Office of Management and Finance Service Level Description

Office of the CAO
Business Operations

FY 2019-20

Contents

Executive Summary

The Business Operations Division in the Office of the Chief Administrative Officer is the Office of Management and Finance's centralized provider of financial management, communications, and administrative/business services. The purpose of this Service Level Description (SLD) is to clearly and succinctly describe the services provided by Business Operations and detail the mutual roles and responsibilities for Business Operations and customer bureau staff. This document is intended to provide a summary of core/baseline services that are currently being provided.

Below is the organizational chart for Business Operations.
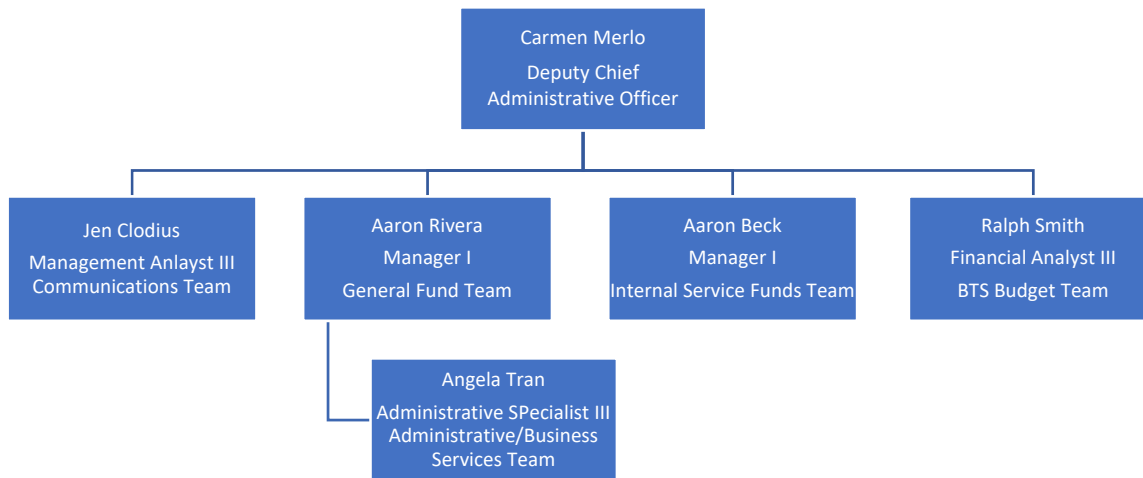
This SLD is organized by services provided, and groups service provisions by the following:

- **Administrative/Business Services**, provided by the Administrative/Business Services Team.
- **Financial Management Services**, provided by the following teams:
  - Internal Service Fund Budget Team
  - BTS Budget Team
  - General Fund Budget Team
- **Communications Services**, provided by the Communications Team
- **Management Services**, provided by the Deputy Chief Administrative Officer

Lead or Assigned Staff

Administrative Team

The Administrative Supervisor is the lead for business systems and processes and serves as the single point of contact for problem solving and business services (service ticket and requests to facilities, ergonomic coordination, telephone coordination, etc.). Two Senior Administrative Specialists (SAS) are assigned a portfolio of customer bureaus to provide direct services, including but not limited to: medical leave claims; personnel actions (hiring, separation, promotion, etc.); as well as contract and purchasing support.

Financial Management Services

The senior of the three Business Operations budget managers generally leads Financial Management Process services, in coordination with the CAO and DCAO, Communications team, and other members of the Business Operations Management Team.

Many financial management services are provided directly by assigned staff in one of the four Business Operations Teams:
- Manager: Aaron Beck. Serves Fleet, Facilities, Printing & Distribution, Risk, and internal service administration.
- Manager: Aaron Rivera. General Fund Team serves City Commissioners and the Mayor, the Office of the CAO, the Bureau of Revenue and Financial Services, and the Bureau of Human Resources
- Manager: Ralph Smith. Bureau of Technology Services Team serves the Bureau of Technology Services.
- Manager: Jen Clodius. Communications Team serves all OMF bureaus.

Communications Services

The Communications Team manages an OMF-wide and Citywide services portfolio including messaging and communications, change management support, strategic planning, media and public information, project and program management, and community involvement services. The team is led by the Principal Management Analyst and consists of three management analysts and a management assistant. Individual roles are assigned according to position description, skill set, and/or capacity.

Management Services

Management services are provided directly or delegated by the Deputy Chief Administrative Officer.

Continuity of Operations

Many of the services provided by the Business Operations Division, especially Financial Management and Administrative Services, rely heavily on City enterprise software and information systems. If SAP or key systems in SAP are disrupted, it would be escalated to BTS and the enterprise software support team, Enterprise Business Solution, for resolution. Short of an enterprise-wide systems issue, some of the contingency and redundancy plans used to ensure continuity of operations to bureau customers are noted below:
- Staff have the ability to work remotely if needed
- Standardization of systems and processes, such as accounts payable, timekeeping, etc. that allowing redundancy at the staff-level.
- Intra-bureau cross-training and service redundancy where possible.
- Inter-bureau relationships with trained and qualified staff to assist and support when necessary, i.e. Business Operations staff are not available.
- An organizational structure that facilitates direct support-staff support and management oversight with the flexibility to adapt and adjust services.

Service-specific details are provided below regarding continuity of service.

Administrative Team

The Administrative Supervisor has a lead role in service provision, continuous improvement of systems and processes, and training administrative staff.

The Administrative Team is cross-trained and able to back each other up, and works with other bureaus for service coverage as needed. For most services provided, the OMF Business Operations Administrative Team operates as a central hub of service and support. For example, the Administrative Team timekeepers back up the Revenue Division, Fleet, Printing & Distribution, and Facilities timekeepers as necessary. This typically occurs when partner bureaus turnover. In return, other bureau timekeepers are available to assist when/if necessary to support service delivery by OMF Business Operations.

Financial Management Services

Financial management services are provided by teams financial staff (Internal Service Fund, General Fund, and Technology Funds), although short-term continuity of operations is supported by standardization of systems and processes.

Communications Services

Fulfillment of communications services are distributed on an assignment basis, although team members routinely collaborate on projects and provide routine cross-checking. Team meetings are held bi-weekly where assignments are discussed and information is shared. The team shares a similar skill set which allows for flexibility in providing services. Members are able to stand in for each other to expedite delivery and minimize service disruption. The team has also cultivated many internal and external bureau relationships from leadership to staff who are able to provide subject matter expertise when necessary to support delivery of services.

Management Services

Management services are provided directly or delegated by the Deputy Chief Administrative Officer.

Administrative/Business Services

Timekeeping and Payroll

Description
The Administrative Team performs timekeeping and payroll report services including: communication on upcoming payroll periods; review of staff timekeeping records; adjustments and corrections of timekeeping records; timekeeping compliance with union contracts; production of timekeeping reports for the purposes of identifying and researching anomalies, errors, and impacts to related responsibilities such as FMLA and other medical leave related issues.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
TIMEKEEPING AND PAYROLL																			
1. DIRECT SERVICE		■	■	■	■			■	■			■	■	■				■	
2. BACKUP ROLE						■	■			■	■								
3. LIMITED OR NO ROLE	■															■	■		
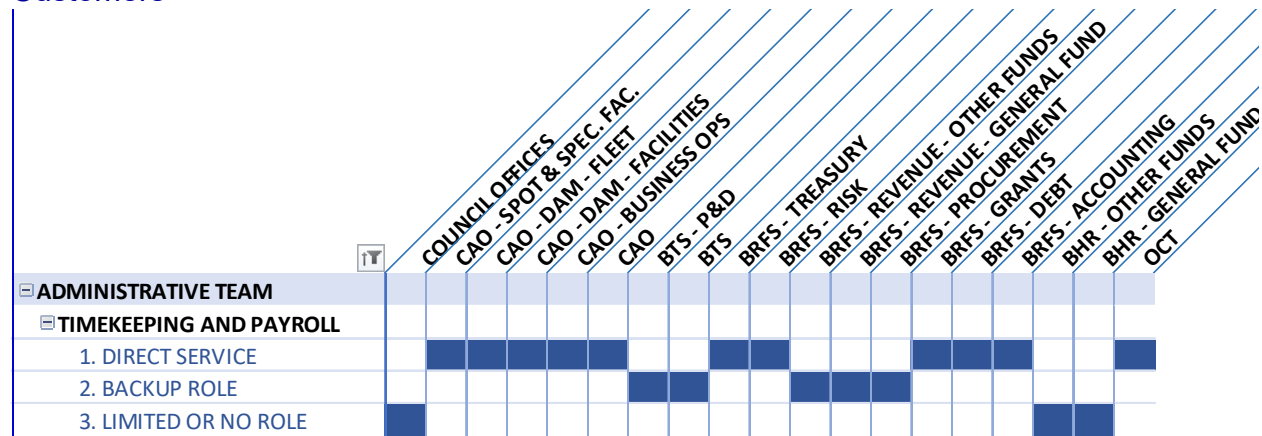
Bureau Role vs. Business Operations Role
Bureau role: input time and review timesheets (supervisors/managers) within required timeframes.

Business Operations role: Review staff timekeeping records; enter adjustments and corrections of timekeeping records; product of timekeeping reports for the purposes of identifying and researching anomalies, errors, and related responsibilities such as FMLA and other leave-related issues. Business Operations will communicate with management to ensure issues/errors are corrected, and systems/processes are in place to consistently produce 100% correct payroll.

Service Target / Expectation
Timekeepers are responsible for receiving training sufficient to communicate issues to assigned staff and process payroll without errors. Timekeepers are also expected to have the ability to problem solve issues when they arise to achieve resolution with management and staff.

Performance Metric / Goal
Workload metric:
- Number of timesheets for which the team is responsible.

Personnel Actions (Organizational Efficiency metric:
- Number of timekeeping errors made during a tracked period.

Operating Bureau Personnel Administrator (OBPA)

Description
Personnel Actions performed in SAP include, but are not limited to: New hires, separations, leaves of absence, and other employee changes (work-out-of-class, temporary appointments, etc.). This service does not include the drafting and/or submission of P4's for reclassification or other actions associated with the P4 document.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
PERSONNEL ACTIONS (OBPA)																			
1. DIRECT SERVICE		■	■	■	■			■	■			■	■	■					■
2. BACKUP ROLE				■	■					■	■	■							
3. LIMITED OR NO ROLE	■																■	■	
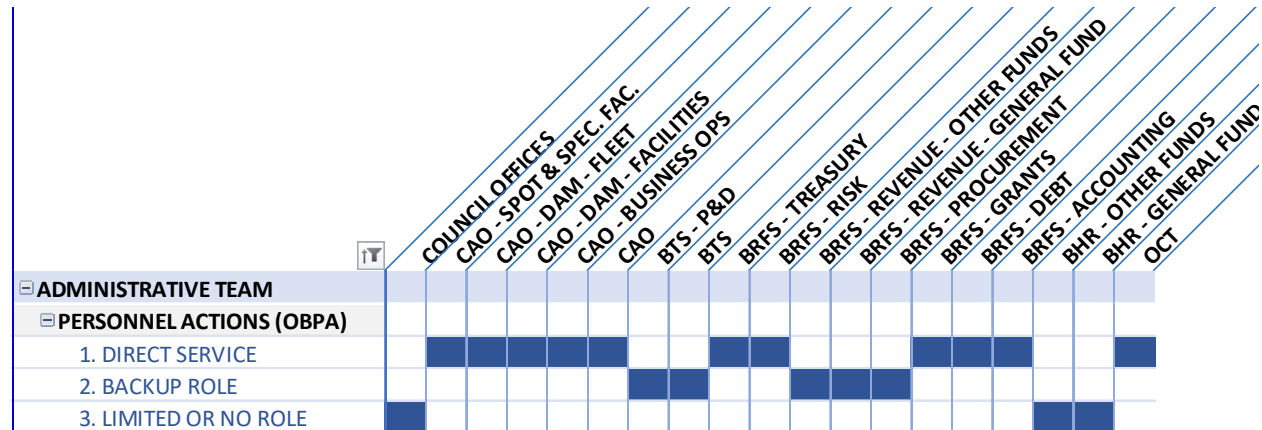
Bureau Role vs. Business Operations Role
Bureau role: Communicate personnel actions to Administrative Team, and/or carbon copy personnel actions sent to central BHR to Administrative Team to perform required personnel actions (i.e. final check requests for separated staff; minimum onboarding paperwork for new hires; etc.)

Business Operations role: Complete personnel action in SAP Processes and Forms or other systems. If Business Operations staff are not available, the Administrative Team has built in redundancy at the staff level (SAS/ASI) and the team level (BTS staff) noted above.

