

Quarterly Audit Briefing

June 25, 2020

Mary Hull Caballero
City Auditor

- **Follow-up Reporting**
- **Cannabis Program**
- **Lents Urban Renewal**



PORTLAND
CITY AUDITOR

Audit Services

Follow-up Dashboard





Implemented



In Process



Slow Progress



Not

Pending



www.portlandoregon.gov/auditservices/follow

up

Audit Services
Audits City bureaus and programs for efficiency, effectiveness, and equity

Audit Follow-up Dashboard
At the end of every audit report, we issue a series of recommendations intended to make programs work even better.

We are tracking

Audits: 24
Recommendations: 132

Use the arrows below to navigate the dashboard. Page 2 shows recommendation status by bureau with details in the table below the charts. Users can select a specific audit on page 3 to read a narrative about the audit as well as to see links to the full audit report. Page 4 shows a comparison of the percentage of recommendations implemented by bureau. The final page explains what recommendation status means as well as some other notes on the data.

Audit Details Americans with Disabilities Act: Coordination gaps complicate City response

The Americans with Disabilities Act's purpose is to ensure that individuals with disabilities have the same access and opportunities as those without disabilities. Our 2016 audit found the City makes accommodation requests difficult for individuals with disabilities and the process varies by bureau. More consistent data collection and analysis would improve the City's response to requests and complaints submitted by individuals with disabilities. The Office of Equity and Human Rights made progress last year to improve the consistency of the City's response to accommodation requests. City Code and policy were updated, and a dedicated coordinator works with staff across City bureaus. The coordinator educates bureaus on their responsibilities under the Americans with Disabilities Act and provides resources to help staff improve accessibility of City...

Bureau	Status	Original Date	Recommendations	Follow-up Date	Update
Equity and Human Rights	Implemented	12/13/16	OEHR should identify and document roles, responsibilities, and processes. The updated roles should be approved by the City Council and any budget and staffing adjustments should go through the City's annual budget process.	3/31/20	The City Council passed a resolution in Fall 2019 directing the Office of Equity and Human Rights to establish overall City plans and policies for the Americans with Disabilities Act and directed all City bureaus and offices to implement the plans. The

Recommendation Status by Bureau

Select a bureau
Chief Administrator

Audits: 3
Recommendations: 22

Report Title	Status	Original Date	Recommendations	Follow-up Date	Update
Cleanups of Homeless Camps: Improved communications and data needed	Implemented	3/31/19	Clarify the assessment risk factors and scoring, identify what risk factors require photographic documentation, and establish a common understanding of the criteria among the crews who carry out the assessments.	6/2/20	The program said it improved the consistency of assessments and put quality controls in place. Photos are required of all materials and debris at campsites
Cleanups of Homeless Camps: Improved communications and data needed	Implemented	3/31/19	Ensure that contractors have a common understanding of what the City considers personal property.	6/2/20	Crews changed their processes: Crews pack property in clear plastic bags and warehouse staff photograph and inventory property. Crews receive on-going training. The program website is described above.

Recommendation Status by Bureau

Audits: 24
Recommendations: 132





Audit Services

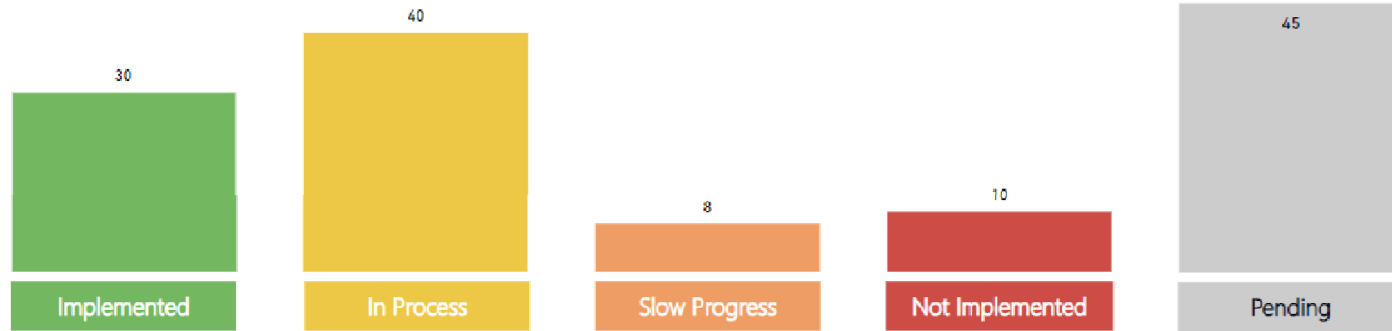
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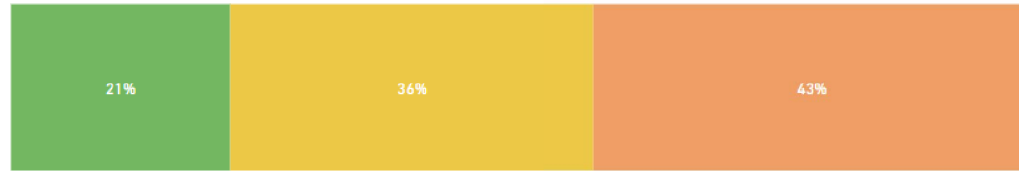




