly-traveled ways.

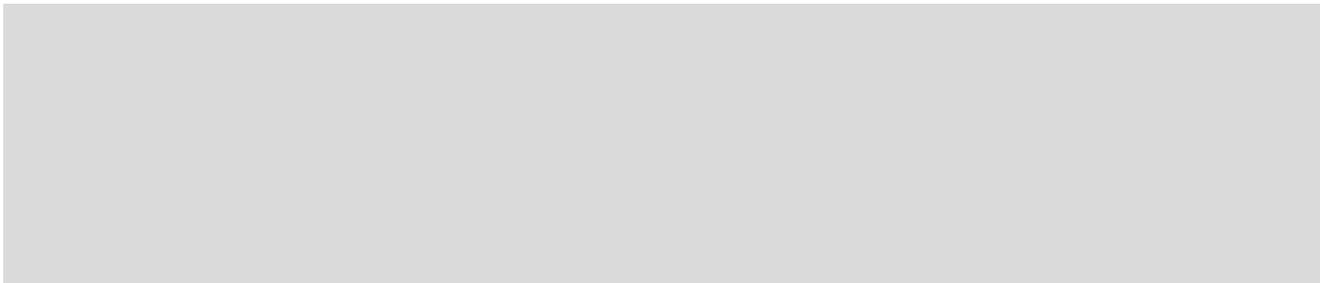
These regulations specify minimum levels of retroreflectivity as well as assessment methodologies. The Portland Bureau of Transportation has a condition assessment process to identify sign condition including retroreflectivity. Great care needs to be taken in choosing a sign protection and/or cleaning product.

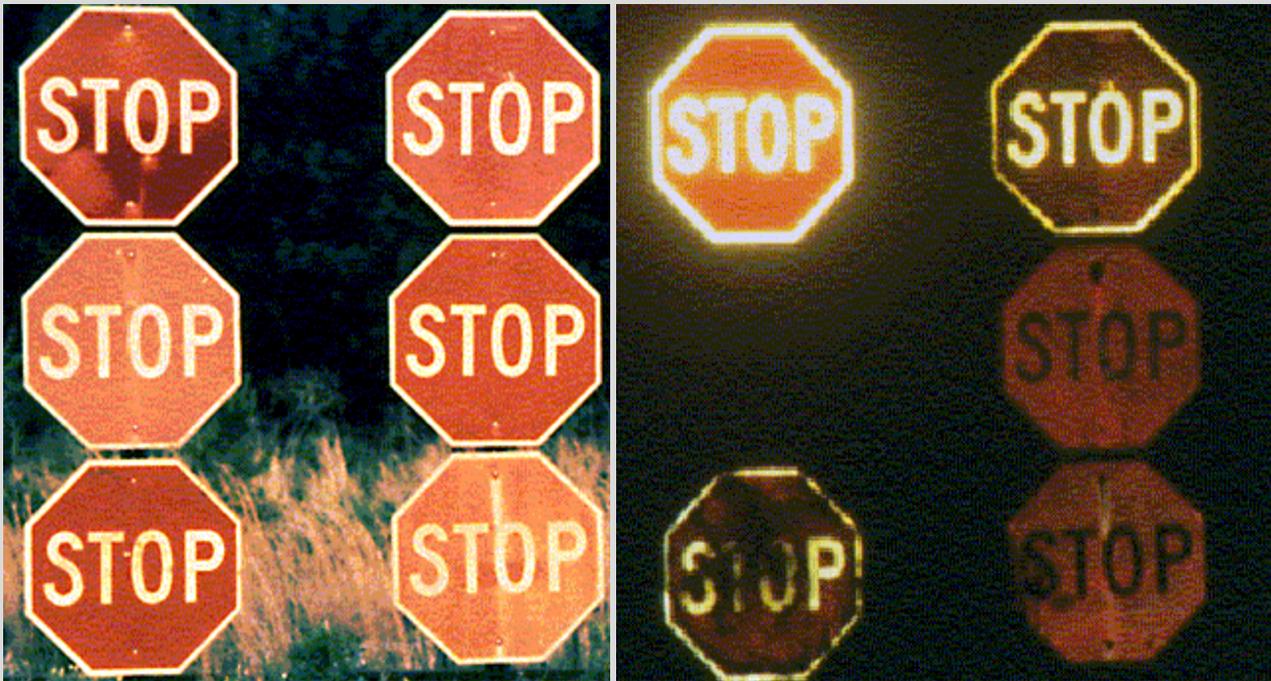
Condition assessments in 2011 and 2012 identified the presence of graffiti in 38% of the regulatory signs inspected and in about 20% of all sign types inspected. It is clear that signs that should have a service life of 12 – 15 years are being shortened by graffiti and graffiti cleaning efforts. Over half of all maintenance activity in the past 6 years has been in response to graffiti, affecting over 25% of the 163,000 signs in our inventory.

City of Portland has a clear obligation to maintain signs in good condition and to maintain at least minimum levels of retroreflectivity. We also have a strong commitment to minimizing the impact on other infrastructure such as bridges, retaining walls, signal control cabinets and other similarly impacted assets.

Sign reflectivity is damaged when graffiti occurs, but often the sign is further damaged when the graffiti is cleaned. The graffiti itself or the cleaning process disturbs the outside surface of the sign which prevents the underlying engineered retroreflective surface from returning light to the observer, thus making the sign appear dark and drastically reducing its night-time visibility.

The following example shows how a sign can look fine during the day, but its message cannot be seen or is distorted in the evenings and at night. On the left is a picture of stop signs during the day, on the right are the same signs photographed at night.





Of the approximately 165 thousand signs that are our responsibility to maintain, all but 60 thousand are federally mandated to be retro-reflective. The remaining signs are parking signs that do not have reflectivity standards.

Describe the Proposed Solution/Strategy:

This project is scalable and would be implemented as signs are due for replacement. Although certain sign types are excluded from retroreflectivity testing, it would still be beneficial to protect them from graffiti. Stop signs come pre-coated from the vendor and are outside the scope of this proposal. The graffiti protection for stop signs is not available for the other sign types and needs to be applied during fabrication.

