

Portland Housing Bureau

Executive Strategy Team

Meeting Notes – February 26, 2010

Attendees:

Andy Miller	Andrea Matthiessen
Alissa Brumfield	Jon Gail
Anna Shook	Jenny Kalez
Jennifer Chang	Jacob Fox
Margaret Van Vliet	Nate McCoy

Agenda:

- Margaret's Vision for the Team
- Review the Team Charge
- Team Ground Rules & Expectations
- PHB Strategic Plan – Review Outline and Draft RFP
- Next Steps & Next Meeting

Action Items

- Adding regular agenda item: Round Robin
- Andy requests that team members read through the RFP and submit feedback to Andy and Alissa by Tuesday, March 2.
 - Please pay special attend to which method of funding/payment
 - Timeline for work starting
 - Work Requirements section
 - Deliverables and Schedule

Vision for the Team

- Serve as a cross-functional team to review how we're doing our business across all departmental areas of the Bureau
- Define the priority issues we need to be thinking about, both internally and externally to PHB
- Provide thoughtful advice and feedback on direction and issues from a diverse range of perspectives
- Be the "eyes and ears" of the bureau, to bring important issues affecting staff and staff morale to the table
- Support PHB as a whole so staff can do their jobs well and have fun
- Develop how we can engage internal and external influences
- Regarding accountability to teams, managers are the ones who should be accountable back to teams around problems or issues
- Executive Strategy Team members are here to focus on their peers & the agency as a whole
- Staff are very interested in the work we are doing, so solicit questions to bring back to EST.
- Other than the Strategic Plan, the other immediate need is for good bureau communication, other than meetings and the newsletter.

Team Charge

- Team will serve the function to help interview and select the consultant for the Strategic Plan Request for Proposals

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- The Strategic Plan itself will involve the entire bureau, and this team will facilitate the process
- Good place to experience some leadership development
- Meetings will serve as a bi-weekly “temperature reading” on how the broader staff at PHB are doing
- Good place to bring feedback about the PHB environment for processing
- Notes will be published to staff and posted on the POL employee tab
- Team members will provide periodic reports on EST activities at all-staff meetings

Team Ground Rules

1. Come prepared, and on time.
2. Honor our commitment to the team.
3. Practice active listening; listen to understand.
4. Commit to be open-minded, think outside the box.
5. Engage fully – allow every team member a chance to talk.
6. Respect each other’s opinions.
7. Respect confidentiality.
8. Check personal team/program allegiance at the door.
9. Strive for clear, concrete outcomes and decisions.

PHB Strategic Plan

PSG Design Lab update

- The work PSG conducted during our Bureau’s transition phase provided useful information about some of the goals and considerations that should be included in our Bureau’s Strategic Plan. Margaret and Commissioner Fish have reviewed the PSG findings and made recommendations on items that should be further discussed by the EST and PHB as we begin developing the Strategic Plan.

Comments on the Strategic Plan Outline Draft and “Strategic Planning and Organization Development Services” Request for Proposal

- The Strategic Plan will be aimed at being less than five years. Ideally, it will be for three or four years.
- September 2010 is the goal date for finalizing the plan. This timeline matches with the Bureau’s budget process timeline.
- The RFP should contain language specifying that the Consultant will synthesize the data we already have and solicit additional feedback from our stakeholders and the broader public.
- The Consultant’s scope of work will include translating the data and providing recommendations on priorities.
- Need to make our plan open to the public
- The branding outcome stated in the draft RFP should be revisited. This item might be overly ambitious to include in the scope of work for the consultant, and it may be better to take it out.
- Communications and branding work will be overseen by Maileen Hamto, our new PIO. She will help advise the planning and process in this area.
- Prior to creating the strategic plan, we will need to clearly define, and agree upon, PHB’s mission and values. This task will be the first priority in the development of our Strategic Plan.

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- The Strategic Plan will need to be easily accessible and understandable to the “average person” on the streets. It should not be too technical and should use commonly-understood definitions and concepts.
- In selecting the consultant, we should ideally seek someone who is an objective third party with no previous ties to PDC or PHB.
- Language in the Outline and RFP needs to include specifically state PHB’s priority for creating an equity agenda, and provide some definition of what that means. The focus on equity concepts should be integrated throughout the proposal and the subsequent scope of work of the consultant.
- Seek consultant’s background and effectiveness in working on issues of equity, which can be included in the qualifications section of the RFP.
- Rework the language in the Scope of Work to better match the bullet points in Background.
- Solidify who is the bureau’s customer.
- With the RFP, have consultants submit examples of plans they have written.
- Team requests the “Qualifications” section of the RFP