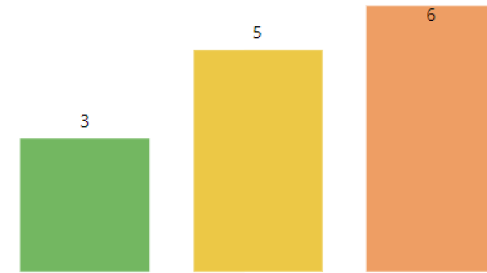
Recommendation Status by Bureau

Select a bureau

Environmental Services



Audits
2
Recommendations
14



Legend Implemented In Process Slow Progress Not Implemented Pending

The percentage of recommendation status citywide is listed at the top.

Report Title	Status	Original Date	Recommendations	Follow-up Date	Update
Restoration Projects and Green Streets: Planning and evaluation needed to confirm success	Implemented	12/4/18	Create oversight procedures to ensure that staff follow Operation and Maintenance guidelines.	12/19/19	The Watershed Revegetation Program created a new report to flag assets that have not been inspected or are due for maintenance.
Restoration Projects and Green Streets: Planning and evaluation needed to confirm success	Implemented	12/4/18	Define quantifiable standards to describe functioning condition for green streets.	12/19/19	The Bureau modified the number of inspection categories and applied quantitative measurements to report overall condition and to identify assets needing maintenance.
Restoration Projects and Green Streets: Planning and	Implemented	12/4/18	Update Operation and Maintenance guidelines that support functioning	12/19/19	The Bureau updated the Stormwater Operations and Maintenance Manual.





Select Audit Title

Cleanups of Homeless Camps: Improved communi... ▼

Bureau	Commissioner	Director
Chief Administrator	Ted Wheeler	Tom Rinehart

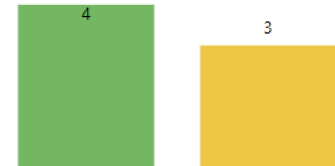
Audit Details

Cleanups of Homeless Camps: Improved communications and data needed

The City's Homelessness/Urban Camping Impact Reduction Program addressed some of the recommendations to improve its response to people living in tents and makeshift shelters on City property. The program takes complaints, assesses campsites, and removes trash, but some cleanups displace people from their belongings. Our 2019 audit found that this program has had some success, but needed to improve public information, data collection and analysis, and internal policies.

In the year since our audit, the program has improved how it takes care of people's property and began building a web application to better manage and track its work. The program also changed its services in response to the COVID-19 pandemic.

Recommendation Status



Report Link

<https://www.portlandoregon.gov/auditservices/article/725888>

FollowUp Link

<https://www.portlandoregon.gov/auditservices/article/761604>

Bureau	Status	Original Date	Recommendations	Follow-up Date	Update
Chief Administrator	In Progress	3/31/19	Establish data systems and procedures that improve data quality and reduce manual processes, such as by assigning unique identification numbers to assessments and automating the workflow.	6/2/20	Crews began using an internal web application in July 2019 that automated many manual processes, improved quality controls, and identifies reports about the same campsite.
Chief	Implemented	3/31/19	Ensure that contractors have	6/2/20	Crews changed their



