

IMPLEMENTATION

THE PORTLAND PLAN BRINGS SOME OF PORTLAND'S MOST INFLUENTIAL PLANS AND PROJECTS TOGETHER UNDER A SHARED TITLE AND ACTION PLAN.

The purpose is:

- Make sure the most important parts of the City's and various Portland Plan partners' plans are aligned and implementation is coordinated.
- Establish a shared set of priorities and measures of success for partners.
- Coordinate data collection and data analysis processes, so that bureaus, agencies, businesses, community organizations and Portlanders can base decisions on accurate and shared information.
- Provide a framework for independent community action.

Achieving the Portland Plan's integrated strategic goals and advancing equity will require Portlanders to think and act differently and with intention in the years to come. All Portland Plan actions will be implemented using the Framework for Equity elements as a guide.

Together, the Portland Plan partners, businesses, community organizations and individuals will build upon our assets to advance equity and improve opportunity for all Portlanders.

More than 20 agency partners, including Metro, TriMet, Multnomah County, the school districts, the Portland Development Commission and others will continue to commit resources to help implement the plan over the next 25 years. Improved alignment and coordination among the partner agencies, which collectively spend nearly \$8 billion annually on the issues addressed in the Portland Plan, will ensure that partner agencies use public resources in the smartest possible way. Portland Plan partners will also continue to work to develop strong partnerships with state and federal agencies.

The Portland Plan features actions that agency partners can align to meet stated community needs while reducing overlapping projects and spending limited public funds more efficiently. But, the Portland Plan goals cannot be achieved by government agencies working alone, or even with a small set of community partners. Portland Plan agency partners must work with Portland's businesses, nonprofits, community organizations and individuals to facilitate implementation of the Portland Plan goals.

LEAD AN ACTION

LEAD PARTNERS WILL:

- Adopt, fund, schedule and coordinate the implementation of one or more Portland Plan action that match their organization's mission.
- Recruit, coordinate, recognize and support additional partners that can help implement action(s), including community organizations and businesses.
- Complete a brief status report in year three of the plan (FY2014–2015) on each action they agreed to implement.
- Participate in Portland Plan meetings and community forums.
- Coordinate with other partners to request modifications or add new ideas.

Potential lead partners were identified during the plan development process. Lead partners for each action will be formalized as actions are selected for implementation and become part of an organization's approved budget. This is only a starting place. In most cases, lead partners will be government organizations. In some cases, a non-governmental organization could be a lead partner. Lead partners will be responsible for identifying funding for the action.

SUPPORT AN ACTION

SUPPORTING PARTNERS WILL:

- Provide direct assistance to lead partners where support matches the organization's or business's mission and resources.
- Undertake activities that support Portland Plan actions and objectives.
- Coordinate with lead partners where technical assistance or volunteer support is needed.
- Leverage additional funds, as appropriate.

Supporting partners may include businesses, nonprofits, community organizations and government agency partners. They will include both those already identified in the plan and others, as appropriate. Supporting partners will be identified through a collaborative process as actions are identified for implementation. Identifying supporting partners will be the responsibility of the lead partner.

TAKE YOUR OWN ACTION — MY PORTLAND PLAN

Portland's engaged residents, businesses and community organizations are among the city's greatest strengths. Portlanders continued support is essential to the Portland Plan's success. The Portland Plan goals of prosperity, education, health and equity can only be achieved if businesses and community organizations as well as individual Portlanders take complementary supporting actions that align with their missions, interests and capacities.

Ideas and recommendations for how to support the Portland Plan will be shared at www.pdxplan.com, on partner websites and via traditional and social media. Identifying pathways for businesses, individuals and groups to take independent action will be an early Portland Plan implementing action.

Go to www.pdxplan.com and click on the My Portland Plan page.

REPORTING AND ACTION PLAN UPDATES

The Office of Management and Finance and the Bureau of Planning and Sustainability will work with the lead partners to produce a Portland Plan assessment and progress report in year three of the plan (Fiscal Year 2014–2015). The report will list actions that are underway or complete and provide an update on the measures of success.

Recommended new actions for the 2017–2023 action plan will be developed in Fiscal Year 2016 and presented to the City Council no later than the end of calendar year 2016 to allow time for new Portland Plan actions to be included in the Fiscal Year 2017–18 budget.



GOAL-BASED BUDGETING

The Portland Plan will help provide the City of Portland with a coordinated and measurable approach for organizing and prioritizing annual budget requests and for prioritizing work with other agencies and organizations.

When fully implemented, the new budget approach will direct City of Portland bureaus and offices to:

- Identify how programs and projects support the Portland Plan strategies and specific actions.
- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process.
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve participation and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards.
- Coordinate City budgets with local, state and federal agencies.

The actions in the plan will be adopted by resolution. Programs and projects formally approved by resolution are not binding. However, many of the actions lead toward implementing measures that are binding (e.g., intergovernmental agreements, ordinances, administrative practices and Comprehensive Plan policies). Each fiscal year, the partners will review the actions and determine which actions are the highest priorities.

A DIVERSE TOOLBOX

The plan relies upon the City and its partners to be innovative with new market-based tools, intergovernmental agreements, education and technical assistance, advocacy, capacity building and leading through model behavior.

There are three primary ways that Portland Plan partners can fund plan implementation: (1) by changing the way we deliver services such as making targeted amendments to service standards, (2) through revenue generation and (3) by achieving strategic action alignment across local, state and federal budgets.

Partners do not intend to rely on increased revenue to support the Portland Plan actions. In some cases, it may be necessary to restructure revenue models that rely on outdated assumptions.

FIVE-YEAR ACTION PLAN

Number	Actions	Partners
129	Year-one action identification: Identify which actions will commence during the FY2012–13 budget, given partner organization's approved budgets.	OMF, BPS
130	Community action support (on going): Update the Portland Plan website, www.pdxplan.com , to include recommendations and ideas for how Portlanders can develop complementary Portland Plan actions. This action is implemented on an on-going basis.	BPS
131	Action progress review (on going): Institute a process by which lead partners track and coordinate progress.	OMF, BPS
132	Partner budget alignment (on going): Convene Portland Plan partners to align future organizational budgets according to Portland Plan priorities.	OMF
133	Amend City of Portland budget instructions: Develop City budget instructions that clearly identify which Portland Plan measures or goals bureaus must track each year.	OMF
134	Join regional and city measures: Collaborate with Greater Portland Pulse to integrate the Portland Plan measures into the regional indicators effort.	BPS, PSU
135	Comprehensive plan update: Complete the Comprehensive Plan to meet State-mandated long-term planning for growth, land use, transportation, economic development and community involvement.	BPS
136	Annual action identification: By the end of 2012, partners identify which actions they recommend for funding in FY2013–14. Continue this annual process through FY2016–2017.	OMF
137	Action plan update (on-going): Update the Portland Plan website, www.pdxplan.com , to include information on which actions are up for consideration in the upcoming budget year. This action happens yearly.	BPS
138	Action plan assessment: Complete a year-three assessment (FY2014–15) of action implementation and track progress against the Measures of Success.	OMF, BPS
139	Update action plan for FY2017–18 through FY2021–22: Develop and update the action plan for Fiscal Years 2017–18 through 2021–22 and present the updated action plan to the City Council by the end of 2016.	BPS and OMF
140	Federal and State of Oregon partnerships: Work with the Office of Government Relations to form Portland Plan-based partnerships with State of Oregon and Federal agencies.	OMF, BPS, OGR

THE PORTLAND PLAN

