



OMF POLICIES

Table of Contents

Message from the Chief Administrative Officer	3
OMF Mission, Values and Goals.....	4
Chapter 1 Administration.....	5
1.01 Policies and Procedures Formation and Distribution.....	5
1.02 Filing Documents for City Council.....	5
Chapter 2 Communications.....	6
2.01 Media Communications	6
2.02 Website	6
2.03 Public Records Requests.....	6
Chapter 3 Working Environment.....	7
3.1 Flexible Work Schedules	7
3.02 Management Leave.....	7
3.03 Partial-day Absences for Non-represented Employees.....	7
3.04 Overtime/Compensatory Time Use and Approval	8
3.05 Leave Notification	8
3.06 Diversity in the Workplace	8
3.07 City Council Meeting Attendance	8
3.08 Employee Behavior.....	8
3.09 Confidentiality	9
Chapter 4 Finance	10
4.01 Financial Reporting.....	10
4.02 Budget Development	10
4.03 Capitalization	11
4.04 Fund Balance for Internal Service Funds.....	11
4.05 Major Maintenance	11
4.06 Budget Reduction.....	12
4.07 Cost Recovery	13
4.08 Fund Accounting.....	13
4.09 Replacement of Internal Service Funds' Assets	13
Chapter 5 Purchasing	14
5.01 Procurement Card Use	14
5.02 Travel	14
5.03 Petty Cash	14

Chapter 6 Safety.....	15
6.01 Continuity of Operations Plan (COOP)	15
6.02 Hazard Communication Policy	15
6.03 Safety Committees	15



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CITY OF PORTLAND

OFFICE OF MANAGEMENT AND FINANCE

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Message from the Chief Administrative Officer:

I'm pleased to convey to you these OMF Policies and Procedures. This marks the first time OMF has put into place consistent bureau-wide policies about work place procedures, practices and expectations.

The bureaus and divisions in OMF provide a wide range of services and programs for City bureaus and external customers. However – in the end – we are one organization and so it is fitting that we provide clear direction to all employees to ensure fair and consistent practices throughout OMF.

All OMF employees should read and be familiar with these policies and procedures. All supervisors are expected to understand these policies and procedures as well as the underlying reference documents (City Code, HR Administrative Rules, etc).

The OMF Policies and Procedures are designed to reflect current practices within OMF and to strive to implement best practices. To this end, we will continue to review and revise these policies and procedures over time to keep them. We welcome your feedback to aid in this continuous improvement process.

Thank you.

Jack D. Graham
Chief Administrative Officer

An Equal Opportunity Employer

To help ensure equal access to programs services and activities, the Office of Management & Finance will reasonably modify policies/procedures and provide auxiliary aids/services to persons with disabilities upon request.

OMF Mission, Values and Goals

Mission

Managing the City's fiscal, human, physical and technological resources to deliver high quality services to the City and our community.

Values

We manage with a customer focus

We strive for an effective balance between service provision and policy oversight. We support the core business needs of our customers, explain the nature of the services we provide, and solve problems. We want our customers to view us as trusted business partners.

We are stewards of public resources

We use sound management practices in fulfilling the responsibilities entrusted to us by City Council, City bureaus and the public. We are committed to personal and organizational integrity and accountability.

We lead our operations from a strategic perspective

We serve the City best through advance planning and anticipating issues. We develop and recommend solutions that serve both short-term and long-term City interests. We coordinate within OMF to bring better products and processes to our customers.

We value diversity

We practice inclusiveness and respect the diverse talents of our workforce.

We promote sustainability

We are committed to business practices that drive social, economic and environmental sustainability.

Goals

Ensure long-term financial health

Strengthen the City's financial position, maintain assets and plan prudently for the future

Enhance customer service

Continuously improve our communications and focus on helping customers achieve their goals.

Foster a knowledgeable and diverse workforce

Support an inclusive workplace and create opportunities for employees to grow and develop.

Continuously improve business processes

Initiate business improvements, including those that implement better business practices, effectively use technologies, support sustainability efforts and create efficiencies.

Chapter 1 Administration

1.01 Policies and Procedures Formation and Distribution

All OMF employees shall adhere to City Charter, City Code, City policies and administrative rules, OMF policies and procedures, Bureau work rules and work unit work rules. The City's policies and administrative rules are posted on the Auditor's website under Portland Policy Documents.

Employees are expected to be familiar with this resource and with the applicable policies for their assignment (accounting, purchasing, technology, etc.)

The Human Resources Administrative Rules are the most frequently referenced policies and procedures covering City employee behavior and workplace expectations. Employees are expected to be familiar with the policies and procedures in these administrative rules.