Follow-Up

Cannabis

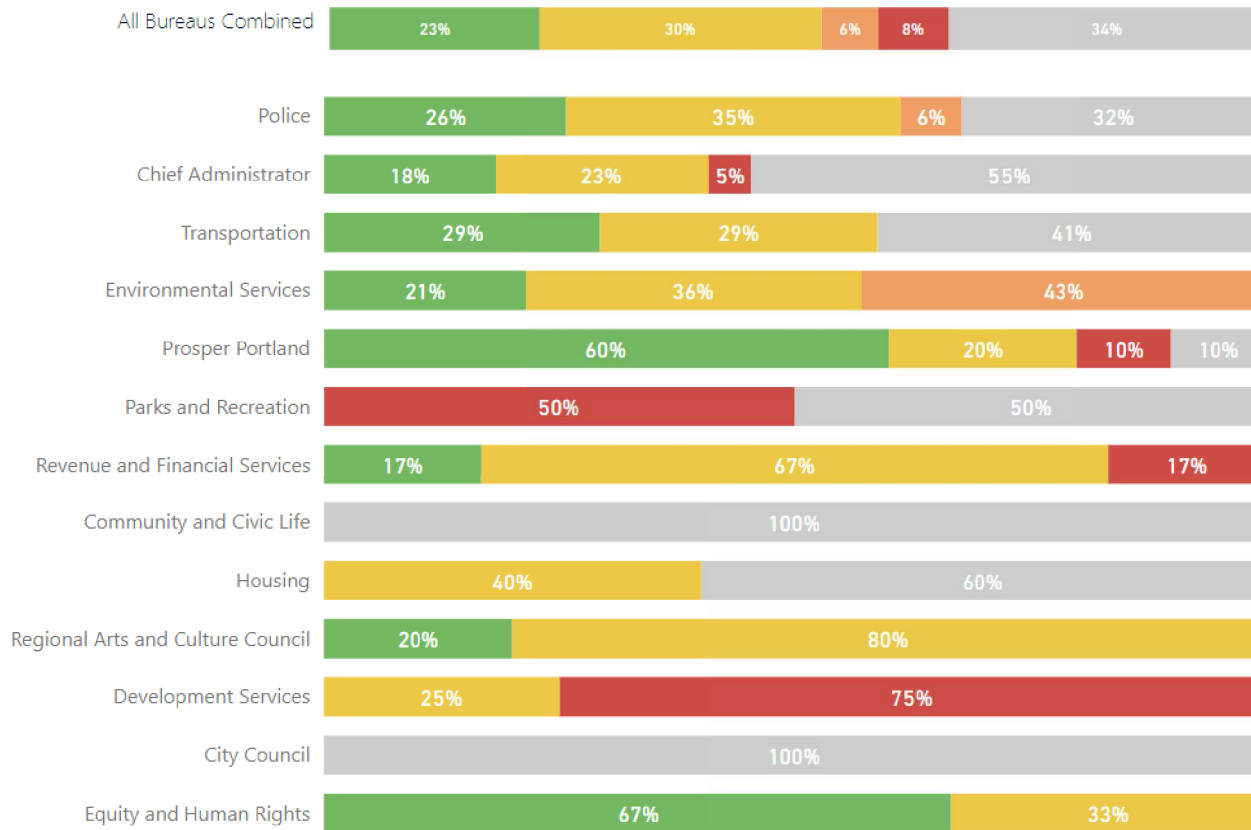
Lents



The CITY OF PORTLAND Oregon

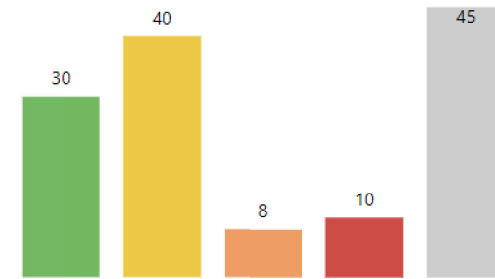


Recommendation Status by Bureau



Audits
24

Recommendations
133



Legend



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Data Notes

We designed this dashboard to inform the public about the status of audit recommendations. We've prepared it with a few audiences in mind:

City Council can use it to identify bureaus that may need additional resources or support in order to implement audit recommendations.

Bureau management and staff can use it to track recommendation status across audits to develop work plans and priorities.

General public can use it to monitor the status of recommendations related to topics of interest and to compare performance across bureaus.