Service Target / Expectation
Business Operations staff have been directed to prioritize personnel actions and follow up with central BHR staff with specific information to include: start date; need to operate in SAP (Accounting staff, as opposed to staff stationed outside or "in the field" that do not need SAP access immediately to perform their primary job function.), and other relevant information

Business Operations staff are responsible for receiving training and acquiring the knowledge sufficient to communicate issues to assigned staff/organizations, and "problem solve" issues when they arise to achieve resolution with management and staff.

Performance Metric / Goal
Workload metric:
- Number of budgeted staff supported in direct service bureaus/divisions.

Organizational Unit Maintenance

Description

Organizational unit maintenance is performed by the Administrative Team to add, delete, or otherwise make minor changes to bureau organizational structures and position adjustments, generally associated with personnel actions. The Administrative Team works with appropriate leadership, management, and budget staff to review and/or confirm changes.

Reorganizations are a separate body of work, requiring a coordinated effort of, in some cases, many different bureaus and staff. Reorganizations should not be considered within the scope of this service.

Customers

ADMINISTRATIVE TEAM	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ORGANIZATIONAL UNIT MAINTENANCE																			
1. DIRECT SERVICE	■	■	■	■	■	■		■	■			■	■	■					■
2. BACKUP ROLE				■	■					■	■								
3. LIMITED OR NO ROLE																	■	■	
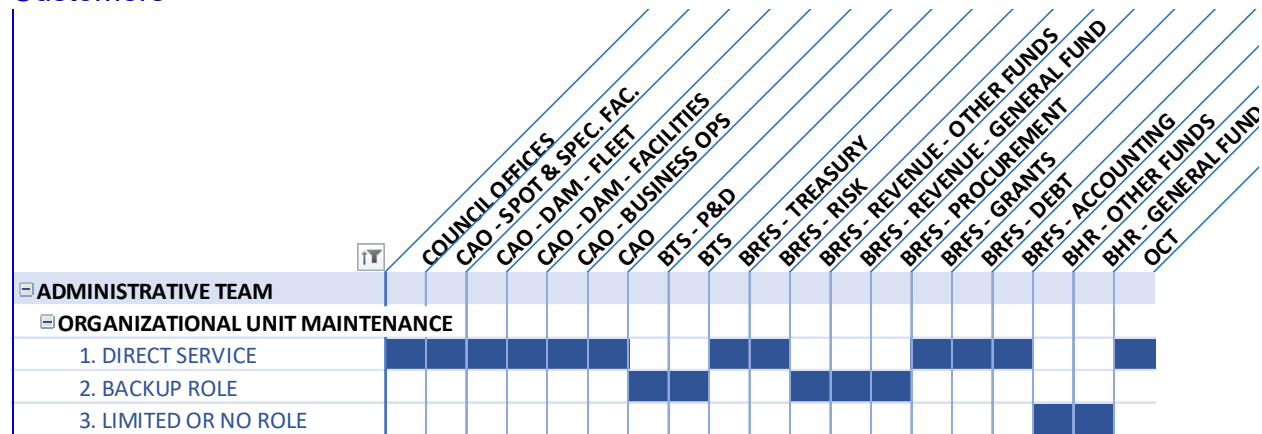
Bureau Role vs. Business Operations Role

Bureau role: Communicate actions requiring organizational maintenance to the Administrative Team at the earliest opportunity.

Administrative Team: Implement organizational actions and acquire the information to prepare associated documents/entries.

Service Target / Expectation

Organizational unit maintenance services are expected to be provided by staff trained and experienced in performing the tasks associated with customers' needs and provided on an as needed basis.

Performance Metric / Goal

Workload metric:

- Number of budgeted staff supported in direct service bureaus/divisions.

Medical Leave Claims (FMLA/OFLA, Catastrophic Leave & General Leave of Absence)

Description
Medical leave actions, for the purposes of the service level description, include Family Medical Leave (FMLA), Oregon Family Medical Leave (OFLA), Catastrophic Leave requests, and general leave absences.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
MEDICAL LEAVE (FMLA, OFLA, CAT, ETC)																			
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■			■	
3. LIMITED OR NO ROLE	■															■	■		

Bureau Role vs. Business Operations Role
Bureau role: Forward information to the assigned staff as soon as practical after notification of qualifying family or medical event. Bureau management will receive communications necessary to manage employee time and payroll, and are expected to approve time in accordance with leave policies and allowances.

Business Operations role: The Administrative Team is responsible for receiving and processing the associated leave request documents, reviewing and submitting leave requests, and communicating with medical service providers to receive adequate supporting documentation. Staff also follow up with management the appropriate information to manage timesheet review within medical leave allowances.

Service Target / Expectation
Eligibility Notice and paperwork to be sent to employee within five business days of notice. The employee is given 15-20 business days to return required documents to the FMLA Coordinator handling their claim. The Designation Notice is to be sent to employee and appropriate bureau staff within five business days of receipt of last form.

Other leave-specific dates will be communicated to staff and management as applicable.

Performance Metric / Goal
Workload and success metrics
- Number of medical leave requests processed.
- Number of budgeted staff supported in direct service bureaus/divisions.

Unemployment Claims

Description
Processing unemployment claims are a state requirement that is supported centrally by BHR and administered at the bureau level by department-responsible staff. The Administrative Team is the OMF-responsible staff for the customers noted below.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
UNEMPLOYMENT CLAIMS																			
1. DIRECT SERVICE		■	■	■	■	■			■	■				■	■	■			■
2. BACKUP ROLE							■	■			■	■	■						
3. LIMITED OR NO ROLE	■																■	■	
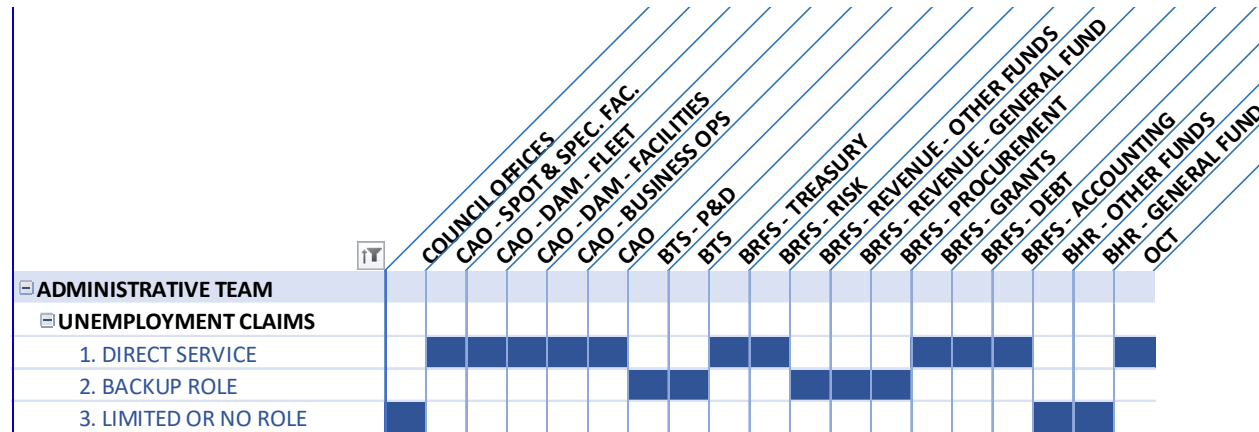
Bureau Role vs. Business Operations Role
Bureau Role: Work collaboratively with the Administrative Team to gather data and complete required documents.

Business Operations role: Review and process unemployment claims sent by the State of Oregon to BHR. BHR places the claim in a shared folder and emails the Administrative Team.

Staff must meet with the Supervisor of the former employee to discuss the specific unemployment situation and assist in the completion of responses returned to the State of Oregon. The State form must be completed and faxed or mailed within timelines noted in the communication.

Service Target / Expectation
Responses must be processed within 10 business days of receipt by the City of Portland otherwise, the State of Oregon will automatically approve the claim.

Performance Metric / Goal
Workload metric:
- Number of unemployment claims processed.
- Number of claims returned to the State within timelines set by federal and state laws
- Number of budgeted staff supported in direct service bureaus/divisions.

Division Records Maintenance

Description

Division records include electronic and paper files required to be available to staff or management, i.e. personnel files, electronic archiving requirements, etc.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - DAM - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
DIVISION RECORDS MAINTENANCE																			
1. DIRECT SERVICE		■	■		■	■		■					■	■					
2. BACKUP ROLE				■			■	■	■	■	■	■							■
3. LIMITED OR NO ROLE	■															■	■		

Business Operations role

Bureau role: Bureaus are required to proactively manage division records, ensuring paper and electronic files are maintained, archived, and destroyed as requested by leadership and/or required by City policy.

Business Operations role: communicate records retention requirements.

Service Target / Expectation

Division records are expected to be maintained as requested by Leadership/management, in accordance with ORS 192 – Records; Public Reports and Meetings; OAR Chapter 166 Secretary of State Archives Division; City of Portland Charter, Chapter 2, Article 5; Portland City Code Title 3, Chapter 3.76 Public Records; BHR Administrative Rule 1.03 Public Records Information, Access and Retention; BHR Administrative Rule 4.09 Use of City Resources; and other city policies.

Performance Metric / Goal

Workload metric:
- Number of records managed.

Daily Mail Distribution

Description

Business Operations will manage the Printing and Distribution mail service for the OMF Congress Center 22nd Floor, operating as the point of contact with Printing and Distribution (P&D). P&D leaves mail on the floor in a designated mail area, and the Administrative Team distributes to the desk or appropriate mail slot for staff.

Checks will be received and forwarded as instructed by Central Accounting and Treasury departments, generally with care to ensure that checks are opened, distributed as required, or held in a safe overnight/over weekend if staff are not available to process.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
DAILY MAIL DISTRIBUTION																			
1. DIRECT SERVICE		■		■	■			■					■	■	■				
2. BACKUP ROLE			■				■		■	■	■	■							■
3. LIMITED OR NO ROLE	■		■			■											■	■	
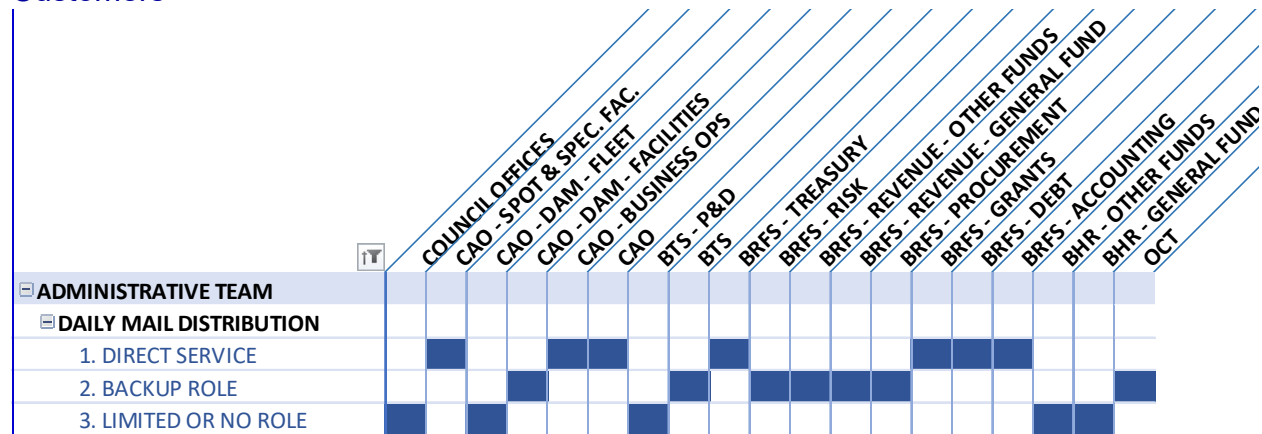
Service Frequency

Mail is distributed daily and picked up as needed – Facilities may contact Business Operations and notify the Administrative Team of additional mail received during the day, i.e. packages on different building floors for the noted customers.

Business Operations role

Bureau role: NA

Business Operations role: Point of contact for P&D, coordinate mail service to the facility, and distribute to customers on the floor.

Service Target / Expectation

Distribute mail on a daily basis, attention and priority to the distribution and processing of checks.

Performance Metric / Goal

Workload metric:
- NA

Facilities, Telephone, BTS, Ergonomic Coordination

Description

Business Operations will manage facilities requests, telephone requests, ergonomic assessments, and be available to support BTS Helpdesk requests as needed. Business Operations will serve as the primary point of contact for the services noted above, and BTS Helpdesk as needed for Congress Center 22nd floor service support.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
FACILITIES, TELEPHONE, BTS, ERGONOMIC COORDINATION																			
1. DIRECT SERVICE		■		■	■				■	■			■	■	■				
2. BACKUP ROLE			■					■			■	■						■	
3. LIMITED OR NO ROLE	■		■			■										■	■		

Business Operations role

Bureau role: Utilize the Administrative Team as a single point of contact for facilities, telephone and ergonomic assessments.