OMF policies are maintained by the OMF Business Operations Division and shall be adopted by the Chief Administrative Officer. Draft policies will be provided to the OMF Leadership Team for review, and will be posted online for a review period for all employees prior to adoption.

Supervisors will communicate these policies to new employees. The Business Operations Division will review the policies annually and publish updates online.

OMF policies contain the additional workplace requirements that are unique to OMF employees. These policies will be published with links to applicable OMF procedures and forms as well as links to applicable administrative rules that apply to all City employees.

Many of the OMF policies conclude with a reference section to applicable administrative rules, forms, and procedures. Administrative rules are City policies published in the Portland Policy Documents section of the Auditor's website. OMF forms and procedures are published in the Employees section of the OMF website.

1.02 Filing Documents for City Council

All OMF bureaus and divisions will submit documents for the City Council agenda through Business Operations according to its published deadline schedule. These deadlines change at the direction of the Commissioner in Charge or because of the availability of Council members. The administrative support personnel in Business Operations will communicate ongoing changes to the schedule and will provide information on request for an individual filing date.

Reference Auditor's Office [Council Filing Manual](#), Auditor's Office [Council Filing Forms](#), and [OMF Mayor's Memo Template](#)

Chapter 2 Communications

2.01 Media Communications

All OMF employees will comply with their respective bureau, division or work unit policies regarding communication with the media. If there are no policies at a level lower than the following OMF-wide policies, employees will comply with these.

Employees will contact the OMF Business Operations Communications Team Lead as soon as possible after receiving a request for information from a member of the media. If the request is for information that has already been widely distributed or is available online, employees should respond promptly and then inform the Communications Team Lead of the request and how it was handled. Examples of this type of request are a report handed out at a public meeting or information available on the City's website. Employees should confer with their manager and the Communications Team Lead on other requests to determine the appropriate response. The Communications Team Lead will determine and handle follow-up responses to the media regarding corrections, misquotes or misinformation. The Communications Team Lead will issue all OMF news releases.

2.02 Website

All OMF public and internal web pages will be managed using the standard Portland Online content management system tools. The OMF Business Operations Communications Team Lead will be responsible for managing the website. Each OMF bureau and division will designate an employee to serve as their content manager. The bureau content manager is responsible for tracking viewer permissions and maintaining their site content to ensure it is accurate and timely. The Bureau of Technology Services will publish administrative rules governing the City's website. Content managers will be familiar with these City rules.

Reference [BTS 3.02](#).

2.03 Public Records Requests

All public and media records requests will be handled by the OMF Business Operations Communications Team Lead with the following exceptions:

- All requests for information regarding personnel issues, personnel records and bargaining or other labor issues will be directed to the Bureau of Human Resources.
- All requests for information regarding litigation will be directed to the City Attorney's Office.
- All requests for business license records will be directed to the Revenue Bureau.

Supervisors and employees authorized to release confidential information shall also comply with bureau or division work rules regarding the release of such information. With any media request, the Business Operations Communications Lead should be informed of the request.

Reference [HR 1.03](#), [HR 1.04](#) and [HR 4.08](#). City [Public Records Request Form](#).

Chapter 3 Working Environment

3.01 Work Schedule

OMF supervisors are responsible for approving their employees' work schedules and ensuring these schedules fit within the core operating hours of the work unit or division. If an employee wants a different work schedule, he / she must first get their supervisor's approval for the new work schedule. Supervisors are responsible for ensuring the approved work schedule meets operational needs, that for Fair Labor Standards Act (FLSA) covered employees it is a schedule that has already been configured in SAP and is permissible under City rules and labor contract provisions. A copy of the approved work schedule form will be sent to the employee's timekeeper and a copy will be placed in the employee's personnel file in the bureau.

Reference [OMF Work Week Schedule Form](#).

3.02 Management Leave

Employees who are eligible to receive management leave will receive any applicable leave through a written award of leave from their bureau director. A copy of the award form will be sent to the OMF Bureau or Division timekeeper. A copy will also be placed in the employee's personnel file in the bureau and in the employee's official personnel file maintained by the Bureau of Human Resources. Employees who have been awarded management leave must obtain prior approval before taking the leave.

Reference [HR 8.03](#). OMF [Management Leave Award Form](#).

3.03 Partial-day Absences for Non-represented Employees

Employees will obtain advance supervisory approval for any partial-day absence. Supervisors will balance the need for consistent treatment of employees with the needs of the organization when considering approval of partial-day absences. Supervisors will consult with their Human Resources Business Partner as needed to apply the Human Resources Administrative Rule to non-represented employees who are exempt from the Fair Labor Standards Act (FLSA). Not all non-represented positions are FLSA-exempt; this information is in the classification specifications.