Bureau Directors can use it to assess bureau performance and to determine if any changes in policy or procedure are necessary.

Recommendation Status

Implemented: fully implemented by the bureau

In Process: bureaus are on their way to implementation

Slow Progress: bureaus committed to implementation, but have not made much progress

Not Implemented: bureaus are not intending to implement

Pending: new recommendation and auditors have not followed up yet

This report only includes the status of recommendation from audits produced since 2018, which was the beginning of our new follow-up process. We will continue to keep track of recommendations for 10 years.

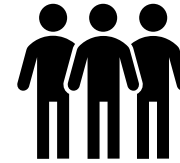
We track the four functions performed by the Office of Management and Finance separately despite the fact that they all report to the Chief Administrative Officer. These functions are the Office of the Chief Administrative Officer which includes facilities management, fleet management, and programs to address homelessness; the Bureau of Human Resources; the Bureau of Revenue and Financial Services; and the Bureau of Technology Services.



Audiences



Council



General
Public



Bureau
Directors



Staff



Cannabis Program

Management fundamentals needed to improve regulation of emerging industry
January 2020

Program strategy

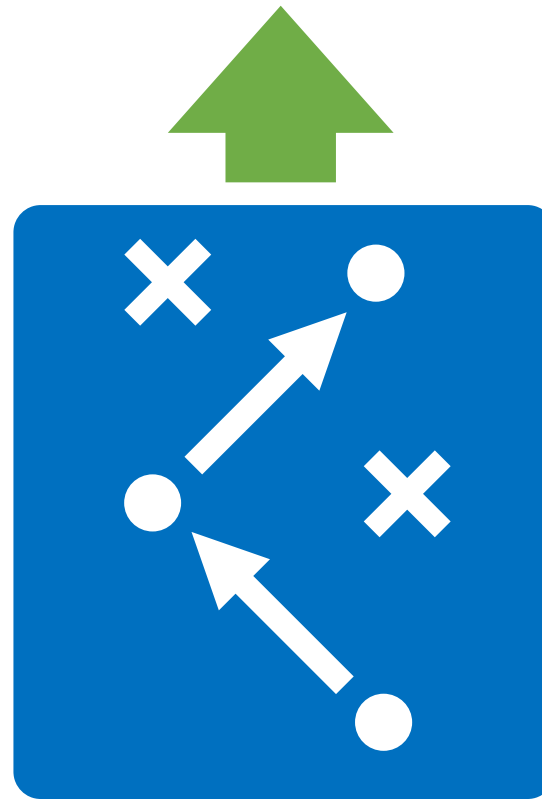
Licensing Data

Enforcement data

Budget and fees



Strategy not defined



Budget and fees not based on strategy or workload

	Revenue	Expenditures
2018-19	\$1,192,649	\$936,019
2017-18	\$1,154,301	\$939,928
2016-17	\$1,131,847	\$834,361



Data on licensing, enforcement, and complaints not reliable



Data does not inform future program direction



Recommendations:

- Develop and communicate a strategy.
- Implement a data management system to consistently and accurately track data on licensing, complaints and enforcement processes.
- Inform Council and the public, develop communication tools that include program and cannabis industry information.



Lents Urban Renewal

**20 years of investment with
minimal evaluation**

Report issued: February 2020



Ambitious Urban Renewal Goals

Neighborhoods

Housing

Jobs

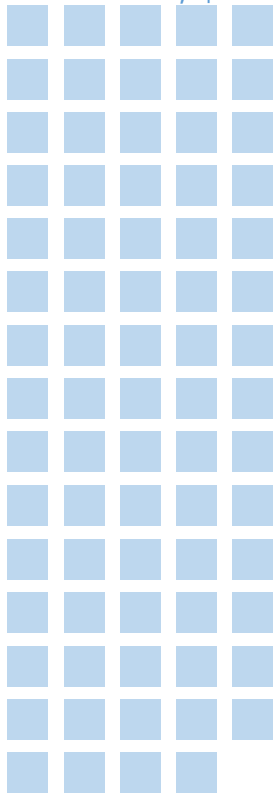
Commerce



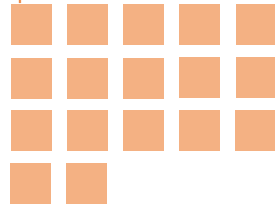
\$207 million spent

2000-2018, in 2018 dollars

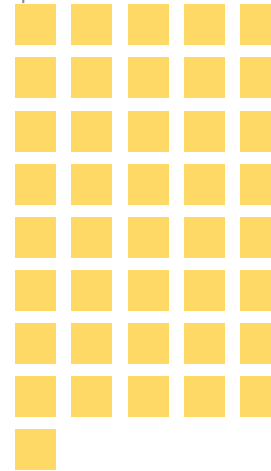
Redevelopment and commerce, \$74 million