Business Operations role: Point of contact for facilities, telephone, ergonomic assessments, and BTS Helpdesk support as requested by customers.

Service Target / Expectation

Primary point of contact, delegate staff, or otherwise maintain coverage and availability during business hours. The expectation of Business Operations staff is to be knowledgeable in services provided, and thorough in achieving service outcomes.

Performance Metric / Goal

Workload metric:
- Number of staff the Administrative Team serves.
- N number of service requests received.

Travel Arrangements, Reservations and Reimbursement

Description
Business Operations staff will book travel reservations and make arrangements. Business Operations staff will be available to review travel forms, and answer questions about the completion of pre/post travel documents.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
TRAVEL ARRANGEMENTS AND RESERVATIONS																			
1. DIRECT SERVICE		■		■	■			■					■	■	■				■
2. BACKUP ROLE	■		■	■			■	■		■	■	■	■						
3. LIMITED OR NO ROLE																■	■		

Business Operations role
Bureau role: Communicate travel needs to the Administrative Supervisor as soon as possible - the earlier the travel is planned and approved, the better service and accommodations available (flight options, hotel rooms, conference pricing, etc.). Please be available to discuss travel needs, accommodations, and other specifics, as needed.

Business Operations role: Business Operations staff provide travel arrangements and reservations for customer bureaus and are available to review and answer questions about travel processes and forms.

Service Target / Expectation
The expectation of Business Operations staff is to be knowledgeable in services provided, and thorough in achieving service outcomes. Travel arrangements and reservations are a priority service given the time sensitivity of various bookings, and the Administrative Supervisor may perform the required service or delegate to available staff (P-Card holders) as necessary to ensure that services are provided promptly.

Performance Metric / Goal
Workload metric:
Number of customers served.

Contract and Materials Management (MM) Processing

Description

Business Operations Administrative Team uploads new contracts and contract amendments into SAP for review and release by the City Attorney, and City Auditor, prepares Purchase Orders (PO's), enters invoices for payment (goods receipts and invoice payment), and other contract maintenance as required by customers.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
CONTRACT AND MATERIALS MANAGEMENT (MM) PROCESSING																			
1. DIRECT SERVICE	■	■		■	■			■			■	■	■						■
2. BACKUP ROLE			■	■		■	■		■	■	■								
3. LIMITED OR NO ROLE																■	■		

Business Operations role

Bureau role: Provide contract, purchase orders, goods receipts and invoices (GR/IR) to the Administrative Team for processing in a timely fashion, in accordance with processes established for hard copy, electronic (bocommon shared folder) and other contract payment processes.

Business Operations role: Receive and process contract materials and payment orders, have information available to problem solve.

Service Target / Expectation

Service expectations for contract, PO and MM workload is to provide a timely service and to follow up with the customer until processes are completed and outcomes are achieved. For example, a contract may be with the City Attorney, and/or City Auditor for some 3-5 business days.

The Administrative team will follow up on the status of contract and other activity at known intervals or agreed upon timelines until the contract is released. When contracts have been executed and released by the City Auditor, Business Operations staff will be available to prepare a Purchase Order and encumber contract funds.

Performance Metric / Goal

Workload metric:
- Number of contracts executed and released by the City Attorney.
- Number of PO's issued by OMF bureau customers.

P-Card, Purchasing

Description
Business Operations provides centralized P-Card services. All staff on the Administrative Team have P-Cards and are available to purchase goods and services as allowed by City policy.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - DAM - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
P-CARD AND PURCHASE ORDERS																			
1. DIRECT SERVICE		■		■	■			■					■	■				■	
2. BACKUP ROLE	■		■	■			■	■		■	■	■	■						
3. LIMITED OR NO ROLE																■	■		

Business Operations role
Bureau role:
1. Learn what may be purchased on a City P-Card, or as for assistance before commitments are made. The Administrative Team may assist you in determining what may be purchased within City guidelines, although best service is provided before commitments are made and time is available to adjust as necessary.
2. Discuss and confirm with a P-Card holder goods and services to be purchased.
3. Obtain approvals by a manager with spending/contract authority. Approvals are required for each purchase, notwithstanding other blanket approvals or arrangements (i.e. yearly travel/training plans, delegated authority, etc.).

Business Operations role: Purchase goods and services requested by staff, having approval from manager with spending authority, within City guidelines.

Service Target / Expectation
The expectation of Business Operations staff is to be trained in P-Card rules, policies and related guidance, and to communicate options to bureau customers needing to procure goods and services. P-Card holders are also required to obtain approval to purchase goods and services from staff with purchase authority. The only purchases that will not require approval on a case-by-case basis are miscellaneous office supplies that are described in greater detail separately in this Service Level Description.

Performance Metric / Goal
Workload metric:
- Number of P-Card purchases.
- Number of bureau customers.

Supplies for the Congress Center 22nd Floor

Description
Business Operations purchases office supplies for the Congress Center 22nd floor.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - DAM - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
SUPPLIES FOR CONGRESS CENTER 22ND FLOOR																			
1. DIRECT SERVICE		■		■	■		■					■	■						
3. LIMITED OR NO ROLE	■		■			■		■	■	■	■			■		■	■	■	

Business Operations role
Bureau role: Communicate supply needs to the Administrative Supervisor if supply stock is not available or running low.

Business Operations role: Order supplies, monitor supply stock, maintain list of supply items, maintain cost allocation worksheet.

The cost allocation is based upon the City of Portland General Fund Overhead Model methodology, generally allocating costs by weighting purchases by 75% operational budget, 25% FTE for those organizations on the Congress Center 22nd Floor.

Items that are not stocked in the supply cabinet or other designated areas (i.e. paper and notepads in adjacent cabinets) are allocated directly to customers. For example, local desktop printer cartridges/ink that are not maintained by P&D are allocated directly to the requestor's identified cost object.

Service Target / Expectation
The expectation is that routine supplies and paper goods are always in stock and available. The Administrative Team is expected to monitor supplies at a frequency to ensure that supply stock expectations are met.

Performance Metric / Goal
Workload metric:
- Supply stock is appropriately maintained.

Ordinance and Council Actions

Description
Electronic submission of ordinances is a service provided by the CAO Executive Assistant. The Administrative Team backs up this service. Hard copies of ordinances and other materials that require delivery to City Hall may be delivered by the Administrative Team on Tuesday and Wednesday, or as requested by staff. A tray is available on the wall behind the Administrative Team labeled, "Mayor's Office".

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
ORDINANCE AND COUNCIL ACTION - SUBMITTAL TO CITY HALL																			
2. BACKUP ROLE		■	■	■	■	■	■	■	■	■	■	■	■	■	■		■	■	■
3. LIMITED OR NO ROLE	■															■			

Service Frequency
Both the paper packets and the electronic documents must be submitted to the Mayor's office no later than the end of the business day Wednesday, two weeks prior to the scheduled Council session. Exceptions to this requirement may be requested by the Mayor's office due to a holiday, vacation, etc. Some bureaus choose to hand deliver their own paper packets, but are still required to file the electronic copies through the OMF Ordinance inbox.

Business Operations role
Bureau role: Secure required bureau director signatures and deliver ordinances to the Executive Assistant no later than Tuesday two weeks prior to the scheduled Council date with matching copies to OMFORD@portlandoregon.gov.

Business Operations role: Business Operations backs up the CAO Executive Assistant in this service. The Executive Assistant receives ordinances, reports and resolutions after a bureau has created them and printed the paper packets, per instructions in the City Auditor's "Drafting Manual".
- Current drafting manual: http://www.portlandonline.com/auditor/index.cfm?a=52340&c=34447
- Current forms: http://www.portlandonline.com/auditor/index.cfm?&c=27605
- All documents must be emailed to: OMFORD@portlandoregon.gov.

Service Target / Expectation
The expectation for Business Operations is to ensure coverage of this executive service by having Administrative Staff trained and available to perform the task if the Executive Assistant is not available.

Performance Metric / Goal
Workload metric:
- Number of ordinances submitted.

Executive Calendaring

Description

OMF executive calendaring is a service provided by the CAO Executive Assistant, and is available to the Chief Administrative Officer, the Chief Financial Officer, and the Deputy Chief Administrative Officer.

The Business Operations Administrative Team backs up this CAO Executive Assistant service.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
EXECUTIVE CALENDARING																			
2. BACKUP ROLE		■		■	■		■	■	■	■	■	■	■	■	■		■	■	
3. LIMITED OR NO ROLE	■		■			■										■			■

Business Operations role

Bureau role: The CAO, CFO, and DCAO must communicate calendar and email expectations at the desired levels to effectively schedule meetings and events and respond to meeting requests.

Business Operations role: The Business Operations Administrative Team backs up service provided by the Executive Assistant.

Service Target / Expectation

The expectation for Business Operations is to ensure coverage of this executive service by having Administrative Staff trained and available to perform the task if the Executive Assistant is not available.

Performance Metric / Goal

Workload metric:
- Number of executive staff supported.

Executive Recordkeeping

Description
OMF executive recordkeeping is a service provided by the CAO Executive Assistant, and is available to the Chief Administrative Officer, the Chief Financial Officer, and the Deputy Chief Administrative Officer.

The Business Operations Administrative Team backs up this CAO Executive Assistant service.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
EXECUTIVE RECORDKEEPING																			
2. BACKUP ROLE		■		■	■		■	■	■	■	■	■	■		■	■			
3. LIMITED OR NO ROLE	■		■			■											■		

Business Operations role
Bureau role: The CAO, CFO and DCAO must communicate recordkeeping expectations and service needs in additional City policy requirements for retention and records to the CAO Executive Assistant.

Business Operations role: Maintain executive records in accordance with City policy, provide service as requested by executive customers.

Service Target / Expectation
The expectation for Business Operations is to ensure coverage of this executive service by having Administrative Staff trained and available to perform the task if the Executive Assistant is not available.

Performance Metric / Goal
Workload metric:
- NA

Executive Meeting Coordination

Description

OMF executive meeting coordination service, specifically meetings requiring amenities beyond those available at staff conference room facilities, such as: premium accommodations requiring payment/procurement of space; meals or light refreshments (as allowed); and other amenities as needed.

The Business Operations Administrative Team backs up this CAO Executive Assistant service.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BHR - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
EXECUTIVE MEETING COORDINATION																			
2. BACKUP ROLE		■		■	■			■	■	■	■	■	■	■		■	■	■	
3. LIMITED OR NO ROLE	■		■	■		■	■								■				
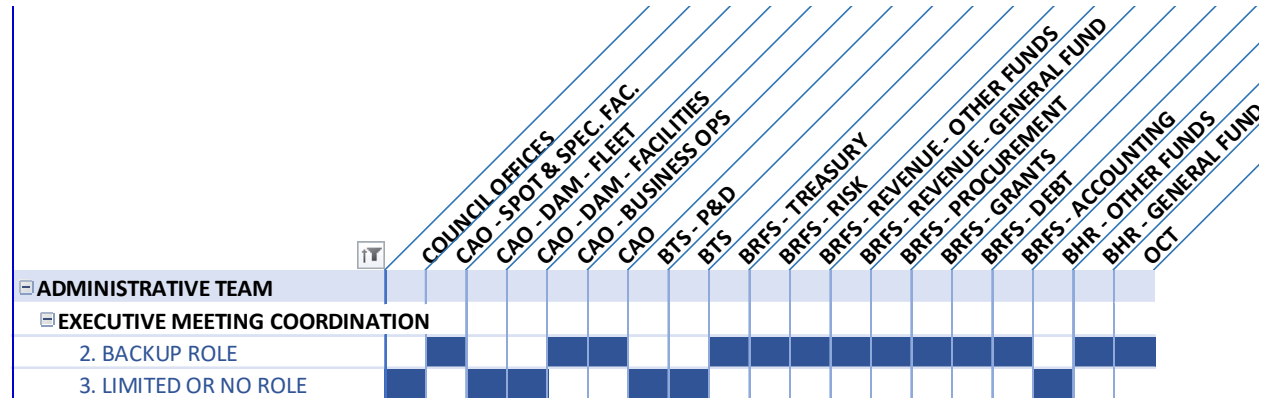
Business Operations role

Bureau role: The CAO, CFO and DCAO must communicate appointments to the Executive Assistance for meeting support with executive staff, as needed.

Business Operations role: The Business Operations Administrative Team backs up service provided by the Executive Assistant.

Service Target / Expectation

The expectation for Business Operations is to ensure coverage of this executive service by having Administrative Staff trained and available to perform the task if the Executive Assistant is not available.