Occasional and non-recurring partial-day absences are referred to as partial-day absences. Recurring absences are not partial-day absences and will be governed by the rules regarding Flexible Work Schedules.

Reference [HR 8.03](#).

3.04 Overtime/Compensatory Time Use and Approval

Non-represented employees eligible for overtime and compensatory time must sign a form providing their consent to take compensatory time in lieu of receiving overtime pay.

Employees who are eligible to accrue overtime or compensatory time will obtain written approval from their supervisor prior to working the overtime. Employees will obtain written approval prior to taking compensatory time off.

Reference [HR 8.02](#), [HR 8.03](#) and [bargaining unit contracts](#).

3.05 Leave Notification

Employees must report an unforeseen absence due to their own or a family member's illness to their supervisor prior to the start of their work day, if reasonably possible. Employees must notify their supervisor of an unforeseen absence due to their own or a family member's illness during their shift which requires that the employee leave his/her place of work. Employees will obtain written approval from their supervisor prior to taking vacation leave.

Reference [HR 6.03](#) and [HR 6.04](#).

3.06 Diversity in the Workplace

OMF will establish and maintain an OMF-wide diversity committee appointed by the CAO. OMF Leadership Team members will nominate employees for membership. Each OMF bureau will be represented on the committee. The committee will report to the CAO. In addition, OMF bureaus and divisions may also develop and maintain diversity committees or programs to encourage cultural competency and diversity awareness.

3.07 City Council Meeting Attendance

The appropriate manager, project manager or subject matter expert will attend the session of the City Council that is scheduled to include an agenda item submitted by OMF. In addition, the appropriate contact person may be required to attend the session of the City Council that is scheduled to include an agenda item that relates to an OMF project or business process.

3.08 Employee Behavior

All employees are expected to comply with the Human Resources Administrative Rules (HRAR). All new OMF employees will review a set of the critical Human Resources Administrative rules and sign a confirmation of receipt form. A copy of this form will be placed in the appropriate bureau personnel file and in the City personnel file kept by the Bureau of Human Resources.

Reference [Critical HR Administrative Rules Confirmation of Receipt Form](#).

3.09 Confidentiality

As a result of employment with OMF, employees may work with confidential and/or sensitive information including, but not limited to, payroll records, employee records, medical information, benefits information and workers' compensation records. Employees may also work with confidential and/or sensitive information including, but not limited to, account information, audit compliance records, tax information and other account data for vendors and our customers. All OMF employees will receive and sign a Records Security Form. A copy of this form will be placed on file in the appropriate bureau personnel file and in the City personnel file kept by the Bureau of Human Resources.

Some OMF bureaus and work units may require additional confidentiality forms and/or a background check.

Reference [OMF Records Security Form](#).

Chapter 4 Finance

4.01 Financial Reporting

All employees are encouraged to be familiar with the budget status of their bureau and division in order to plan the expenses that support their service area. Managers and financial analysts will comply with the OMF procedures for financial reporting.

Business Operations will prepare financial status reports for all OMF bureaus, which will be tailored to the needs of the bureaus. They will include budget-to-actual expenditures data and revenue data as well as narrative that addresses potential financial and budget issues, budget adjustments needed in the next monitoring report, and rate and interagency issues to be addressed the next time rates and interagency agreements are prepared.

Business Operations will prepare the budget monitoring reports for all OMF bureaus and funds. Bureau directors will review the reports with fund managers and division managers.

After the fiscal year is closed, Business Operations will prepare financial analyses of the bureaus over the past year. The analyses will include analysis of the fund balance, rate or program analysis, replacement account balances, actuarial studies for the self-insurance components of the Risk and Health funds, and identification of rate, budget and financial issues to address in the next budget cycle.

Reference [FIN 2.03](#), [FIN 2.04](#), [FIN 2.05](#). [OMF Financial Reporting Procedures](#).

4.02 Budget Development

OMF is required to create a budget request each year for submission to the City Council by the Mayor. All employees are encouraged to be familiar with the OMF budget and decision packages. All OMF managers and financial analysts will comply with the procedures for producing financial plans, interagency agreements and capital improvement plans.

OMF will develop and implement its budget in order to:

- Inform Council, customer bureaus and other stakeholders about the services and finances of OMF.
- Identify financial issues and risks.
- Forecast the changes in rates, budgets and fund balances resulting from assumptions made regarding each fund's business and operating environment.
- Integrate individual business plans with the budget process and OMF strategic planning process.
- Provide a forum for discussing and receiving direction from the City Council.
- Involve employees, bargaining unit representatives and the OMF Advisory Committee.