The average sign age from our test sample is about 8 years. Ideally the life cycle of signs should be 16 years. However, it is not unusual for a new sign to require replacement after only a few days or months and repeated frequently. A protective sign treatment would provide a longer service life since signs would need to be replaced less frequently due to graffiti and other environmental damage. This would help ensure a safer roadway, more accurate life cycles for signs and possibly lower costs associated with liability claims.

Implementation would be on-going as the protective coating would become part of the routine sign fabrication process. Initially signs that are in stock in the Materials Distribution Center (MDC) would be coated. This would take place via the identification of "high return on investment" signs first such as object markers, double-arrow signs and island sign ie those that are easy to reach by vandals. The implementation would be expanded as the stock is treated and new signs are introduced with the coating already present. The placement of coated signs would be tracked.

Cost Analysis

This proposal would allow all of the following sign types to be coated, both currently in stock in the MDC and as they come through the MDC from the Sign Shop. Signs currently installed in the field would not receive a retro-installation of the protective coating, as that would not be a cost-effective solution.

- Black & White Regulatory
- Yellow (Warning)
- School, Pedestrian, Bicycle
- Guide (green/white destination)
- Parking

This proposal provides the start-up infrastructure and sets up the ongoing sign coating process for one year.

Start-up: There will need to be a material application area prepared to coat and cure the coating on the signs. This will require a few thousand dollars (less than \$3,000) to purchase and/or fabricate sign drying racks as well as an application bench and supplies.

Coating the signs in the MDC: There are a total of about 1,800 signs in the MDC that should be coated. Of those about 200 signs are a “high target value” as described above. Once the coating application area is set up, the cost to coat these signs front and back is expected to be about \$1,800 or about \$1.00 per square foot.

Coating the remainder of the signs in the MDC: At the same rate, the remaining 1,600 in-stock signs needing to be coated would amount to an additional \$11,500 to coat.

Total Startup Cost: +\$3,000+\$1,800+\$11,500 = \$16,300

One Year Cost:

The sign shop produces about 5,000 signs per year, or about 100 signs per week. Assuming those signs are fabricated roughly in proportion to the number of signs in the field, it is expected that the one year of sign coating would include:

Sign Type	No. Fabricated	Cost for Sign Coating
Black & White Regulatory	700	\$6,580
Yellow (Warning)	630	\$5,930
School, Ped, Bike	550	\$5,170
Guide	470	\$4,420
Parking	2,650	\$8,000
Total	5,000	\$30,100

The Proposal amount of \$46,400 covers the Total Startup Cost plus 1 year of sign coating activity and materials.

Savings:

Sign crews replace about 400 signs per year and clean another 900 per year in response to graffiti damage alone at a cost of \$90,000 per year. If the sign coating reduces the sign replacement rate by a conservative 50% (there will always be a need to replace some signs from vandalism) and improves the cleaning efficiency of signs by at least 50%, then this would represent a first year savings of \$7,000 and an annual savings of \$45,000 to \$74,000 per year when fully implemented.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

ONI Graffiti Abatement Program, Portland Police NERT and Neighborhood Associations.

Aside from the impacts to the traveling public, graffiti has an impact on neighborhood livability, perceptions of safety and neighborhood crime.

After the sign coating program has been in place for two to five years we will be able to involve neighborhood organizations in sign cleaning without concern about damaging sign retroreflectivity. This has been an ongoing problem with well-meaning citizens who unwittingly damage the signs while they attempt to clean them.

Return to Kelly Ball, Office of Management and Finance, no later than November 3, 2014



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Special Event Parking Removal Processes **Request Amount:** \$30000

Primary Contact: Mark Haines **Phone:** 503-823-4096 **Lead Bureau:** PBOT

Describe the Problem/Opportunity:

There are approximately 120 special events in the City of Portland each year. Special events utilize up to 2700 hours of labor each year between BOM and BTSM staff. Most of those labor hours are spent hauling barricades to and from the Bureau of Maintenance. BTSM staff is responsible for removing parking for the each special event. This includes placing 5 barricades per blockface along the special event route, and other areas, and for stapling temporary NO PARKING plastic bags to each barricade for each event. BTSM staff also prepares the plastic NO PARKING bags by labeling each bag with the time and date for each event. The process in all can take up to 12 hours per person per event and cost up to \$3000 per event. That amounts to nearly 1000 labor hours and almost \$75,000 each year to remove parking for special events. Although the costs for most of the special events are now recoverable, some events are still city sponsored (i.e. Rose Festival). Furthermore, the time it takes BOM and BTSM staff to remove parking for each special event is not recoverable. Finally, there is considerable waste associated with the plastic NO PARKING bags and labels being used today.

Describe the Proposed Solution/Strategy:

I propose to use permanent (metal) NO PARKING signs posted along each route on the existing metal posts. Each sign would use a replaceable label listing NO PARKING times for one, two, three, or four events (much like the Stadium Event Parking District near Providence Park). The new business process could:

- Reduce the amount of waste currently created by using plastic NO PARKING bags.
- Reduce the number of barricades required to be stored and replaced each year.
- Reduce labor time requirement for posting NO PARKING for BOM and BTSM staff
- Reduce the time constraints on special event staff before, during, and after events
- Reduce costs associated with posting NO PARKING for city sponsored events

Nearly the entire infrastructure for posting the permanent signs is in existence. I am asking for the grant to help promote the new business process, train BOM, BTSM, and Police staff on new process for removing parking, and for the initial investment for the permanent signage.

The most affected streets have been Naito Parkway, Broadway, NW 9th, SW Salmon, NW Overton, NW Couch, NW Davis, 4th, and Park. Based on our billing data, after the initial investment the annual savings could be as high as \$32,700 for the major streets listed above for all city sponsored events.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

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CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Mobile Timekeeping Expansion

Request Amount: \$60,000

Primary Contact: Suzanne Kahn

Phone: 503 823-1758

Lead Bureau: PBOT

Describe the Problem/Opportunity:

PBOT's Maintenance Operations Office are requesting funds to support the development and implementation of Phase Two and Three PBOT, BTS of the Mobile Timekeeping system. Phase one is nearing completion and has been hugely successful and has saved significant amounts of time for Maintenance Operations staff. Phase two is for an interface between the Mobile Timekeeping system and our Work Order/Asset management system, Maximo. Phase three is to further enhance the timekeeping features of Mobile Timekeeping in order to further reduce costs (including paper use) and to save staff time.