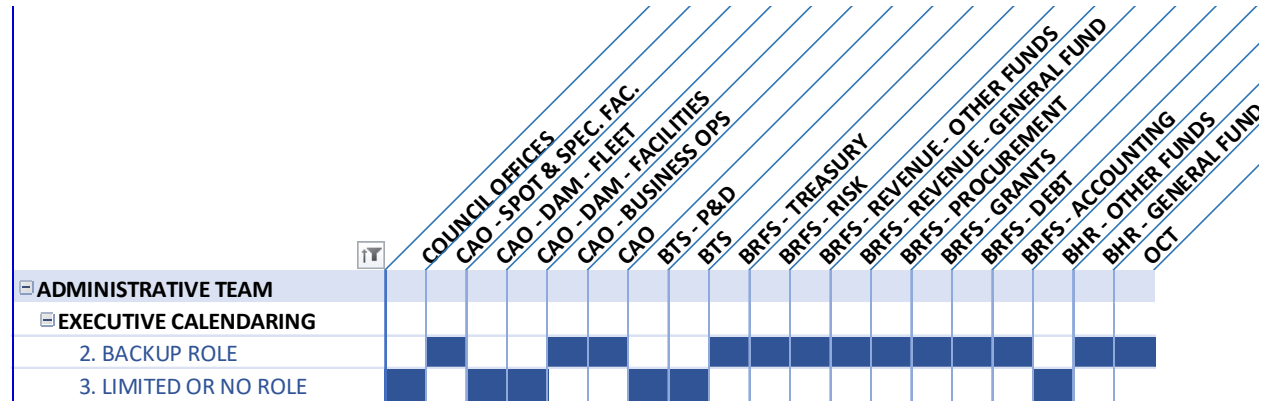## Performance Metric / Goal

Workload metric:
- The number of executive staff supported.

Legal Hold Tracking

Description

'Legal Holds' refers to the affirmative act by an organization to prevent the destruction of evidence, including physical documents such as paper, as well as electronically stored information (commonly referred to as ESI). Legal Holds are coordinated centrally in OMF by the CAO Executive Assistant.

The Business Operations Administrative Team backs up this CAO Executive Assistant service.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BHR - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
LEGAL HOLD TRACKING																			
2. BACKUP ROLE		■	■	■	■	■	■	■	■	■	■	■	■	■	■			■	
3. LIMITED OR NO ROLE	■															■	■		

Business Operations role

Bureau role: Once the City Attorney's Office or employee reasonably anticipates litigation, or is notified of pending litigation, bureaus shall suspend routine record retention policy and put in place a "Legal Hold" to ensure the preservation of relevant records. Please communicate this occurrence to the CAO Executive Assistant as soon as possible for further instruction.

Business Operations role: Business Operations provide a back-up role to the Executive Assistant will be to acquire the training and be available as needed to support this service if needed.

Service Target / Expectation

The service expectation for Business Operations is to effectively back up the Executive Assistant, is to be trained in the legal hold requirements and City processes and available to provide direct support should it be needed.

Performance Metric / Goal

Workload metric:
- Number of active legal holds.

Financial Management Services

Develop OMF Financial Management Process

Description
Business Operations manages the budget development, monitoring, and reporting calendar including the required financial products and communications to comply with City budget, accounting, and financial management policies. Business Operations objectives are to plan, budget, implement and evaluate processes to continuously improve service delivery.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
FINANCIAL MANAGEMENT PROCESS																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
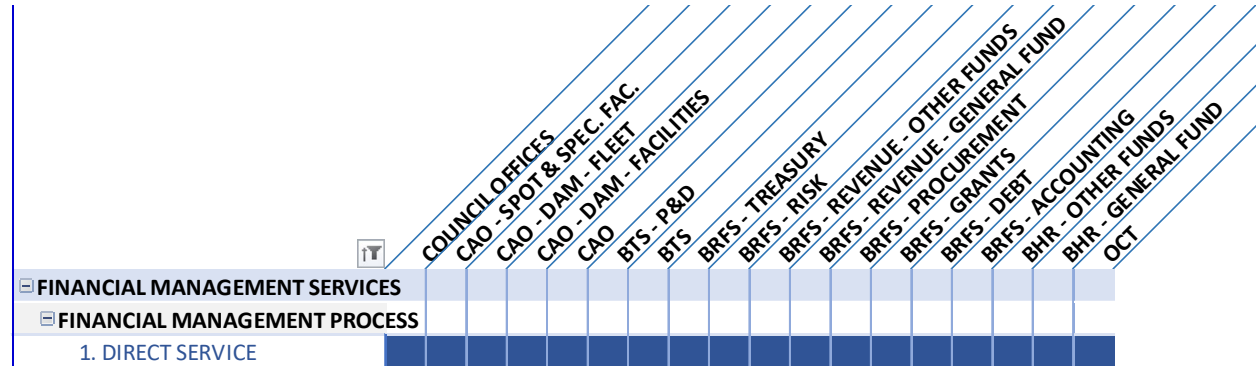
*"Backup role" for the purposes of this Service Level Description notes continuity considerations, and in the case that primary responsible staff were not able/capable of performing the required tasks, Business Operations would stretch to perform required tasks.

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activity required to perform this service. Bureaus will receive the best service when bureau management and staff are available to confer with Business Operations staff regarding relevant operational activity, issues, priorities, concerns, etc. Expectations of Business Operations staff are to acquire an understanding of business operations for their assigned bureau and be available to engage leadership to receive information, participate in discussions, and provide budget options, considerations and recommendations.

Business Operations role: Lead the ongoing financial management process described herein by providing expert knowledge of financial management processes, engaging OMF leadership to acquire clear goals and objectives, and communicating well defined financial management processes to customer bureaus.

Senior staff for Financial Management Process service: Aaron Beck
Contributors to Financial Management Process service: Jen Clodius, Ralph Smith, and Aaron Rivera.

Service Target / Expectation
Financial Management processes for budget development, monitoring, and financial reporting services are expected to be compliant with City policies and requirements, as well as effective in implementing the mission and strategic plan of OMF.

Performance Metric / Goal
Workload metric:
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed

Budget Development, Monitoring and Reporting

Description
Business Operations is responsible for the execution of budget processes, development of budget materials and products, and submission of materials and required communications, in accordance with City policy budget direction. Business Operations manages the OMF budget monitoring and supplemental calendar including the required financial products and communications to comply with City budget, accounting, and financial management policies.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
BUDGET DEVELOPMENT, MONITORING AND REPORTING																		
1. DIRECT SERVICE	■	■	■	■	■	■	■		■	■	■	■	■		■	■	■	
2. BACKUP ROLE								■						■				
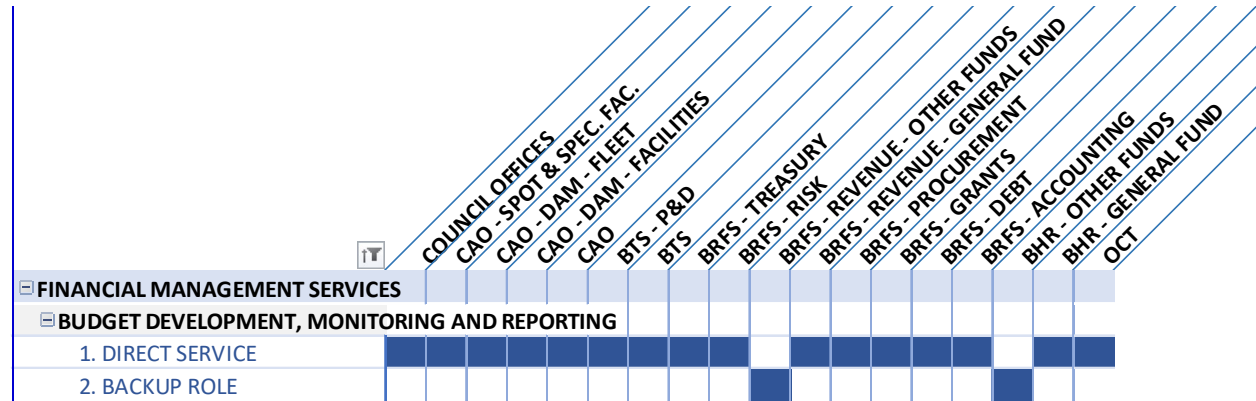
*Backup role, for the purposes of this Service Level Description is designated to indicate, for the purposes of continuity considerations, and in the case that primary responsible staff were not able/capable of performing the required tasks, Business Operations would stretch to perform the required.

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activities that comply with the Mayor's and CBO guidance. Expectations of Business Operations staff are to acquire an understanding of business operations for their area of assignment and will be available to engage bureau budget responsible leadership to receive information, participate in discussion, and provide budget options, considerations and recommendations.

Business Operations role: Lead the budget development, monitoring, and supplemental process described herein by providing expert knowledge of requirements, engaging OMF leadership to acquire clear goals and objectives, and communicating well defined requests to customer bureaus.

Service Target / Expectation
Budget development services are expected to be provided compliant with City policies, elected official guidance, and OMF leadership, as well as effective in implementing the mission and strategic plan of OMF.

Performance Metric / Goal
Workload metric:
- Amount of budgeted funding.
- Number of budgeted staff.
- The number of funds managed.

Efficiency metric:
- NA, not easily quantified. This service is generally includes executing the process requirements and completing the required products sufficient to achieve an Adopted budget – which can be a year-round effort.

Financial Analysis of Budget, Business Decisions, Funding Plans and Proposals

Description

Business Operations provides financial analysis related to OMF budget questions, projects, decision making resources, funding plans and proposals. Needs may vary, and business operations staff are available by assigned area and subject matter expertise.

Examples of possible work in this service area includes, but is not limited to: reorganization analysis; cost allocation analysis; analysis of program funding options and plans; capital and maintenance related analysis; and other financial analysis.

Customers
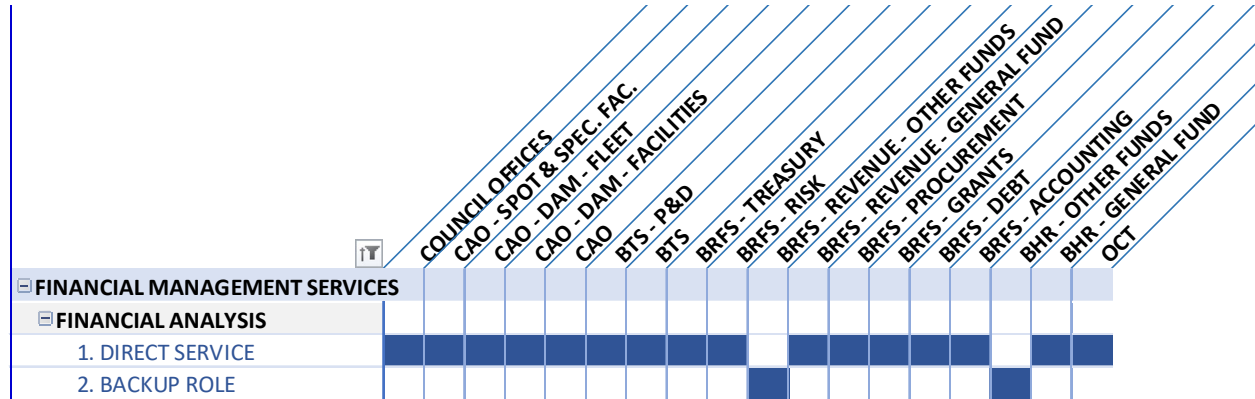
	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
FINANCIAL ANALYSIS																		
1. DIRECT SERVICE	■	■	■	■	■	■	■		■	■	■	■	■		■	■	■	■
2. BACKUP ROLE								■						■				

Bureau Role vs. Business Operations Role

Bureau role: Communicate the financial, operational and related activities sufficient to perform this service well.

Business Operations role: Provide analysis needed, at the level needed by assigned staff or subject matter expert. Part of the Business Operations role is to communicate a threshold wherein additional support may be required, i.e. scope large enough to require contractor/consultant support.

Service Target / Expectation

Financial analysis services are expected to be provided compliant with City policies, elected official guidance, and OMF leadership, as well as effective in implementing the mission and strategic plan of OMF. Timeliness, efficiency, and effectiveness are important to Business Operations, and every effort will be taken to provide informed service by assigned staff, supported by experience senior staff to monitor progress and outcomes.