OMF is required to prepare and submit the following to City Council:

- A five-year financial plan.
- Interagency service agreements (IAs).
- A capital improvement plan (CIP).

Reference [FIN 2.04](#) and OMF [Budget Development Procedures](#).

4.03 Capitalization

OMF bureau managers and program managers responsible for capital assets will comply with OMF procedures for capitalization. There are four types of capital expenses: land, buildings, equipment and infrastructure.

Capital expenses are not limited to the one-time purchase of the asset. They also include projects that expand or enlarge existing assets, projects that materially increase the functionality of an asset and projects that extend the life of an asset after it has achieved its useful life, such as major renovations.

The cost to capitalize an asset includes all costs necessary to complete it and place it into service, including indirect costs.

Reference [FIN 2.03](#). OMF [Capitalization Procedures](#).

4.04 Fund Balance for Internal Service Funds

OMF bureau managers and fund managers will comply with OMF procedures for managing OMF internal service funds.

The OMF internal service funds balances include operating, capital, and actuarial reserves, equipment replacement accounts, major maintenance accounts and monies dedicated to special projects. Specific procedures determine the level for each of these fund balance components.

Reference OMF [Fund Balance Procedures](#).

4.05 Major Maintenance

OMF managers and financial analysts responsible for working with customers on their facilities and technology needs will comply with OMF procedures for managing major maintenance funds. The purpose of these procedures is to establish a stable funding source for projects for the Facilities Services, EBS and Technology Services funds in order to use the covered assets for – at a minimum – their expected lives.

City Council decides the uses of major maintenance resources and has the authority to determine the actual methods to allocate major maintenance money received from rates or realized in savings from capital improvement projects. Fund managers are also responsible for making recommendations to City Council regarding the use of major maintenance resources.

Reference OMF [Major Maintenance Procedures](#).

4.06 Budget Reduction

OMF managers and financial analysts will comply with the OMF guidelines for developing budget reduction packages when these are required by City Council as part of the City's budget process. All OMF employees will be familiar with the budget reduction guidelines as they work with customers and other employees to generate ideas for budget reductions.

OMF operations that are funded through interagency agreements, overhead funds and discretionary funds may be required to submit budget reduction decision packages. OMF enterprise fund operations and appropriation units set up solely for capital projects will not typically submit budget reduction packages since the reductions would not generate savings for City bureaus. However, it is City Council that decides what reduction packages should be submitted and OMF bureaus will comply with Council direction.

OMF has adopted the following guidelines for creating budget reduction decision packages.

Acceptable reduction packages

- The package must reduce costs or generate cash savings to customers or reduce losses to the interagency provider.
- The package may delete a position not in the provider's rates even if it does not reduce costs to the customers.
- The package may require upfront costs with the payback and savings generated in future years. The resource for the upfront cost must be identified and it must have a good chance for approval. A reasonable rate of return is required for these packages.
- The package must have customer support.
- The package must reduce items or services specifically budgeted in the current year's budget.
- The package can include a significant known reduction in service levels that will be required by a customer.

Unacceptable reduction packages

- The package cannot shift costs or work to the customer.
- The package cannot just be a revenue reduction to the provider; it must be a service level reduction or an efficiency.
- The package should not cost the City more in the long run.
- The package should not push costs out in the future.
- The package should not conflict with sound financial or business practices.
- The package cannot reclassify a fixed cost for the customer to a variable cost.
- The package cannot be an efficiency or reduction approved in a prior year but never implemented.
- The package cannot propose rate reductions in other interagency providers.
- Budget reductions resulting from debt service cannot be used as reduction packages.

Budget reduction packages will assume to begin generating budget savings at the start of the fiscal year on July 1. OMF bureaus and divisions will work with customers to meet that goal.

Reference [FIN 2.04](#). OMF [Budget Reduction Procedures](#).

4.07 Cost Recovery

OMF managers and financial analysts will comply with the cost recovery procedures to manage OMF funds in order to provide and coordinate the delivery of high quality, timely and cost-effective administrative services to its customers.

OMF cost recovery models will allow OMF to deliver these services as well as:

- Support the City vision and strategic plan, as well as the OMF strategic plan.
- Support the City Comprehensive Financial Management Policies.
- Meet the business needs of customer bureaus.
- Be equitable and consistently applied.
- Be easily understood and administered.
- Enable the measure of performance for services provided.
- Support the development of long-range financial plans to provide predictability and stability of cost for the customer.
- Provide the necessary level of cost accounting, giving both provider and receiver bureaus accurate information regarding costs of services and magnitude of overhead costs, thus enabling managers to apply benchmarks for evaluating cost effectiveness and efficiency.
- Comply with the requirements of the City Charter, applicable bond covenants, state and federal statutes and sound accounting principles under the guidance of Generally Accepted Accounting Principles (GAAP) and the Government Accounting Standards Board (GASB).