Describe the Proposed Solution/Strategy:

Phase two will provide for an interface between the mobile timekeeping system and Maximo. The interface will automate the upload of crew accomplishment data and tool usage data into Maximo. This automation will result in savings equal to one FTE position and eliminate costly data entry errors making the data in our systems more accurate and timely.

Phase three will include enhancements to the timekeeping portion of the system and will provide full electronic time keeping with supervisor signoff via electronic signature, full audit trail of changes that are made to payroll data, and will eliminate the printing of paper time reports. Further it is expected that the changes in phase three will increase productivity of the timekeepers and eliminate the need for vast storehouse of archived paper timesheets.

Mobile Timekeeping expansion will require the acquisition of 20-25 additional mobile devices for Maintenance Operations field staff.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

PBOT-BTS

Return to Kelly Ball, Office of Management and Finance, no later than November 3, 2014



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title:	Lighting the Way Forward: LEDs in Historic Fixtures	Request Amount:	\$ 50,000		
Primary Contact:	Peter Koonce	Phone:	823-5382	Lead Bureau:	PBOT

Describe the Problem/Opportunity:

Street and outdoor lighting is undergoing a transformation due to technology advancements. The City has been on the forefront of implementing LED technology in standard street lights (commonly referred to as cobra heads), but older ornamental lights have lagged behind. This is a problem for both the Bureau of Transportation (PBOT) and the Parks Bureau (PPB). This project would provide the capital necessary to explore the next frontier in energy efficiency in the City's ornamental lighting fixtures. PBOT will collaborate with PPB to assess the opportunity to implement LEDs in order to save up to 70% on energy costs as compared to these older lighting fixtures. We estimate reduced costs of up to \$5,000 annually. The outcome of this project would be to change the business practices of the City, updating our standard street lighting fixtures.

Describe the Proposed Solution/Strategy:

The proposal has two basic parts. The first part of the effort is to conduct a feasibility assessment between PBOT and the Parks Bureau to assess where best to conduct a demonstration project. PBOT has previously considered the Old Town Entertainment District in the previous Innovative Funds Proposal from 2013 as a location where enhanced lighting could meet public safety and other needs. Thus, PBOT staff will facilitate a series of working meetings to engage stakeholders in the technical elements of the project including exploring whether lighting systems that can be controlled remotely to adapt to events on the street or in the Park where it is applied is appropriate. It is anticipated that the outcome of this initiative will result in collaboration between Parks and Transportation in ways that have been of interest to both Bureaus for some time.

The second part of the project will result in implementation of lighting system upgrades described in the initial study. The implementation will reduce operational and maintenance costs in a way that result in long term General Fund savings. The scope of work for this effort will include the following:
Existing GIS mapping available from the City will be used to identify light pole locations to be converted as well as locations for accessing the existing communications system. Local vendors for roadway lighting, communications, and lighting controls will be engaged to provide a demonstration pilot project that the City can use to select replacement systems since there are a number of options for ornamental luminaire conversions. The location of communication gateways and surveillance cameras will need to be identified as well as the communications media. Community feedback will be gathered as a part of the initiative, to insure the lighting meets the community's interests. Ultimately, plans and specifications will be developed to document the new systems and lighting hardware components.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

The Northwest Energy Efficiency Alliance (NEEA), Energy Trust of Oregon, and regional governments involved in outdoor lighting will be invited to review our deployment. Portland General Electric and Pacific Power will be included as well.



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Maintenance Planner

Request Amount: \$75,000

Primary Contact: Ken Lee

Phone: 503 823-5065

Lead Bureau: PBOT

Describe the Problem/Opportunity:

PBOT's Maintenance Operations Office would like to procure an application that will help them plan and use allocated budget funds and other resources more effectively. The tool will include functionality that will allow them to allocate their workforce to specific work activities and using defined planning standards derive the costs, labor and equipment requirements associated to the planned activity. The system will also be required to allow what if scenarios in the event of mid-year changes in resources or priorities, compare YTD actuals vs Planned, track funds by source, and track labor, tool and equipment utilization.

Describe the Proposed Solution/Strategy:

We plan to put forth an RFP for an activity planning and scenario tool that will be used to leverage existing budget data to plan work and allocate resources in a way that increases efficiency and productivity at PBOT Maintenance Operations. The system will also provide planned vs actual comparisons, scenario analysis, resource utilization etc.

With a new planning tool PBOT's management team will allocate resources in order to maximize productivity and to satisfy budgetary constraints. In planner supervisors will specify the number of work days or production goals (i.e., 50 miles of paving) they plan to perform for a given planning standard (paving, striping, pothole patching etc.) in a budget period through the fiscal year. Based on the Planning Standards the software will calculate how many and what types of resource will be needed (labor and equipment), and will calculate the amount financial resources that will be consumed.

The system will also provide summary rollup of planned work by planning standard for each level in the organizations hierarchy which will include planned number of days of work, resource (human and equipment) requirements/utilization and total costs.

The system will also be utilized to project what-if scenarios in the event that resources are trimmed or expanded. What if scenarios can include changes in people resources, equipment resources, money resources etc. managers may want to evaluate what would happen if money was moved from one program to another or council may ask if PBOT had X more dollars how much more Y work could be accomplished.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

OMF-EBS



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Neighborhood Pedestrian and Bicycle Trip Estimator Model **Request Amount:** \$35,000 to \$75,000

Primary Contact: Christine Leon **Phone:** X37441 **Lead Bureau:** PBOT

Describe the Problem/Opportunity:

Transportation planning models exist for large scale regional trip estimating, based on vehicle trips, however practical models do not exist at the smaller non-vehicular scale that could be used by a broader based group of transportation professionals. The fabric of our City relies upon a local, intimate level of residential streets used by pedestrians and bicyclists, and street and neighborhood development relies upon such street connections. We often do not have the data to make such decisions at such a small scale.

A standardized modeling tool would provide for a quantitative and sound analysis for developing the city as we make land use decisions, review and condition building permits for infill development and street and path connectivity, implement street by street context based decisions, and develop street plans to implement 20 minute neighborhoods.