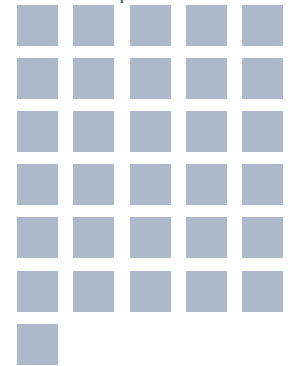
Neighborhoods \$17 million



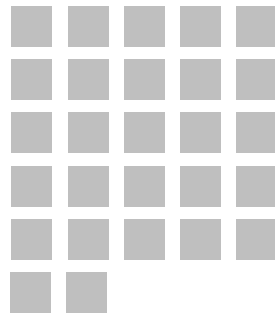
Housing \$41 million



Administrative costs \$31 million



Infrastructure \$27 million



Jobs \$7 million

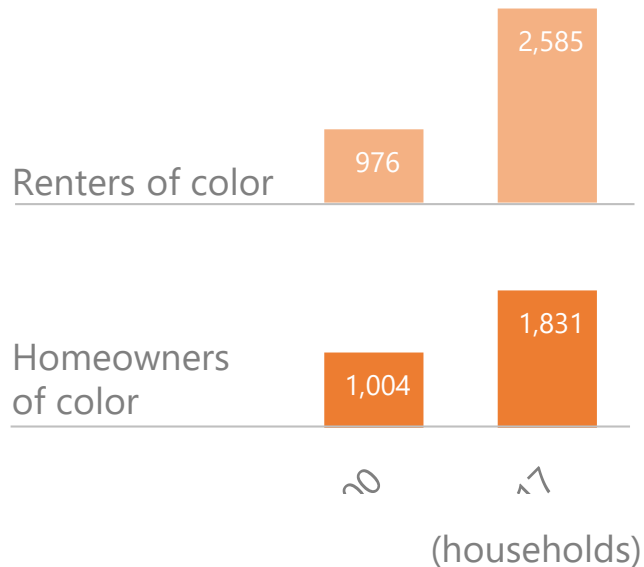


Other direct costs \$10 million



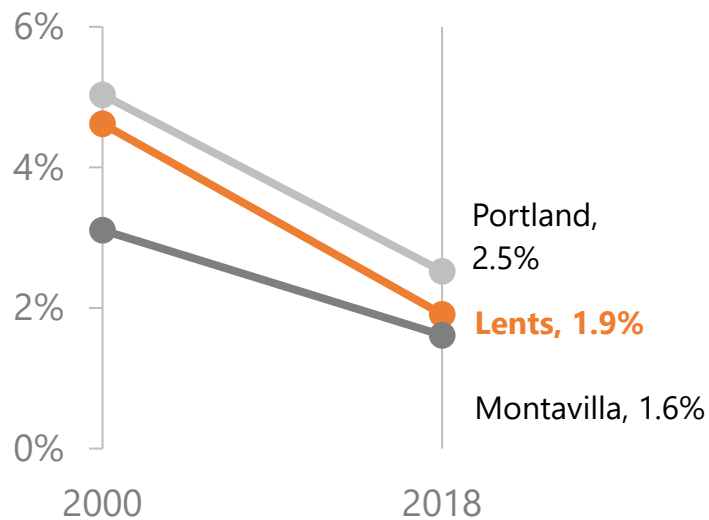
Neighborhoods

Homeownership rate fell