Performance Metric / Goal

Workload metric:
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Financial Impact Statements for Personnel Actions and Ordinances

Description
Business Operations prepares financial impact statements for personnel actions (P4), and ordinances.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
FINANCIAL IMPACT STATEMENTS																		
1. DIRECT SERVICE			■	■	■	■	■	■		■	■	■	■	■		■	■	■
2. BACKUP ROLE		■							■						■			
3. LIMITED OR NO ROLE	■																	

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activity sufficient to perform this service. Ideally, bureau leadership will keep Business Operations analyst apprised of activity and issues to enable accurate and timely analysis.

Business Operations role: Provide timeline and effective analysis considerate of bureau specific impacts, and OMF wide considerations.

Service Target / Expectation
Fiscal impact statements and ordinances are prepared according to City policy and guidance. Timeliness, efficiency, and effectiveness are important to Business Operations, and every effort will be made to provide informed service by assigned staff, supported by experience senior staff to monitor progress and outcomes.

Performance Metric / Goal
Workload metric:
- Number of fiscal impact statements drafted.
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Audit Schedules in Support of the City's Fiscal Year Audit and CAFR

Description
Business Operations prepares fiscal year audit schedules for bureau customers as required by the City Accounting Division. Relevant schedules include the following: AR/AP Accruals; Capital Asset Inventory; Lease audits; fuels/parts/etc. reconciliation and inventory; and other related schedules.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
AUDIT SCHEDULES																		
1. DIRECT SERVICE	■	■	■	■	■	■	■		■	■	■	■	■		■	■	■	
2. BACKUP ROLE								■						■				

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activity sufficient to perform this service.

Business Operations role: Develop an approach and manage the accurate and timely submission of audit schedules and prepare and submit audit schedule documents.

Service Target / Expectation
Audit schedules have submission-specific requirements and financial analysis that is required by the Accounting Division. Audit schedule deadlines vary by schedule, although are generally firm to ensure CAFR completion within target dates.

Timeliness, efficiency, and effectiveness are important to Business Operations, and every effort will be made to provide informed service by assigned staff, supported by experienced senior Audit Leads to monitor progress and outcomes.
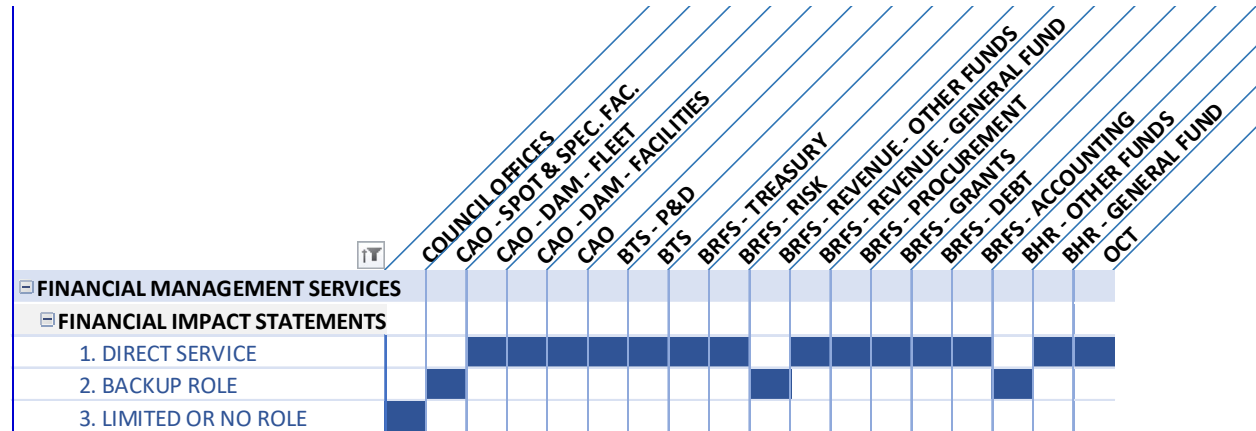
Performance Metric / Goal
Workload metric:
- Number of audit schedules required.
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Overhead Models, Interagency Rates, Financial Components of Interagency Agreements

Description
Business Operations is responsible for the development of bureau overhead models, interagency rates, and financial components of Interagency Agreements (IA's).

Customers
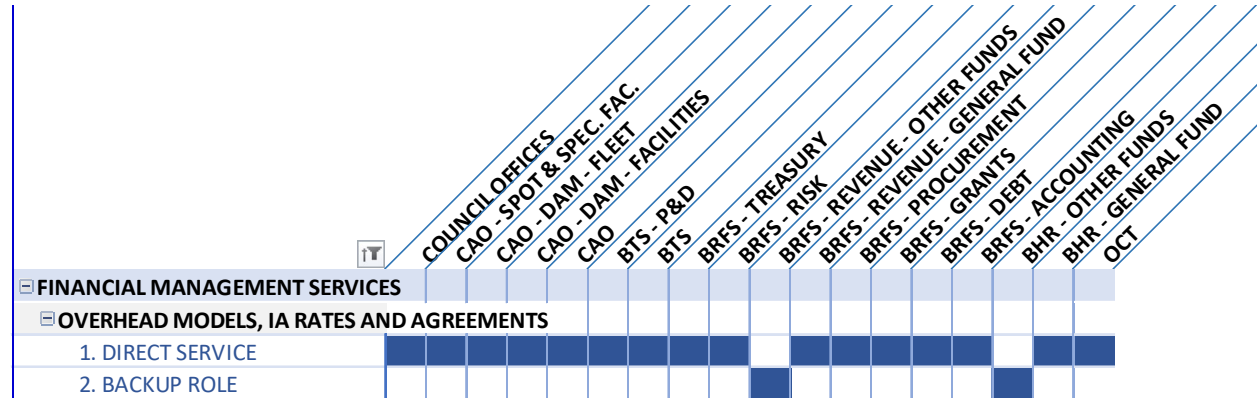
	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
OVERHEAD MODELS, IA RATES AND AGREEMENTS																		
1. DIRECT SERVICE	■	■	■	■	■	■	■		■	■	■	■	■		■	■	■	■
2. BACKUP ROLE								■						■				

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational, and related activity sufficient to perform this service. Ideally, bureau leadership will keep Business Operations analyst apprised of activity and issues to enable accurate and timely development of models, rates, and interagency agreement financial components.

Business Operations role: Develop an approach and manage the development and implementation of rates. Communicate to bureau customers information on IA process and rate and IA methodology changes.

Service Target / Expectation
Rates and interagency billings are expected to be developed compliant with City policies and requirements. Development of interagency rates and the associated systems and processes are complex, requiring process management and senior leadership coordination, as well assigned support analysts to fully develop and execute rates and interagency agreements. Business Operations staff are expected to be knowledgeable and experienced, able to offer requirements, guidance, options and deeper analysis if necessary.

Performance Metric / Goal
Workload metric:
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Journal Entries, Correcting Transactions

Description
Business Operations is responsible for preparing journal entries and other correcting transactions in financial software as needed to ensure accurate monthly, quarter, and yearly financial activity.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
JOURNAL ENTRIES, CORRECTING TRANSACTIONS																		
1. DIRECT SERVICE	■	■	■	■	■	■	■		■	■	■	■	■		■	■	■	
2. BACKUP ROLE								■						■				

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational, and related activity sufficient to perform this service.

Business Operations role: Perform regular financial analysis such that errors, correction or omissions will be identified and corrected. Communicate to bureau customers information on IA processers and rate and IA methodology changes.

Service Target / Expectation
Journal entries and related services are expected to be provided compliant with City policies, Generally Accepted Accounting Principles (GAAP), and other relevant guidance.

Performance Metric / Goal
Workload metric:
- Number of journal entries prepared
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Efficiency metric:
- NA, not easily quantified. This service generally includes entering accurate and timely adjustments to ensure that the G/L reflects financial activity correctly. Timeliness, efficiency, and effectiveness are important to Business Operations, and every effort will be made to provide informed services by assigned staff, supported by experienced senior staff to monitor progress and outcomes.

Bill for Services of Interagency Providers

Description
Business Operations is responsible for interagency billings by OMF bureaus.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
BILLING FOR INTERAGENCY PROVIDERS																		
1. DIRECT SERVICE	■	■	■	■	■	■	■		■	■	■	■	■		■	■	■	
2. BACKUP ROLE								■						■				

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activity sufficient to perform this service. The efficiency and effectiveness of billing systems may be related to systems developed up-front to track and monitor expenditure activity. Engage Business Operations financial staff when setting up new programs, cost allocation, interagency billings, or related systems.

Business Operations role: Bill customer bureaus based upon activity, interagency rates, or other developed systems of cost allocation.

Service Target / Expectation
Bureau service billings are performed within requirements and deadlines Accounting Division. Audit schedule deadlines vary by schedule, although are generally firm to ensure CAFR completion within target dates.

Timeliness, efficiency, and effectiveness are important to Business Operations, and every effort will be taken to provide informed service by assigned staff, supported by experienced senior Audit Leads to monitor progress and outcomes.

Performance Metric / Goal
Workload metric:
- Number of bureau billings (journal entries, automatically billed services, cost per unit billed services, etc.).
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Provide Accounts Payable and Receivable Services

Description
Business Operations provides accounts payable and accounts receivable services.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
ACCOUNTS PAYABLE, ACCOUNTS RECEIVABLE																		
1. DIRECT SERVICE	■	■	■	■	■	■	■			■	■	■			■	■	■	■
2. BACKUP ROLE								■	■	■				■				

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activity sufficient to perform this service . Maintain IGAs for all non-City consumers of their services, as applicable.

Business Operations role: Pay bills timely and accurately, such that errors, late payments/billings, and related fees (late payment charges) are not incurred.

Service Target / Expectation
Journal entries and related services are expected to be provided compliant with City policies, Generally Accepted Accounting Principles (GAAP), and other relevant guidance.

Performance Metric / Goal
Workload metric:
- Number of bureau payables/receivables (journal entries, automatically billed services, cost per unit billed services, etc.).
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Develop Capital Plans, and Provide Capital Project Accounting

Description
Business Operations is responsible for developing OMF capital plans, and project accounting. This responsibility includes the planning, budget development, activity monitoring, and reporting associated with capital projects.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MANAGEMENT SERVICES																		
CAPITAL PLAN, CAPITAL PROJECT ACCOUNTING																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activity sufficient to perform this service.

Business Operations role: Budget, monitor and report capital plan activity. Acquire Capital Asset Accountant SAP roles, and implement project systems sufficient to track and report capital activity compliant with financial policies, GAAP and budget requirements.

Service Target / Expectation
Capital plans and project accounting services are provided in accordance with City policy and guidance. This service includes budget policy, Accounting policy, and expert knowledge of City SAP Project systems. Business Operations expectations are to provide an informed direct service, supported by senior staff able to monitor progress and outcomes.

Performance Metric / Goal
Workload metric:
- Number of capital projects.
- Total amount of capital project funding budgeted and/or spent,
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Manage Cost Accounting System

Description
Business Operations creates and maintains cost objects for OMF.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
MANAGE COST ACCOUNTING SYSTEM																		
1. DIRECT SERVICE	■	■	■	■	■	■	■		■	■	■	■	■		■	■		
2. BACKUP ROLE								■						■				

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activity sufficient to perform this service well.

Business Operations role: Create and maintain cost objects. Review and monitor financial activity.

Service Target / Expectation
Business Operations staff are expected to be able to perform the operations necessary to create and maintain cost objects compliant with relevant City policies and procedures.

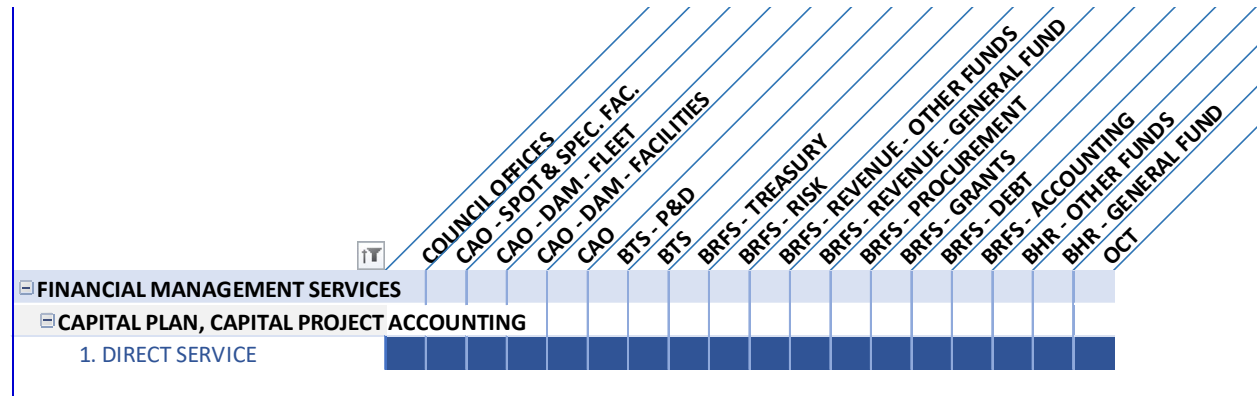## Performance Metric / Goal
Workload metric:
- Number of bureau payables/receivables (journal entries, automatically billed services, cost per unit billed services, etc.).
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Financial Management to Debt-financed Projects

Description
Business Operations provides financial management services for Debt Financed Projects within OMF, or impacting Citywide finances as requested.