Describe the Proposed Solution/Strategy:

The proposed solution would allow for research and development into a tool that models and generates non-motorized vehicle trip counts at a neighborhood scale. The proposal could be in partnership with PSU and Metro and benefit other local jurisdictions.

With new development into multi modal trip generation models led by the Institute of Traffic Engineers, (ITE), and interest into this topic by virtually all local transportation agencies, this modeling could be a stepping stone to a stronger model in the future with additional factors.

The application of this would be very practical. There are five examples:

- (1) Street by street decision making and determining local street typology (what kind of street and cross section is necessary)
- (2) Land use reviews for determining the rough proportionality component of a developer's requirements to either dedicate property or build improvements in the public right of way
- (3) Street and path connectivity discussions, like the Texas Wetlands trail connection possibility, to illuminate the need for a trail connection and to estimate the quantity of trips and impact to the natural environment.
- (4) Street vacation and street closure considerations for street connectivity and alternate routes
- (5) Traffic detour route planning and decision making through local neighborhoods when construction is underway on a collector street, such as what occurred in 2013-14 on SE Division Street.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Bureau of Planning and Sustainability, METRO, PSU, OTREC



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Dashboard Tool - Performance Measures **Request Amount:** \$60,000

Primary Contact: Alissa Mahar **Phone:** 3-6188 **Lead Bureau:** PBOT

Describe the Problem/Opportunity:

PBOT is currently piloting a Bureau dashboard to track projects and processes in an ongoing public format on the Bureau website and to make complex data more accessible through data visualization. The dashboard is intended to increase transparency, create an accessible reference source for the history of projects and key performance measures (KPIs), and, and to facilitate communication with the public.

Dashboarding KPIs is a best practice that municipalities are increasingly borrowing from the private sector. The intent of PBOT's pilot is to create a tool that other bureaus could also use to share information with the public, acting on the 2009 Council resolution for transparency through open data, and supporting the City's place as a public governance innovator by providing a tool for increased public accountability.

Describe the Proposed Solution/Strategy:

PBOT and BTS have collaborated to develop a prototype dashboard with 11 PBOT data indicators which is nearing completion. In conducting this project PBOT is responsible for selecting dashboard content and managing an up-to-date database of that content, and BTS is responsible for the electronic links to PBOT's database and the development of data visualizations for online viewing. Once the front-end development of dashboard templates is complete the dashboard tool could be made available to other bureaus as a flexible, powerful tool. This would reduce start-up impediments for other bureaus interested in dashboarding, keep the City's data presentation formats and visual branding consistent across bureaus, and provide an actionable tool for communicating with transparency and accountability.

We are applying to the innovation grant program for funds to support two steps of the dashboard project:

1. Expand PBOT's dashboard beyond the current 11 indicators, with funds to cover staff time to develop additional data sources and populate them to the PBOT website.
2. Support the expansion of the current pilot into a resource available across the City, with funds to cover BTS staff time for website development and data display customization by bureau.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Bureau of Technology Services

Return to Kelly Ball, Office of Management and Finance, no later than November 3, 2014



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Developing innovation and evidence-based management capacity by integrating both innovation and Lean Six Sigma methodologies into program and employee performance measurement and evaluation **Request Amount:** \$83,000

Primary Contact: Alissa Mahar **Phone:** x3-6188 **Lead Bureau:** PBOT

Describe the Problem/Opportunity:

PBOT is committed to operating efficiently, and the organization will need to increase its capacity for innovation and continuous improvement as it prepares for stewardship of increased revenues to be used for street maintenance and safety projects. While new technologies are essential to drive enhanced performance, they alone do not strengthen the ability to continually improve program performance. The integration of both innovation-oriented and evidence-based processes into key bureau management and evaluation processes – such as program and employee measurement and evaluation – can both increase management capacity and assist in creating a culture of continuous improvement.

Describe the Proposed Solution/Strategy:

The proposal specifics (below) align with the federal Office of Performance Management’s recommendations for Promoting Innovation in Government: support from the top; reward innovative individuals; embrace diversity; learn from the outside; and experiment and evaluate.

Project Approach:

1. Select innovation and Lean Six Sigma expert(s) through a competitive Request for Proposals (RFP) solicitation.
2. Hire one-year limited term Program Coordinator.
3. Using contracted expert(s), benchmarking research, and dedicated staff, analyze and determine with PBOT staff “best practices” for applicable innovation and Lean Six Sigma methodologies.
4. Train PBOT key staff in methodologies described in (3).
5. Integrate innovation into management processes, using Lean Six Sigma:
 - a. Define “innovation” as it will be applied within PBOT;
 - b. Evaluate and change bureau key performance indicators as necessary to incorporate innovation;
 - c. Create and implement new standardized employee performance plan and evaluation templates;
 - d. Create and implement new standardized program work plan and evaluation templates; and
 - e. Amend bureau protocol for management leave, adding provisions for rewarding innovation.
6. Track project outcomes over a one-year implementation period (FY 2015-16).
7. Award management leave as described in (5e).
8. Report to Council, including an ongoing sustainment strategy and lessons learned for other City bureaus.

Estimated Project Budget:

\$30,000 External Materials & Services (consultant services for analysis, facilitation, training)
\$53,000 Limited-Term (1 year) Program Coordinator (0.5 FTE)
\$83,000 Total

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Lean Six Sigma and Innovation subject matter experts, to be selected via a competitive RFP solicitation.



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Accurate Real Property Management

Request Amount: \$7,500.00

Primary Contact: David E. McEldowney

Phone: 503-823-7166

Lead Bureau: PBOT

Describe the Problem/Opportunity:

PROBLEM: PBOT owns approximately 600 parcels of land. There is a lost opportunity in that PBOT lacks any comprehensive electronic database with GIS and portfolio tracking capabilities. Recently, BTS Corporate GIS created a city-wide database in which all City-owned parcels could be identified. This innovation request keys off that database which is to allow for the newly created database to be populated with key information that will help manage property. In addition, PBOT leases segments of right-of-way from other entities such as ODOT and UPRR that will only be able to be tracked in this new application with this additional data as the BTS project only tracks County tax lots.