Reference [FIN 2.08](#). OMF [Cost Recovery Procedures](#).

4.08 Fund Accounting

OMF managers and financial analysts will comply with fund accounting procedures in order to manage OMF's internal service funds and enterprise funds. Funds will be managed in order to ensure that the money received for services goes toward paying for all the costs of providing that service.

Currently OMF manages eight internal service funds (Printing and Distribution Fund, Facilities Services Fund, Technology Services Fund, Enterprise Business Solution Fund, CityFleet Fund, Workers' Compensation Fund, Insurance and Claims Fund, and Health Insurance Fund) and one enterprise fund (Spectator Facilities Fund). OMF also provides financial management for the Fire GO Bond Fund and the Public Safety GO Bond Fund.

Reference [FIN 2.04](#). OMF [Fund Accounting Procedures](#).

4.09 Replacement of Internal Service Funds' Assets

OMF bureau managers and fund managers will comply with OMF procedures for managing the replacement of OMF internal service funds' assets. The OMF internal service funds of BTS, P&D, CityFleet and EBS include a replacement component in certain rates to replace assets at the end of their useful life.

Reference OMF [Replacement of Internal Service Funds' Assets Procedures](#).

Chapter 5 Purchasing

5.01 Procurement Card Use

Payment of all procurement card charges for each OMF bureau or division will be made in one batch and approved through the Accounts Payable process.

Reference OMF [Procurement Card Policy Manual](#).

5.02 Travel

An employee requesting approval for out-of-town travel will first discuss the request with his/her supervisor, and then submit a request using the City's travel form. The supervisor will review the request and if approved, will forward it through channels to the bureau director for approval. Business Operations will process the authorization and reimbursement forms for payment.

Reference [FIN 6.13](#).

5.03 Petty Cash

The amount of each petty cash purchase shall not exceed \$100 unless approved in writing by a bureau manager. A petty cash report will be signed by the employee and by the bureau manager, and will be accompanied by a receipt or contemporaneous record. The original report and receipt will be submitted to the assigned petty cash officer for processing.

Chapter 6 Safety

6.01 Continuity of Operations Plan (COOP)

All employees will be familiar with the OMF Continuity of Operations Plan (COOP), their bureau's section and their role in performing essential functions. Supervisors will review this plan with new employees during their orientation. Employees are encouraged to review personal preparedness information available from the federal Office of Homeland Security and the Red Cross.

Reference OMF [Continuity of Operations Plan](#).

6.02 Hazard Communication Policy

OMF employees should have a safe and healthful place to work, free from over-exposure to hazardous materials and toxic substances. All employees not covered by a bureau- or division-specific hazard communication policy are included in the OMF Hazard Communication Program. This program meets or exceeds the requirements of the Oregon Occupational Safety and Health Association (OSHA) law. OMF divisions that currently have separate hazard communication programs include Technology Services, Business Operations, CityFleet, and Printing and Distribution.

The OMF Hazard Communication Program will post information online. This will include requirements for employee safety training, resource lists, procedures for employees performing hazardous non-routine tasks, first aid and emergency procedures, labeling systems, identification of unknown substances, and access to material safety data sheets and list of chemicals.

Under no circumstances will a new chemical be brought into an OMF worksite without prior evaluation of the chemical's material safety data sheets and approval from the responsible OMF bureau or division management and safety committees or comparable body.

6.03 Safety Committees

All managers and supervisors have the responsibility to minimize safety risks and support a safe work environment for all employees. All employees are encouraged to report safety issues to their supervisor.

OMF shall establish and support safety committees to meet the following objectives:

- Increase safety and health awareness throughout OMF.
- Assist management in minimizing and/or eliminating workplace hazards.
- Encourage communication and discussion of problems in the workplace that could result in injury, illness or loss of property.
- Comply with state occupational safety requirements, City Council direction and applicable bargaining unit contracts.

OMF will support safety committees for individual bureaus and divisions, such as the Bureau of Technology Services, CityFleet, and Printing and Distribution. OMF will also support an OMF

Safety Committee to represent remaining work units throughout OMF. Employees serving on safety committees will be committed to accident prevention and occupational health and will be dedicated to working together to improve safety in the City. Each committee will establish membership requirements, operating procedures, training requirements and processes for communicating their recommendations to OMF management.