Customers
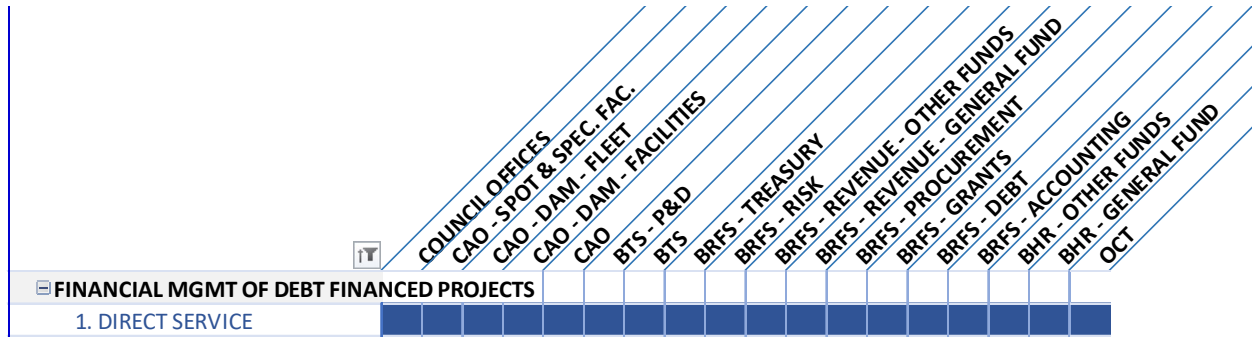
	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL MGMT OF DEBT FINANCED PROJECTS																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activity sufficient to perform this service. Expectations of Business Operations staff are to acquire an understanding of business operations for their area of assignment and will be available to engage bureau budget responsible leadership to receive information, participate in discussion, and provide budget options, considerations and recommendations.

Business Operations role: Lead the ongoing Financial Management Process described herein by providing expert knowledge of financial management processes, engaging OMF leadership to acquire clear goals and objectives, and communicating well defined financial management processes to customer bureaus.

Service Target / Expectation
Financial management support to debt financed projects options, strategy, and process support for bureau projects.

Performance Metric / Goal
Workload metric:
- Number of debt financed projects.
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

"Problem solve" Funding, Purchasing, and Contracting Alternatives

Description

Business Operations in working closely with customers, is aware of funding, purchasing and procurement needs and may advise and support as needed by bureau management. This service is generally considered "problem solving", with Business Operations having a vested interest in ensuring that customer bureaus are funding activity and services appropriately (in compliance with City policies, and in fiscally sustainable means) as well as procuring services in compliance with City policies and procedures.

Customers
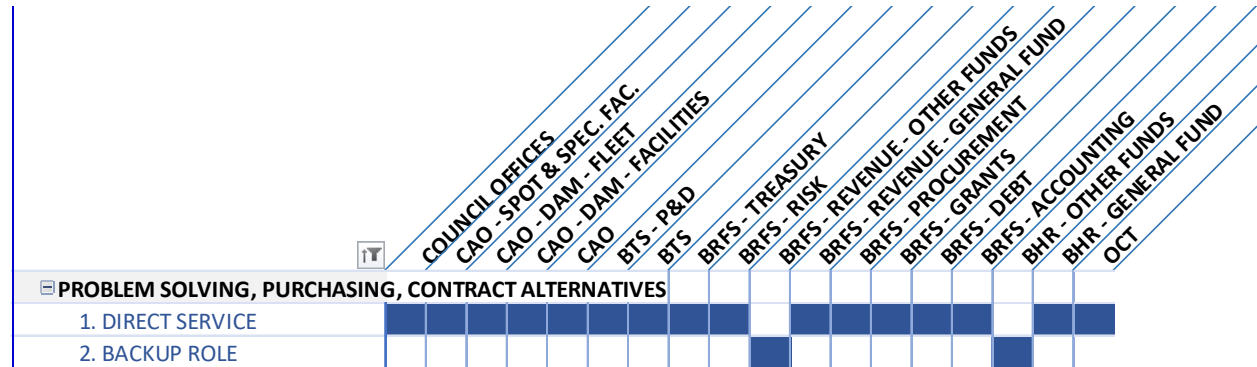
	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
PROBLEM SOLVING, PURCHASING, CONTRACT ALTERNATIVES																		
1. DIRECT SERVICE	■	■	■	■	■	■	■		■	■	■	■	■		■	■	■	
2. BACKUP ROLE								■						■				

Bureau Role vs. Business Operations Role

Bureau role: Communicate the financial, operational and related activity sufficient to perform this service well.

Business Operations role: Be available and

Service Target / Expectation

Business Operations staff are expected to proactively learn the business operation of customer bureaus, anticipate possible issues, and communicate options and alternatives to management/leadership.

Business Operations staff are also expected to achieve a high degree of competency with City budget, accounting, procurement and administrative policies and guidance, such that options and alternatives maintain compliance with GAAP, procurement code, and other city policies.

Performance Metric / Goal

Workload metric:
- Amount of budgeted funding.
- Number of budgeted staff.
- Number of funds managed.

Management of OMF Financial Policies

Description
OMF is responsible for the development, implementation, performance monitoring, and ongoing revision of OMF Financial Policies.

Customers
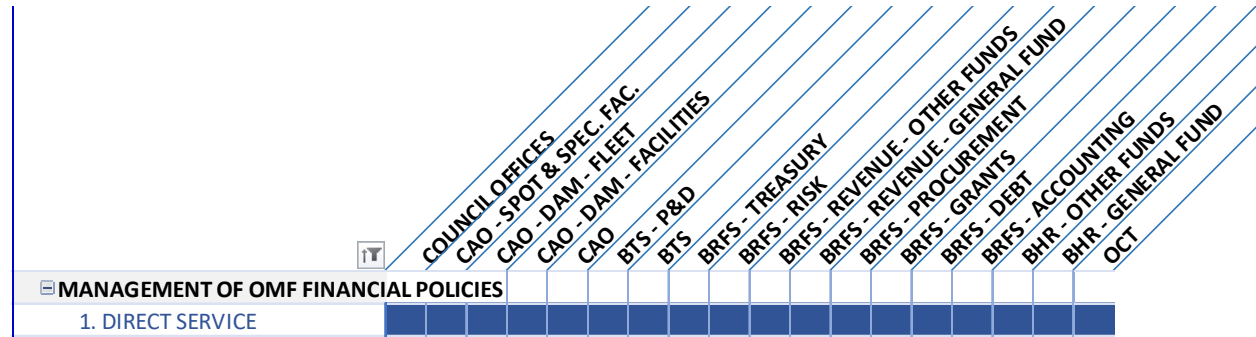
	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
MANAGEMENT OF OMF FINANCIAL POLICIES																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational and related activity sufficient to perform this service well.

Business Operations role: Lead the ongoing monitoring and updating of OMF Financial Policies by providing expert knowledge of OMF financial activity, engaging OMF leadership to acquire clear goals and objectives, and communicating well defined financial management policies to customer bureaus.

Service Target / Expectation
Business Operations expectations are to maintain updated and effective financial policies specific to OMF financial operations that comply with City policies and enable effective bureau financial operations.

Performance Metric / Goal
Workload metric:
- Number of OMF Financial Policies managed.

Contract Support

Description
OMF can provide the support and tools to enable management to prepare and submit public contracts, as well as monitor and report activity to/for contract managers.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
CONTRACT AND PROCUREMENT SUPPORT																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■		■	■	■	■		■			
2. BACKUP ROLE																■		
3. LIMITED OR NO ROLE									■					■				

Bureau Role vs. Operational Role
Bureau role: Communicate the financial, operational and related activity sufficient to perform this service well.

Business Operations role: Lead the ongoing monitoring and reporting of contract activity.

Service Target / Expectation
The service expectation is that OMF contracts are proactively managed: objectives are achieved, contract consideration and compensated activity is compliant with laws, City Code and policy, and management decisions are brought to decision makers when necessary. Business Operations expectations are to be trained and experienced in the procure to pay workflow and processes, as well as associated requirements to monitor and report contract activity.

Performance Metric / Goal
Workload metric:
- Number of OMF contracts managed

Communications Services

OMF Strategic Plan and OMF Work Plan Development, Monitoring, Tracking and Reporting

Description
Business Operations leads the production of the OMF Strategic Plan and OMF Work Plan. The Business Operations Communications Team (Comms Team) monitors, tracks, and reports the progress made by OMF bureaus according to the OMF 2018-2020 Strategic Plan. The plan is a guide to focus OMF's efforts in the same direction throughout the organization, and provides customers and partners with an understanding of OMF priorities and assuring accountability.

Customers
OMF and City bureaus, City Council, and community members.
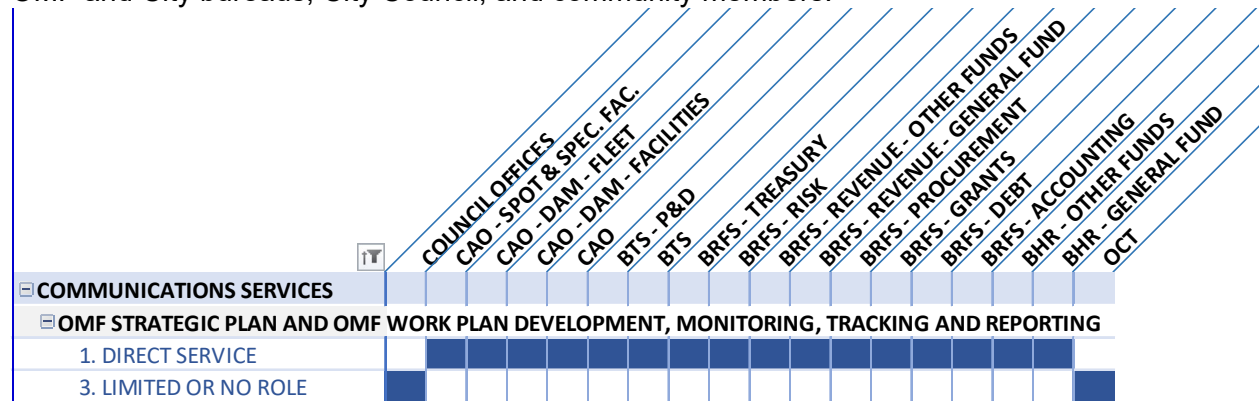
	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
OMF STRATEGIC PLAN AND OMF WORK PLAN DEVELOPMENT, MONITORING, TRACKING AND REPORTING																		
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																	■

Bureau Role vs. Business Operations Role

Bureau role: Communicate issues and activities, and respond to information requests as needed. Participate in plan development through an inclusive process involving OMF employees, City bureaus, and City Council. Identify goals and tactics for success. Report progress on goals quarterly.

Business Operations role: Manage the schedule, bureau engagement, events, communications, and deployment strategy. Monitor, track, and report progress.

Service Target / Expectation
Expectations for this service include the collaborative development and implementation of leadership direction for each plan.

Performance Metric / Goal
- Development of strategic and work plans that articulate the Bureau's priorities and provides a roadmap for achieving its mission.
- Progress on achievement of goals is tracked and reported quarterly.

OMF Media Relations and Public Records Information

Description

The Business Operations Communications Team (Comms Team) responds to media queries and requests for public records and information. OMF's policy is that all media releases are issued by the Public Information Officer (PIO) who acts as spokesperson and manages the media and public information activities for the bureau. In this role, the PIO sits on the City Council Security Support committee, the City and Regional PIO committees, the Public Records Request Forum, the Legal Holds Forum, and the City Council Agenda Security Meeting. The Communications Manager or designee also sits on the Emergency Preparedness Advisory Committee and is the OMF point of contact for the Everbridge Emergency Messaging system. Additionally, the Strategic Communications Manager provides messaging for the Disaster Policy Council.