This is an opportunity to allow city staff instant access through a GIS application to such information as hazmat and seismic reports, appraisals, leases, acquisition information, photographs and maps, funding restrictions, etc. on PBOT parcels, and leased right of way. The ability to manage and update the data, as well as running reports and queries, will provide city staff with a new resource. Grant funds would not only pay for the data population, but it would also allow for the expansion of the application to create the ability to track improvements, leases, IGA terms, or any other relevant information within any jurisdiction's right-of-way. Users would be able to review data to determine if there were beneficial uses that could be realized for city property such as construction staging areas, housing opportunities and mitigation sites, while being able to note any limitations or restrictions on the parcel.

Describe the Proposed Solution/Strategy:

Recently, BTS Corporate GIS has worked with property controlling bureaus within the City to create a city-wide database in which all City-owned parcels can be identified. If funding can be secured through a micro grant, PBOT staff would be able to go a step beyond and upload this innovative database with pertinent information associated with all of these parcels.

As a result of this process, there will also be serendipitous opportunities identified. The first is the identification of real property that could potentially be sold as surplus or identified as a lease opportunity, thus generating revenue for the bureau. Secondly, this process will potentially identify over 100 parcels that can be converted into public right-of-way and thusly removed from our inventory, creating a more realistic accounting of our holdings. And lastly, important institutional information can be added to this database for future generations to view.

The proposed work will largely be performed by PBOT's Right of Way Acquisition Section as it relates to the identification and input of the data; however, other entities within PBOT such as Maintenance Operations, SmartPark, Tram and Street Car would be able to populate the application with key information about their facilities and associated agreements. BTS Corporate GIS would perform the work needed to expand the current application they have created for the database to allow PBOT and other bureaus the ability to create polygons within the application for leases and facilities within City, State, TriMet, or railroad right-of-way.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

BTS Corporate GIS, OMF and Multnomah County.

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Intra Bureau Asset Inventory Team

Request Amount: \$85,000

Primary Contact: Gina Bell

Phone: 503-823-3340

Lead Bureau: PDC

Describe the Problem/Opportunity:

Equity and East Portland are on every bureau's work plans yet there is no coordinated effort of implementation between bureaus. Additionally, our East Portland stakeholders don't know all of the available resources in the neighborhoods and bureaus don't know of all the activities relative to their work happening in the neighborhoods. To increase City accountability to the public as well as create efficiencies, we will work with other bureaus in one or two Neighborhood Prosperity Initiative (NPI) districts in East Portland to coordinate our development and equity work as well as determine a scalable solution.

Describe the Proposed Solution/Strategy:

We propose forming an Intra-Bureau Asset Inventory Team (IBAIT) to identify City investments and coordinate equity strategies and overall work in East Portland. We see an opportunity to collaborate with other bureaus and our community partner NPIs to: look at how bureaus can work better together regarding equity-focused work in East Portland; to help bureaus better understand the work NPIs are doing in the neighborhoods; and to identify where the NPIs can help the bureaus with their work. The NPI is a PDC program focused on community economic development at the neighborhood scale. Using a community-driven, self-help approach coupled with grants, training, and support from PDC, each district is responsible for planning and implementing projects to improve the local commercial district. The NPI is a key component of the City's [Neighborhood Economic Development Strategy \(NED\)](#) - a citywide initiative to foster economic opportunity and neighborhood vitality throughout Portland neighborhoods, with a focus on low-income communities and communities of color.

To do this work we will use a facilitator to assist us and:

1. Form IBAIT with representatives from PDC, BPS, BES, PBOT, BTS and OCT.
2. Review work plan overlap with regard to East Portland activities and equity strategies.
3. Identify assets and key community leaders in 1-2 NPIs.
4. Inventory City and NPI capital activities and work within NPIs.
5. Determine if this work is replicable in other areas of East Portland/NPI districts.

Proposed outcomes include: creation a visual solution, making this information easy to update and accessible by everyone; increased stakeholder's knowledge of resources available and projects happening in their neighborhoods; bridge communication among bureaus and NPI districts; increase effectiveness of outreach efforts, community partnerships, and intra-bureau communication.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

BPS, BES, PBOT, BTS and OCT (City government) and ~2 of 6 NPI districts (non-profits)

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CITY OF PORTLAND INNOVATION PROJECT CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Workforce Navigator

Request Amount: \$100,000

Primary Contact: Dana DeKlyen

Phone: 503-823-3312

Lead Bureau: PDC

Describe the Problem/Opportunity:

Understanding how to access the regional work source system can be confusing, and overwhelming. This is particularly true for residents who face barriers to employment such as generational poverty, criminal backgrounds, limited English proficiency, and other employment barriers. PDC proposes to implement a Workforce Navigator Pilot Program to proactively connect residents within three of our NPI districts to assist in removing the barriers for entering and navigating the current Workforce System. This position would identify unemployed and underemployed residents and help them navigate to available workforce and training resources and employment opportunities.

Describe the Proposed Solution/Strategy:

The Workforce Navigator Pilot Program is designed assist local community members to efficiently connect to the complex web of workforce training and employment services. Navigators will work closely with NPI District Managers and other community based organizations in the NPI area to identify and personal connect with individuals needing assistance in accessing/navigating workforce services. The Workforce will become a familiar face within the NPI for workforce and employment services. Raising the incomes of residents in NPI areas is an important goal within NPI areas which face a higher level of unemployment than the city as a whole, and in some NPI areas gentrification pressures are raising the cost of living within the community making displacement more likely for low income residents. The Innovation Project funding will leverage and equal amount of NW Area Foundation (NWAF) funds. Services will be available in the Our 42nd Avenue, Cully Blvd Alliance and Division Midway NPI services areas.