among people of color



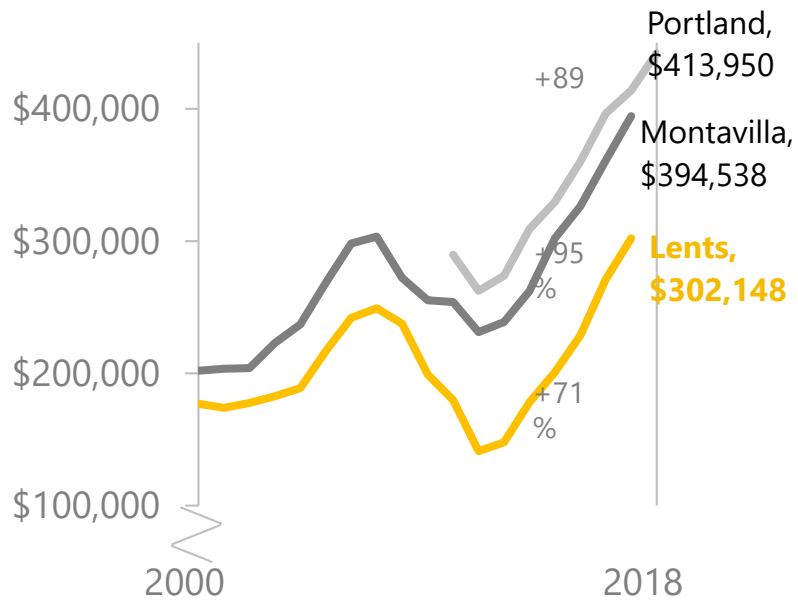
Neighborhoods

Fewer lots are vacant



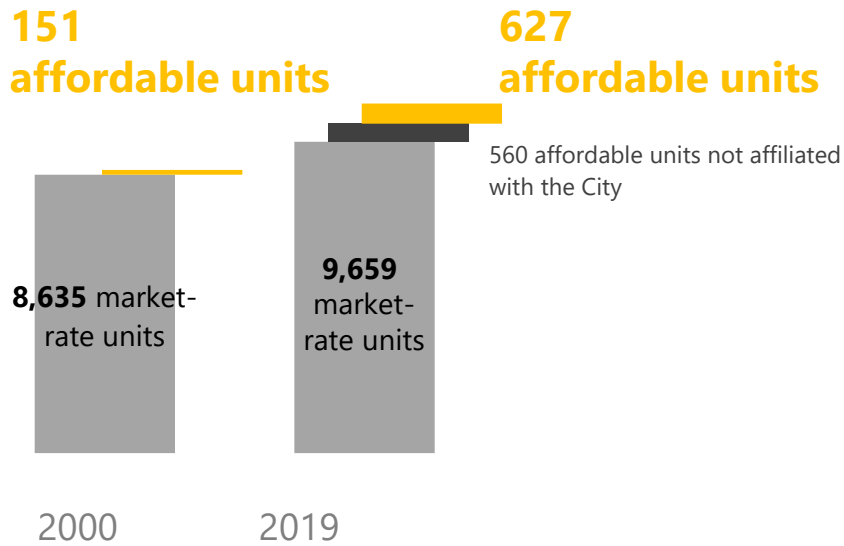
Housing

House prices soared



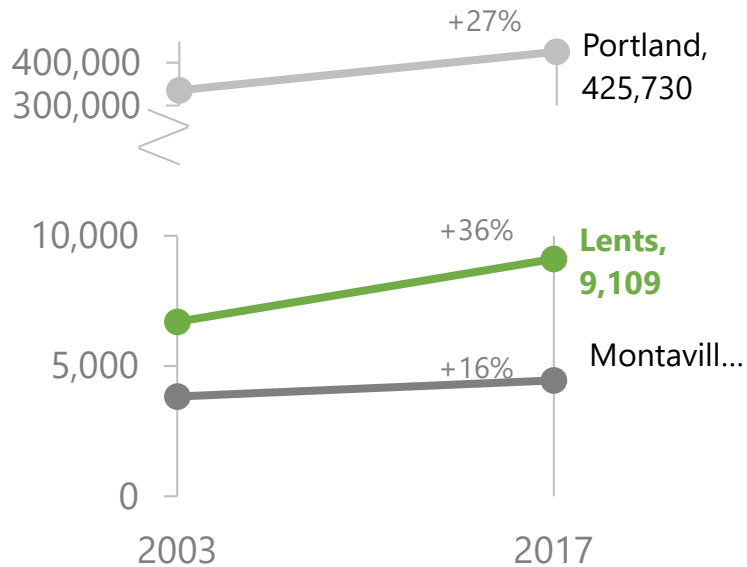
Housing

More affordable housing in Lents



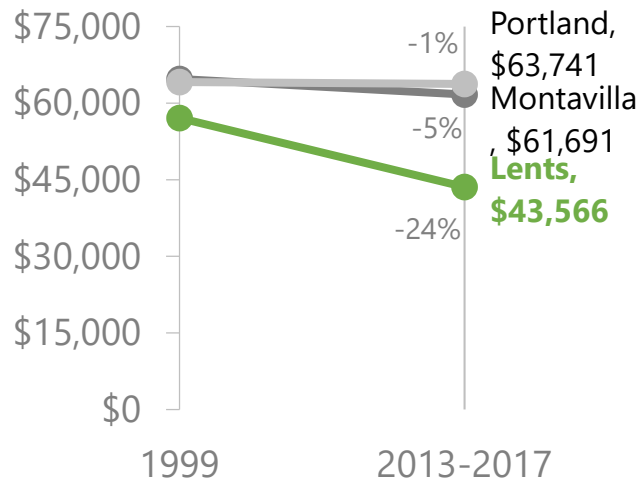
Jobs and Income

Jobs increased