Customers

Media, community members, City Council, City bureaus, OMF
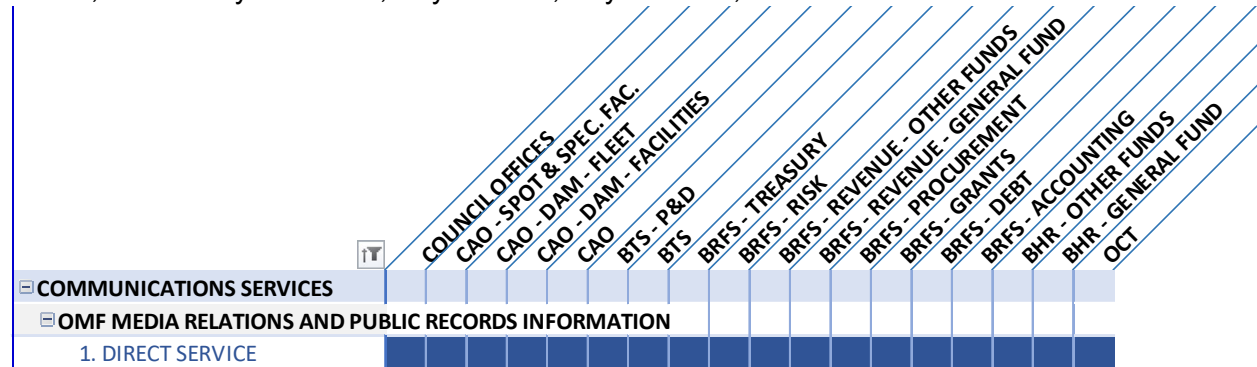
	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
OMF MEDIA RELATIONS AND PUBLIC RECORDS INFORMATION																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Bureau Role vs. Business Operations Role

Bureau role: Communicate issues and activities, as well as respond to information requests as needed.

Business Operations role: Provide responses and subject matter experts to media as needed. Issue media releases and manage OMF public information activities. Fulfilment of public records requests in compliance with Oregon's Public Records Law (ORS 192). Develop and communicate crisis messaging and instructions.

Service Target / Expectation

Expectations for this service include the collaborative development of accurate messaging that support the City and OMF.

Performance Metric / Goal

- Public records requests are fulfilled in compliance with Oregon law.
- Information provided to media is comprehensible and factual.

OMF Budget and BMP Narrative Development and Performance Measure Coordination

Description
The Business Operations Communications Team (Comms Team) researches, writes, compiles, edits, and produces budget and budget monitoring process (BMP) narratives and compiles the annual Requested Budget document. The team is also responsible for tracking and coordinating the development of OMF's performance measures..

Customers
OMF bureaus and divisions.

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational, and related activity sufficient to perform this service well. Bureaus should track performance measure progress and report values and anticipated changes to Business Operations.

Business Operations role: Engage with OMF leadership and staff to establish timelines, acquire clear goals, objectives, operational information, and communicate fact-based and comprehensible information in the budget narratives. Work with bureaus to develop, update, and track performance measure data and report results to the City Budget Office.

Service Target / Expectation
Budget development, monitoring, and performance measure services are expected to be compliant with City policies, elected official guidance, and OMF leadership, as well as effective in implementing OMF's mission and strategic plan. Narratives are expected to describe the nature of OMF operations and decision packages and document any changes in services. Performance measures are developed to be relevant and measurable and are tracked to evaluate bureau progress in meeting goals.

Performance Metric / Goal
- The required products sufficient to achieve an Adopted budget and BMP cycles are accurate, fact based, and comprehensive.

OMF Hot Sheet

Description
The OMF hot sheet is a weekly document sent to the Mayor's Office that summarizes upcoming Council action items including ordinances, resolutions, important updates, and other items of interest such as media and public records requests, out of town travel approvals, and personnel actions of note. The hot sheet is also sent to the remaining Commissioners and the OMF Leadership Team.

Customers
Council Offices, OMF Bureaus.

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
OMF HOT SHEET																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE																		■

Bureau Role vs. Business Operations Role
Bureau role: Bureaus will forward their hot sheet items to the appropriate Comms Team member each week by Wednesday at 5 p.m. and respond to information requests as needed.

Business Operations Role: The Comms Team compiles and formats the information received from bureaus according to hot sheet style guidelines and requests further clarification or information when necessary. The draft hot sheet is approved by the CAO and the final copy is uploaded to Microsoft One Drive. A link to One Drive and a PDF is emailed to the Mayor, Council, and OMF Leadership Team each Friday morning.

Service Target / Expectation
The Mayor and City Council have an accurate weekly preview of upcoming Council items and other items of concern,

Performance Metric / Goal
- A comprehensive hot sheet is delivered to the Mayor, Council, and OMF leadership each week.

Committee Facilitation

Description

Convene, staff, and develop management information reports for the OMF Advisory Committee, Technology Executive Steering Committee, OMF Equity Committee, Portland Building Change Management Committee, Enterprise Risk Management (ERM) Committee, Security Stakeholders Steering Committee, City Business Hour Group, Labor-Management Committee, and Sustainability Committee (Green Team).

Customers

Community members, City bureaus, City Council

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
OMF COMMITTEE FACILITATION																		
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																	■

Bureau Role vs. Business Operations Role

Bureau role: Communicate changes to committee membership to the Comms Team, participate in the identification of relevant agenda items, and provide subject matter experts as needed.

Business Operations role: Comms Team services include providing advanced meeting coordination such as scheduling and documenting meetings, suggesting possible agenda items, scheduling subject matter experts, writing management information reports for committee leadership, writing reports for City Council, fact checking, tracking meeting developments, maintaining the confidentiality of sensitive information, updating committee websites, and drafting governance documents.

Service Target / Expectation

The expectation for Business Operations is to ensure advanced-level support of OMF committee activities to allow each committee to successfully meet its goals and objectives. Non-Confidential information is shared with the public.

Performance Metric / Goal

- Each committee successfully meets its goals and objectives.

Council-Appointed Committee Facilitation

Description
Convene, staff, and develop management information reports for the City Council-appointed Public Safety GO Bond Independent Citizen Committee, Technology Oversight Committee, and Portland Building Community Oversight Committee.

Customers
Community members, City bureaus, City Council

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
COUNCIL-APPOINTED COMMITTEE FACILITATION																		
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
3. LIMITED OR NO ROLE	■																	■

Bureau Role vs. Business Operations Role
Bureau role: Bureaus shall provide subject matter experts as needed.

Business Operations role: Comms Team services include providing advanced meeting coordination such as scheduling and documenting meetings, scheduling subject matter experts, writing quarterly management information reports to Council, fact checking, tracking meeting developments, maintaining the confidentiality of sensitive information, updating committee websites, and drafting governance documents.

Service Target / Expectation
The expectation for Business Operations is to ensure advanced-level support of Council-appointed committee activities to allow each committee to successfully meet its charge and objectives, and make appropriate recommendations to Council. Non-Confidential information is shared with the public.

Performance Metric / Goal
- Each committee successfully meet its charge and quarterly reports and appropriate recommendations are delivered to Council.

Staff Support for the Citywide Bureau Directors Meeting

Description
Business Operations will coordinate Bureau Directors meetings and planning sessions.

Customers
City of Portland Bureaus.

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
STAFF SUPPORT FOR THE CITYWIDE BUREAU DIRECTORS MEETING																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Bureau Role vs. Business Operations Role
Bureau role: Communicate issues and activities, and respond to information requests as needed.

Business Operations role: Manage the schedule, produce the agenda, make accommodations, and coordinate communications.

Service Target / Expectation
Expectations for this service include the collaborative development and implementation of leadership direction for each product.

Performance Metric / Goal
NA

Project Management Support Services

Description

The Business Operations Comms Team provides support to OMF leadership in the planning, organization, and communication of highly focused programs or initiatives and assists in administering elements of larger specialized bureau programs. The team carries out or assists in developing and implementing program plans, budgets, procedures and supporting program promotional materials, and performs related duties as assigned. Examples of this work include the OMF Affirmative Action Report, the OMF Equity initiative, and the OMF Continuity of Operations Plan.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
PROJECT MANAGEMENT SUPPORT SERVICES																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Bureau Role vs. Business Operations Role

Bureau role: Communicate issues and activities, and respond to information requests as needed.

Business Operations role: Perform research and analysis of policy and issues, develop management reports and operational plans, manage scheduling, set agenda and accommodations, and provide communications.

Service Target / Expectation

Expectations for this service include the collaborative development and implementation of leadership direction for each product.

Performance Metric / Goal

NA

OMF Financial, Administrative, and Communication Policy Review

Description

The Comms Team provides specific and comprehensive support to the Chief Administrative Officer and the Policy Team on Citywide or bureau-specific policy issues, including research, analysis, and communication of new or updated policies. Provides support for the Paper: Less and Later Council ordinance filing project.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
OMF FINANCIAL, ADMINISTRATIVE, AND COMMUNICATION POLICY REVIEW																		
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
3. LIMITED OR NO ROLE	■																	■

Bureau Role vs. Business Operations Role

Bureau role: Communicate issues and activities, and respond to information requests as needed.

Business Operations role: Review and provide research to leadership and the Strategic Projects and Opportunities Team on current policies and update accordingly. Communicate policy changes to staff and update the OMF website.

Service Target / Expectation

Expectations for this service include the collaborative development and implementation of leadership direction for each product.
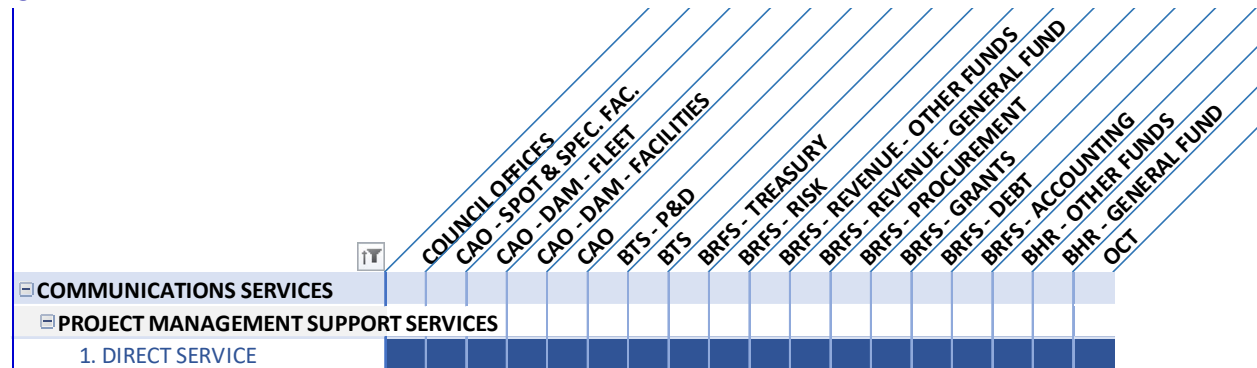
Performance Metric / Goal

NA

Internal, Citywide and Community Communications

Description
The Business Operations Communications Team (Comms Team) develops comprehensive communications materials and strategies, values analyses, and messaging.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
INTERNAL, CITYWIDE COMMUNITY COMMUNICATIONS																		
1. DIRECT SERVICE		■		■											■	■	■	
2. BACKUP ROLE	■		■	■		■	■	■	■	■	■	■	■	■				

Bureau Role vs. Business Operations Role
Bureau role: Communicate issues and activities, and respond to information requests as needed.

Business Operations role: Produce communications including but not limited to media releases, informational materials, fact sheets, service level descriptions, talking points for elected officials and bureau directors. Proofread and edit bureau communications and budget narratives. Participate in the development of positions, analyze public responses, and study issues for clarity of messaging, public image, and overall customer and public perception of the bureau. This includes communications strategy, stakeholder identification, assessment of resources, research, work plan development, crisis control planning, and benchmark evaluation.

Service Target / Expectation
Clear, concise, and comprehensive communications are shared with the public, elected officials, external public agencies and jurisdictions, other Bureaus/Offices, City employees, and various organizations, committees, community groups.

Performance Metric / Goal
N/A

Communications/Change Management for OMF and Citywide Projects

Description
The Business Operations Communications Team plays a key role in ensuring OMF and Citywide change initiatives are completed on time and on budget by assisting employees in the transition process, and developing communication strategies and tactics. The team provides change management and communications services for OMF and Citywide projects such as the Portland Building Reconstruction project and the Build Portland project.