Measuring the success of this addition to the workforce system will be done by tracking what services residents receive from the Workforce Navigator's referral. To the extent possible, PDC will also assess changes in income of individuals employed. PDC expects have the pilot program in place for the 2015 calendar year.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Worksystems Inc, Worksource Centers, NPI Districts, other community based organizations

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Field Treatment Pilot

Request Amount: \$150,000

Primary Contact: Mark Whitaker

Phone: 823-3725

Lead Bureau: PF&R

Describe the Problem/Opportunity:

Residents use the 9-1-1 system for a variety of medical problems, including lower acuity issues. The emergency medical services (EMS) system, however, is largely set up so that the most common treatment option is transport to a hospital emergency department (ED). As a result, the EMS system transports too many patients to EDs, which is often the most expensive place for treatment in the healthcare system. Also, PF&R emergency units can often be occupied on lower acuity calls rather than kept in service for emergencies. In recent years, PF&R has taken several steps to address this problem including the bureau's Rapid Response Vehicles and pilot programs to send patients to destinations other than the ED. However, additional innovative options exist to provide better treatment to patients in the right setting at a lower cost.

Describe the Proposed Solution/Strategy:

PF&R proposes a 6-month pilot program to staff an emergency response vehicle with a PF&R firefighter paramedic and a nurse practitioner. This would enhance PF&R's medical response capabilities because a nurse practitioner can offer an additional level of services to complement PF&R's paramedics. For example, a nurse practitioner and paramedic team could provide a level of on-site treatment, including sutures and antibiotics, that is not currently provided. Further, the nurse practitioner and paramedic could provide follow-up care, either returning to visit 9-1-1 patients from the previous day or scheduling visits with recently discharged hospital patients. Similarly, the program could ensure that patients with chronic conditions (i.e. TB) take their necessary medications. Several fire agencies (Mesa, Arizona and Denver, Colorado are two examples) have implemented similar systems by partnering a nurse practitioner with a firefighter paramedic.

The proposal would provide improved service levels directly to patients (more likely to receive appropriate care outside of the emergency department at a lower cost) and indirectly by freeing up other emergency services personnel for emergencies. By treating patients on site or referring them to primary care clinics, the program would reduce visits to the ED, reducing costs to the patient and the overall health system. On-site treatment could also provide improved care to vulnerable populations that are unlikely to visit a hospital or clinic. Allowing the team to proactively visit nursing homes or recently discharged patients means those patients are less likely to call 9-1-1, reducing pressure on the system and also reducing costs. The pilot would also provide important community education by helping patients connect to county clinics and other healthcare services. Lastly, the program may create opportunities for PF&R to recover costs. Insurers would have an incentive to pay for lower cost on-scene treatment rather than an ambulance and ED visit. Hospitals may be willing to pay for follow-up visits to recently discharged patients that reduce the chance of readmission.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Effective implementation would involve cooperation from Multnomah County and Bureau of Emergency Communications.

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Automated Inventory System

Request Amount: \$10,000

Primary Contact: Mark Whitaker

Phone: 503 823 3725

Lead Bureau: PF&R

Describe the Problem/Opportunity:

PF&R must maintain a stock of valuable items such as protective clothing, firefighting equipment, apparatus replacement parts, medical supplies, and pharmaceuticals to ensure firefighters are adequately equipped to safely perform their duties. Currently, PF&R's Logistics section—responsible for uniforms, apparatus, equipment, and facilities—does not have an adequate system for tracking or valuing inventory. Inventory is tracked manually through visual inspection, paper, spreadsheets, invoices, and supply request forms. This manual system creates additional work for personnel and is more likely to result in errors. It also limits Logistics' ability to produce timely reports on existing inventory, fully plan for upcoming orders and needs, and properly analyze the usage of its equipment items. PF&R would prefer a central inventory system that is updated regularly to accurately reflect existing inventory and its value.

Describe the Proposed Solution/Strategy:

PF&R's proposed solution is to acquire an automated inventory tracking system. Several vendors offer off-the-shelf solutions specifically for public safety agencies. The estimated start-up costs (\$10,000) for a system would include software, an inventory scanning device, a bar code label printer, set up, and training. PF&R's strategy would be to initially implement the new inventory system for protective clothing, uniforms, and firefighter equipment. Each section with significant inventory (clothing, station operations, auto shop, facilities, and EMS) would provide input into the selection of the automated system. If the initial pilot phase is successful, then the system can be expanded within the bureau.

The new inventory system would allow PF&R to quickly and accurately input incoming and outgoing inventory. It would also maintain an account of total inventory and its value. Such an automated system would have several advantages for PF&R:

- Allow Logistics to track incoming, existing, and outgoing inventory without paper or spreadsheet based work, reducing excessive personnel time and errors.
- Inventory could be easily cross referenced with invoices and work orders to increase accuracy and accountability.
- Logistics could produce timely reports on inventory status and value for bureau analysis, financial reports, and outside audits.
- The new system could track maintenance and replacement schedules for equipment out in the field.
- The system could timely identify upcoming shortages as well as help to identify antiquated or expired items that need to be removed from inventory.
- Accurate inventory cost figures could facilitate service invoice charged to other agencies.

A successful system would reduce the administrative burden on these sections while allowing them to provide better service to firefighters and better data to PF&R's management team.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

This proposal currently applies to sections (clothing, station operations, auto shop, facilities, and EMS) within PF&R. It could demonstrate, however, the potential for off-the-shelf inventory systems to support other bureaus.



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Project Title: Data Sharing with Faith-Based Nonprofits to End Homelessness

Request Amount: \$65,000

Primary Contact: Leslie Goodlow

Phone: 503-823-4160

Lead Bureau: Portland Housing Bureau

Describe the Problem/Opportunity:

Multnomah County has nearly 1,000 homeless assistance programs operating on an average day in the winter. Faith-based non-profits run about a third of all programs, including the majority of food programs and one quarter of all shelters and drop-in centers. Yet, despite their long history of helping those in need, very little is known about the services these organizations provide, the clients they serve, and the role faith-based organizations play in the city's larger efforts to reduce and end homelessness. The majority of faith-based programs in Multnomah County receive little or no funding from government sources. Wary of the restraints that government funding and reporting could potentially place on their organizations, Portland's faith-based organizations decline participation in government efforts to collect and report data on the clients they are serving. As a result, the work of faith-based nonprofits is not captured in the city's Point-In-Time Count, a snapshot of homelessness in Multnomah County on one night a year in January. Faith-based nonprofits also decline to participate in the City's Homeless Management Information System (HMIS), a web-based database used by City and County funded non-profit agencies to provide information on services given to homeless clients. The work of faith-based programs is a missing piece in understanding the City's efforts to end homelessness. As a whole the City has done an adequate job of building up an emergency response system for homeless people and is now focused on prevention and longer-lasting housing and support services. But the more basic support services provided by faith-based agencies are likely to remain a key ingredient in helping prevent poor people from becoming homeless and ensuring that those who do become homeless do so only once and for a short period of time.