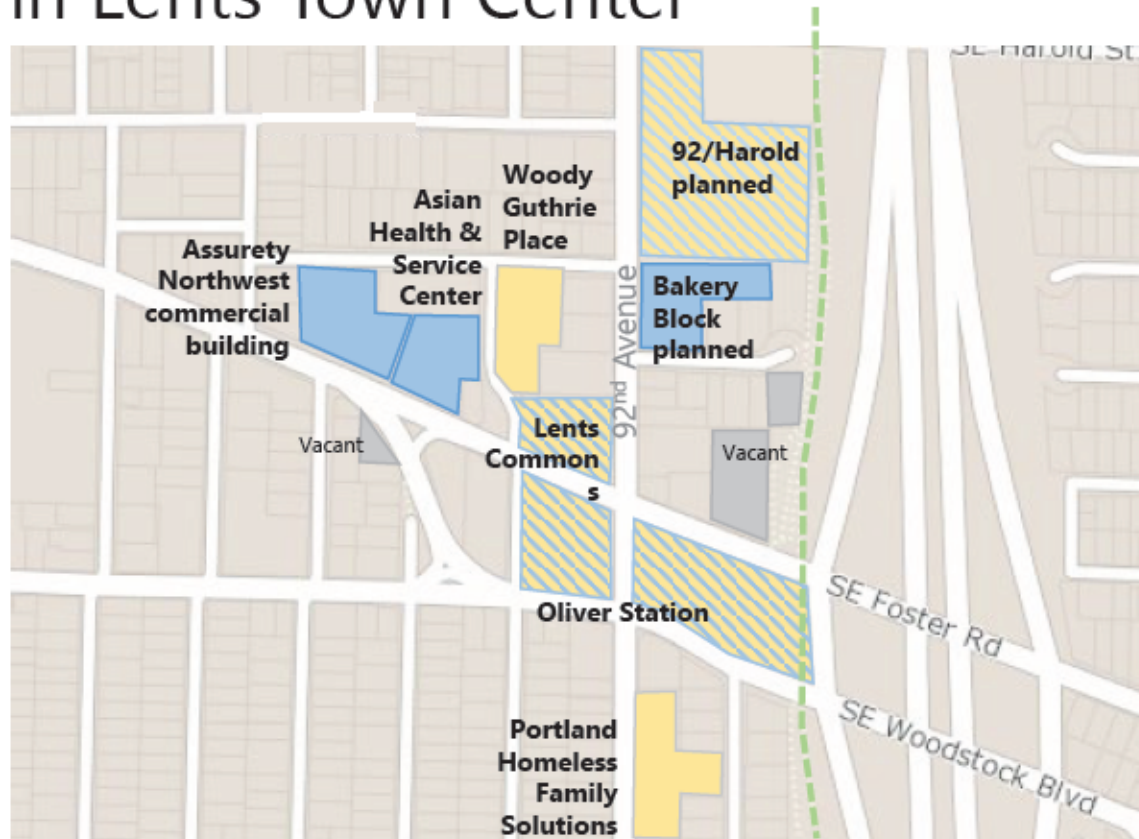


Jobs and Income

Wages and income fell

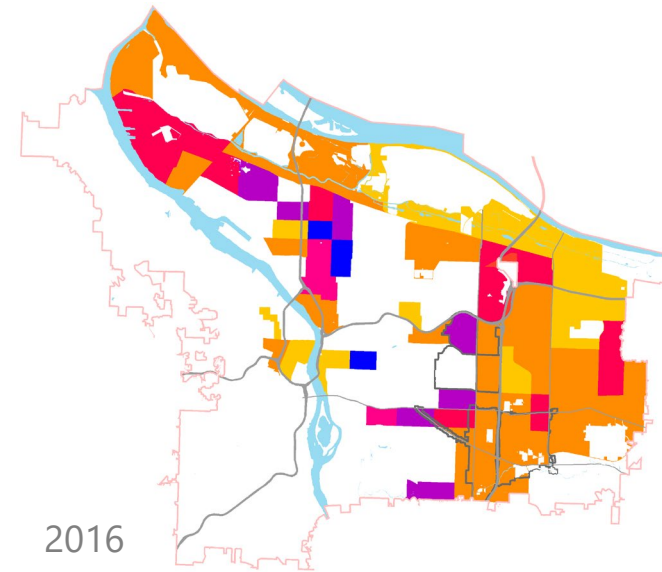
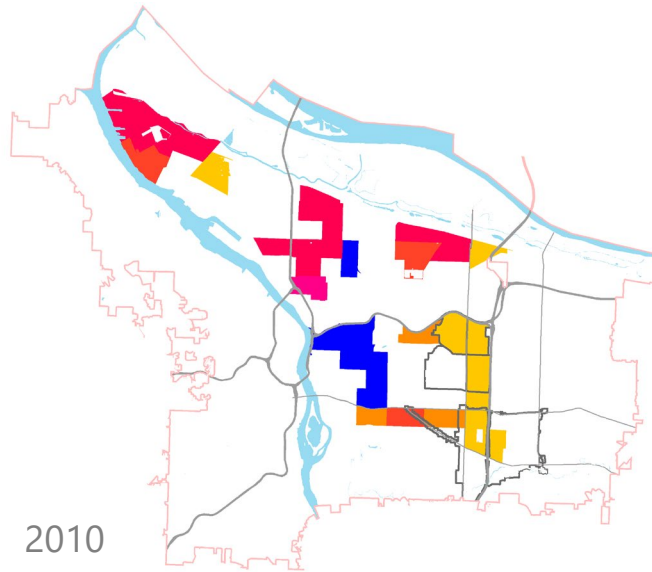


Large projects completed and underway in Lents Town Center



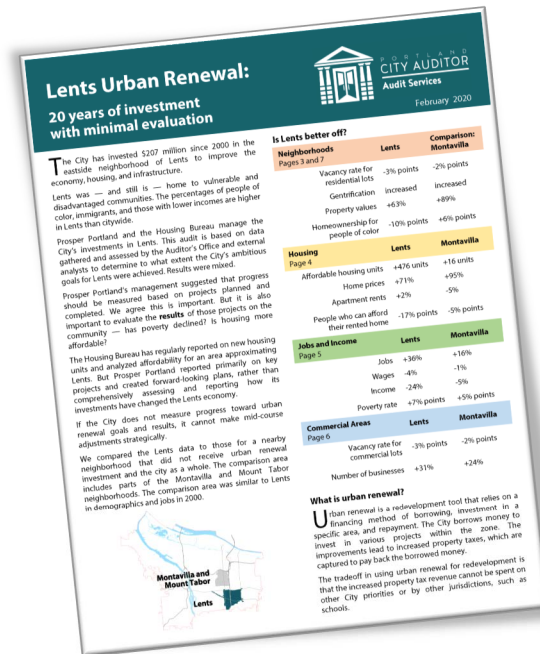
Racial Equity

- Analyses fell short
- Gentrification accelerated:



Recommendations

- Periodically measure economic results
- Update goals as needed
- Report progress to the public



www.portlandoregon.gov/auditservices/lents



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Performance Auditors

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auditservices](http://www.portlandoregon.gov/auditservices)



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Thank you!