Describe the Proposed Solution/Strategy:

The Portland Housing Bureau (PHB) proposes appointing a staff member as a faith-based community liaison to serve as a bridge between government and faith-based groups providing homeless services in Portland. The staff liaison will work with the bureau's data team and several of the larger faith-based agencies in the city to develop a data sharing program. The data sharing program will employ innovative technical tools such as XML data transfers in order to make data sharing as easy as possible. None of the faith-based agencies will be asked to manually enter data into City systems. Instead, the XML tool developed will permit the faith-based nonprofits to share data from their own internal information management systems — often volunteer created Microsoft Access databases and Excel spreadsheets— that will in turn be uploaded into the City's Homeless Management Information System. This will greatly reduce what would otherwise be a burdensome data entry process for the agencies. It will also allow the City to provide a complete picture of homelessness in our community. In the past year, PHB piloted a XML data sharing project with several of its partner organizations that routinely supply data. The pilot was extremely successful and permitted partners to easily upload data into PHB systems and eliminated hours of cumbersome data entry. This proposal — partnering with faith-based nonprofits to share data — was recommended by Portland State University's Center for Public Service as a phase two of the initial data sharing pilot. Perhaps more challenging than the previous pilot, this proposal will build a completely new data sharing relationship and grant the City access to new information. National research indicates that in general, faith-based providers serve a more diverse group of clients than do secular non-profits providing homeless services. The proportion of programs serving each client group — single men, single women, females with children, other households with children, and youth — is higher among faith-based programs than it is among secular non-profits. Creating the capacity for faith-based agencies to share information on the people they help is critical for PHB to be able to produce complete and accurate reports to guide the decisions of policy-makers.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Multnomah County, Portland Rescue Mission, Portland Gospel Mission, My Father's House, My Sister's Place

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Police Performance Management System

Request Amount: \$60,000

Primary Contact: Kezia Wanner

Phone: 503.823.0795

Lead Bureau: Police Bureau

Describe the Problem/Opportunity:

The Police Bureau tracks a multitude of data points and reports out on select performance indicators/workload data collected, although the use of this information as a management tool is inconsistent and across the bureau. Some work units have access to a wealth of data that is used to assess performance and workload and other work units are impeded by limited availability of relevant data. Ideally bureau management at all levels would make data-driven operational and resource allocation decisions, but are hamstrung by the lack of a system of performance management. The bureau seeks to Manage to Performance which requires a meaningful set of key performance indicators and a system in place to track progress and accountability toward established benchmarks and goals.

Describe the Proposed Solution/Strategy:

The bureau is in need of outside assistance, expertise, and capacity to guide the development of key performance indicators by which bureau managers can allocate their resources and make operational decisions. The concept of this proposal is to hire a consultant/consulting firm with performance management expertise to assist in identifying performance indicators for each bureau program, with metrics established for tracking performance of the indicators at each level of the organization from command staff to patrol officers. The firm will assist the bureau in determining indicators that will represent the functions/mission/goals of the Police Bureau, identifying metrics to support the indicators, and assessing if data is available or readily accessible through existing resources to populate the metrics. The key performance indicators will also reflect the bureau's current mandates related to the DOJ Agreement, as well as community input.

The consultant will work in concert with the bureau program managers to develop the key performance indicators, metrics, performance management plan, and the strategy to implement the plan. Working closely with bureau staff on the development of these elements will increase the organizational buy-in of the final system. This project will create an organizational shift in the bureau and support of the project at all levels will be essential for its successful implementation.

The intended outcome of implementing the performance management plan is that bureau programs will each be tied to a body of indicators and metrics by which managers can make decisions about allocation and deployment of resources. The indicators will also serve the bureau as a communications tool in conveying the effectiveness and efficiency of programs to those inside and outside the bureau, and will thereby assist the bureau in its goal for greater transparency and accountability.

The other option explored to address this issue is to conduct the work in-house but that was not an option we elect to pursue due to current inadequate capacity and subject matter expertise. This is an important organizational initiative and if we are to address it fully and successfully, we will need expert assistance.

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Elected officials, Department of Justice, IPR/Auditors Office, Office of Equity, community stakeholder organizations



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: City Electronic Signature

Request Amount: \$40,000

Primary Contact: Van Le

Phone: 503-823-7410

Lead Bureau: PWB

Describe the Problem/Opportunity:

There are many internal city transactions which must be reviewed or approved with (multiple) signatures for processing within one bureau or across multiple bureaus. Oregon law allows parties to contracts to agree to conduct the transaction by electronic signature under the Uniform Electronic Transactions Act. ORS 84.001 to 84.063. There is standardized language that can be added to contracts: "The parties agree City and XXX may conduct any written transactions under this agreement, including any amendments or waivers, by electronic means including the use of electronic signatures." We'd like to expand the use of electronic signatures for more city transactions, using Water Bureau documents in a case study. Presently, we collect many signatures through the old fashioned way of printing, sending a hard copy, physically signing it, then sending it back, scanning it and then keeping the hard copy. The delay is particularly acute in the case of documents requiring multiple signatures some of which can be lost in delivery.

Describe the Proposed Solution/Strategy:

We believe it is useful to have an easier, faster, safer and likely cheaper alternative to process the signature collection step in more city transactions. We propose a two part pilot on the use of electronic signatures in our Bureau.

Part 1 is a practical demonstration of the cost/benefit of converting to electronic signatures for some *single signature* transactions of low significance. Water Bureau will choose a small set of transactions with limited signers who could use off the shelf software to complete the signature step. We would lay out the As-is process (print-snail mail-find-sign-snail mail-find-sign-send back-make copies retain) and then test some improved virtual steps. For this demonstration case, we propose to use either an intra bureau transaction such as our travel and training forms or a cross bureau transaction such as MOU agreements. The solution can be as simple as purchasing existing SAAs or apps for the Water managers involved in the transaction. We would research and purchase available small scale solutions for this step.

<https://www.echosign.adobe.com/en/how-it-works.html>

Part 2 is a feasibility study to convert more Water Bureau transactions to electronic signing, particularly those which require *multiple signatures* or transactions of higher significance/volume. This study could document transactions already converted to electronic signatures and identify those where there is cost benefit value to collecting signatures electronically. Our current interoffice mail shows a flow of ordinances, contracts, amendments, and payment authorizations needing signatures. We will describe how the City could further expand the workflows/time stamps in SAP as a signature step as well as looking at additional technology solutions.

<https://rightsignature.com/signup> | <https://www.docuSign.com/>

<https://www.ci.oswego.or.us/community/webforms/electronic-signature-example-webform>

<http://www.arx.com/industries/governments/overview/>

**Electronically signed documents would be subjected to our regular archiving and retention processes. Costs will be determined based on the transactions we select. Cost for part 1 is the cost of individual software licenses for involved managers, perhaps less than \$5-\$10,000. Cost for the feasibility study is mainly staff time for Water and other interested bureaus. We suggest an internal order be set up to allow cross bureau charging for a limit of \$20,000.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)



CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title: Water Quality Map Widget

Request Amount: \$12,000

Primary Contact: Scott Bradway

Phone: 503-823-1951

Lead Bureau: PWB

Describe the Problem/Opportunity:

When there is an issue with the drinking water system resulting in discolored water, such as a water main break or construction, the Portland Water Bureau receives many calls from customers asking why their water is dirty or discolored. This sudden influx of calls can overwhelm call staff and leave customers on hold for extended periods of time. Many times the customers will express that they looked online and didn't see any information. This innovation would provide a tool for the Water Bureau, and possibly other bureaus, to post project related information on a map widget that could be placed on a web page and allow citizens to see what may be going on near their location.

Describe the Proposed Solution/Strategy:

This map-based tool would provide Portland residents a comprehensive view of all City projects happening near their homes, places of business, or schools. This would also allow the Portland Water Bureau, and other interested bureaus, to communicate to residents in real-time about either planned or emergency projects or issues. Examples of situations that could be included in the tool are water system issues, sewer work, road construction, or park projects. An example of a similar tool was developed by Severn Trent Water in the UK: <http://www.stwater.co.uk/households/live-updates/>. The grant would be used for BTS development of the tool that could then be placed on the website of any participating bureau.

Key functions:

- Unique symbols for each type of event
- Filter to view only type of events customer is interested in
- Link for each event to web page with more information
- Automatic expiration of each event so map doesn't need to be updated, or get outdated

Partners: *(Other bureaus, governments, nonprofits, or private sector organizations)*

Potential partners: Bureau of Environmental Services, Portland Parks, Portland Bureau of Transportation, Tri-Met

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CITY OF PORTLAND INNOVATION PROJECT

CALL FOR IDEAS

Fill in the shaded areas. No more than 1 page please.

Project Title:	Building for the Future: Managing Climate Risks to Portland's Assets and Infrastructure	Request Amount:	\$75,000		
Primary Contact:	Kavita Heyn & Alice Brawley-Chesworth	Phone:	(503) 823-4724 (503) 823-4913	Lead Bureau:	PWB & BES

Describe the Problem/Opportunity:

The City of Portland's built assets and infrastructure are currently valued at an estimated \$31 billion (Citywide Asset Management; PWB Budget Advisory Committee presentation). Maintaining and building assets and infrastructure is one of the City's chief responsibilities, and is a critical service it provides to Portland residents. But the City's new infrastructure will not be built in a stationary climate. The Northwest's climate future is expected to shift, with warmer year-round temperatures, hotter, drier summers, wetter spring, fall and winter seasons, and more intense and frequent rain events (Dalton et al. 2013, Climate Change in the Northwest). These impacts can affect the condition, lifetime and risk of failure of assets and infrastructure (e.g. broken pipes, landslides, flooding). Relying on historical baselines for future infrastructure planning will no longer be appropriate, especially for long-life (50 years +) assets. The City of Portland and Multnomah County's recent Climate Change Preparation Strategy identifies a 2030 objective to "institutionalize climate preparation planning and best practices". In order to meet this objective, the strategy includes actions (10b, 10f) for the City to i) develop guidelines for including climate change variables in future infrastructure decision-making, ii) acknowledge climate variables as a risk in asset management, and iii) to share information among City and County infrastructure agencies.

Describe the Proposed Solution/Strategy:

This innovation grant seeks to respond to the emerging challenge of building and managing assets and infrastructure in a changing climate by implementing the above actions that the City has recently committed to as part of the Climate Change Preparation Strategy. The City's infrastructure bureaus do not have budgeted resources to spearhead an innovative approach to this problem. PWB & BES are therefore requesting funding of \$75,000 from the Innovation Fund Pilot Program to enable the City's infrastructure bureaus to learn what other leading water, wastewater, stormwater, transportation, and parks/recreation agencies are doing to include climate risks in infrastructure decision-making and asset management. We will use the funds to develop an RFP and secure professional consulting services to research and compile information on how peer utilities in the U.S. and internationally (specifically Australian urban utilities) are designing infrastructure and assessing asset risk with climate change in mind. PWB and BES will capitalize on existing relationships with other entities (e.g. the American Water Works Association's Asset Management National Committee, the Water Utility Climate Alliance or the Institute for Sustainable Communities), to enable the consultant to research different approaches. One such approach is how Seattle Public Utilities includes climate variables at the planning stage of its infrastructure planning process. PWB and BES would first convene staff from PBOT, PP&R, and BPS to create a scope of work and RFP for the consultant. These staff would be involved in the RFP selection process, and would guide the work of the consultant to deliver a report. Information from this report would be shared with planning and asset management engineers at the infrastructure bureaus to consider how climate factors could be included in asset management and infrastructure planning. The information could also be used to enhance how Portland's infrastructure bureaus benchmark with other peer cities and infrastructure agencies.

Partners: (Other bureaus, governments, nonprofits, or private sector organizations)

Infrastructure bureaus (PBOT, PP&R) & BPS

Return to Kelly Ball, Office of Management and Finance, no later than November 3, 2014