Customers
City Bureaus, community members.
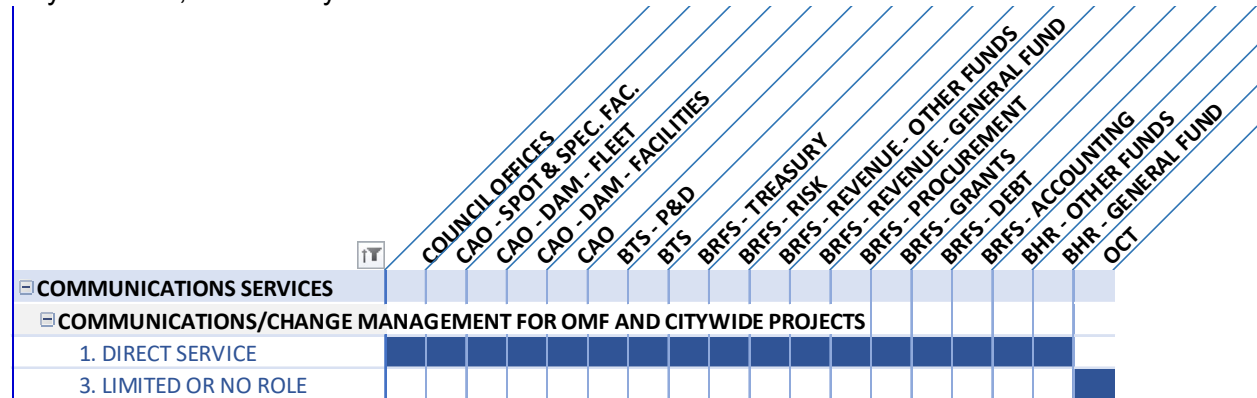
	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
COMMUNICATIONS/CHANGE MANAGEMENT FOR OMF AND CITYWIDE PROJECTS																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
3. LIMITED OR NO ROLE																		■

Bureau Role vs. Business Operations Role
Bureau role: Communicate the financial, operational, and related activity sufficient to perform this service well and will cooperate and participate in the initiative.

Business Operations role: The team will participate with project leaders on communications and change management efforts including developing change management strategies, engaging employees and the community, preparing employees for the potential impacts of the change, and assuring efforts are made to continue normal operations.

Business Operations will assist bureaus with analyzing the operational environment to determine the best strategy for executing the change; develop comprehensive communications and messaging plans for internal and public audiences; perform analyses to identify potential risks and areas of resistance; participate in, and in some cases, lead change management project initiatives; create tools and how-to guides; manage the expectations of those affected through clear and timely messaging; produce reports such as the Major City Projects Quarterly Report in support of the Build Portland project; and manage websites for projects such as the Portland Building Reconstruction project.

Service Target / Expectation
The expectation is that stakeholders are informed and engaged throughout the process and day-to-day operations are maintained while the change is occurring. Anticipated changes, challenges, and benefits are communicated to stakeholders; project teams are educated and supported; systemic organizational challenges are identified and addressed; and expectations are managed.

Performance Metric / Goal
- The change is implemented.
- Day-to-day operations are maintained.
- Stakeholders feel engaged and informed.
- Organizational benefits are communicated.

- The project is delivered on schedule and on budget.

OMF's Web, Social Media, and Citywide Employee Portal Management

Description

The Business Operations Communications Team produces web content for a variety of diverse audiences and creates web pages, content, editing, and design for OMF web sites. The team contributes significantly to the Portland Oregon Website Replacement project and manages Track-It forms for OMF bureaus including campsite cleanup reports. The team also manages direct appointment reports for the Office of Equity and Human Relations (OEHR).

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
OMF'S WEB, SOCIAL MEDIA, AND CITYWIDE EMPLOYEE PORTAL MANAGEMENT																		
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																	■

Bureau Role vs. Business Operations Role

Bureau role: Communicate issues and activities, and respond to information requests as needed.

Business Operations role: Manage content for the OMF website and the City of Portland launch page. Manage content for committee websites including the Public Safety GO Bond Independent Citizen Committee, Technology Oversight Committee, Portland Building Community Oversight Committee, the OMF Advisory Committee, Technology Executive Steering Committee, Equity Committee, Enterprise Risk Management (ERM) Committee, Labor-Management Committee, and Sustainability Committee (Green Team). Manage content for the Portland Building Reconstruction project, Campsite Cleanup, and Citywide Charitable Campaign websites.

Service Target / Expectation

Websites are organized, updated, engaging, and factually correct. Track-It form data is collected and distributed to the appropriate bureau/owner. Direct appointment reports are run and the information provided to OEHR.

Performance Metric / Goal

N/A

Document Layout and Design

Description

The Business Operations Communications Team (Comms Team) develops high quality communications and graphics for OMF initiatives. This service involves synthesizing data, strategizing layout and delivery, and designing comprehensive, engaging materials for a wide variety of programs and initiatives. Examples include but are not limited to infographics, promotional materials, fact sheets, posters, presentations, financial reports, newsletters, letterhead, cost studies, process change proposals, budget process graphics, business plans, the OMF Equity Roadmap, funding methodologies, and annual reports.

Customers
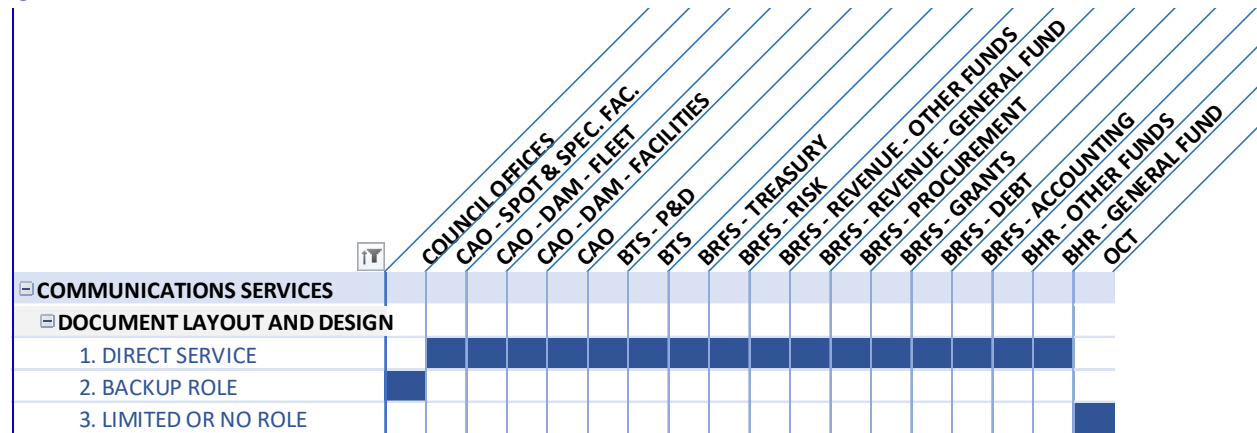
Bureau Role vs. Business Operations Role

Bureau role: Communicate issues and activities, and respond to information requests as needed.

Business Operations role: The Comms Team will work with stakeholders to identify product purpose, message, and audience, and will produce and incorporate feedback into the final product.

Service Target / Expectation

Comprehensible, fact-based, engaging materials are delivered.

Performance Metric / Goal

- Customer satisfaction.

Citywide Charitable Campaign

Description
The Business Operations Communications Team leads, coordinates and manages the Citywide Charitable Campaign.

Customers
City Council, City bureaus

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
CITYWIDE CHARITABLE CAMPAIGN																		
1. DIRECT SERVICE	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE																		■

Bureau Role vs. Business Operations Role
Bureau role: Each bureau will appoint one or more Bureau Representatives to serve as a points of contact and support for bureau staff.

Business Operations role: Review applications and determine eligibility of nonprofit partners. Make eligibility recommendations to the Charitable Campaign Advisory Committee. Write and recommend policy changes. Confirm contract for the Give at the Office online donation system. Organize and facilitate campaign meetings. Prepare Council documents. Develop campaign communications and promotional plan and produce communications and promotional materials. Lead bureau representative participation. Initiate process improvements. Update online donation system with new information and employee data. Track campaign expenditures. Manage the campaign website. Schedule Council kickoff and proclamation. Assist employees with online donations and enter check donations and paper pledges into the online system. Calculate totals at the end of the campaign. Forward checks to the applicable charities. Provide payroll with employee donation data. Bill nonprofits for their share of the campaign costs.

Service Target / Expectation
This service is a benefit to City employees. City employees are able to make pledges to charities of their choice by check, online via credit card, or payroll deduction.

Performance Metric / Goal
N/A – however, aggregate donations are monitored and efforts are made to increase participation each year.

OMF and Citywide Onboarding

Description
Members of the Communications Team serve as onboarding peers for new OMF employees and Council Staff. The team also provides web content for the Office of the CAO's onboarding module and voice talent for Citywide onboarding.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
COMMUNICATIONS SERVICES																		
OMF AND CITYWIDE ONBOARDING																		
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																	■

Bureau Role vs. Business Operations Role
Bureau role: BHR works with the Comms Team to script and record onboarding presentation.

Business Operations role: Assist with initial SAP and portlandoregon.gov login and network/printer/phone setup. Introduce new employee to staff and conduct an office tour. Accompany the employee to obtain badge. Clarify rules and procedures and answer questions. Provide scripting and voice talent for Citywide onboarding presentation. Update CAO onboarding module.

Service Target / Expectation
New employees feel welcomed, informed, and able to begin service.

Performance Metric / Goal
N/A

Management Services

Manage the production of the OMF Strategic Plan, OMF Work Plan and customer service survey

Description
Business Operations will lead the production of the OMF Strategic Plan, OMF Work Plan, and customer service survey.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
MANAGEMENT SERVICES																			
MANAGE STRATEGIC PLAN, OMF WORK PLAN																			
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■

Bureau role vs. Business Operations role
Bureau role: Bureaus shall communicate issues and activities, as well as respond to information request as needed.

Business Operations role: Manage the schedule, bureau engagement, events, communications, and strategy for deployment, monitoring, reporting and renewing the named products.

Service Target / Expectation
Expectations for this service include the collaborative development and implementation of leadership direction for each product.

Performance Metric / Goal
NA

Coordinate Bureau Directors meetings and planning sessions

Description
Business Operations will coordinate Bureau Directors meetings and planning sessions.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
MANAGEMENT SERVICES																			
BUREAU DIRECTORS MEETING																			
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■

Bureau role vs. Business Operations role

Bureau role: Bureaus shall communicate issues and activities, as well as respond to information request as needed.

Business Operations role: Manage the schedule, agenda, accommodations, and communications.

Service Target / Expectation

Expectations for this service include the collaborative development and implementation of leadership direction for each product.

Performance Metric / Goal

NA

Convene the Citywide Business Operations Leadership Team (BOLT)

Description

Business Operations will coordinate the Business Operations Leadership Team (BOLT). The BOLT strengthens the City's operations and management through regular engagement among senior staff representing bureau business operations and OMF central service providers. It provides an opportunity for these key leaders to share knowledge and best practices; discuss administrative, financial, and management issues; and describe and implement business improvements. The committee also performs analyses and makes recommendations to the OMF Advisory Committee and to bureau directors.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - DAM - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
MANAGEMENT SERVICES																			
BOLT MEETING																			
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
3. LIMITED OR NO ROLE	■																■	■	■
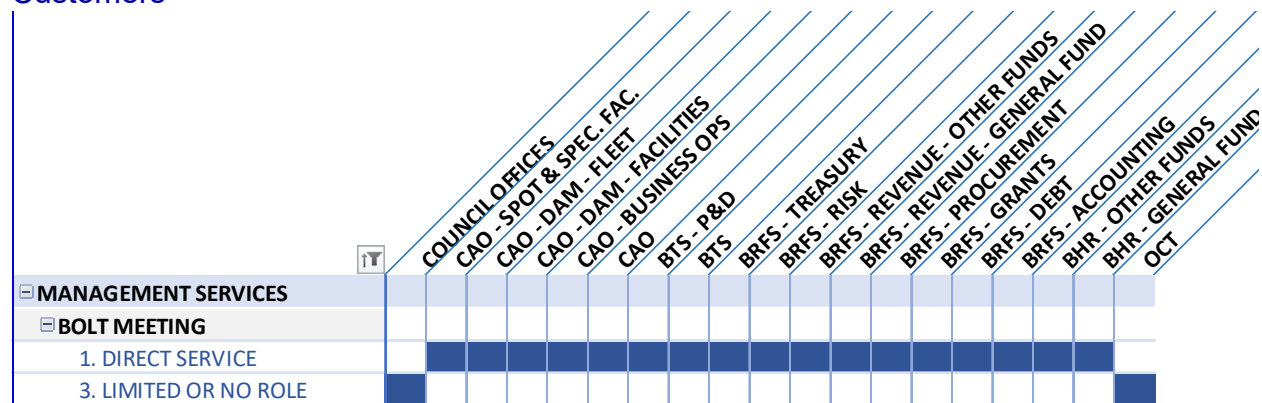
Bureau role vs. Business Operations role

Bureau role: Each City bureau is strongly encouraged to appoint at least one representative to the Business Operations Leadership Team committee. Representatives must be senior financial or operations staff and be authorized to make decisions regarding bureau business operations on behalf of their bureau.

Business Operations role: Manage the schedule, agenda, accommodations, and communications.

Service Target / Expectation

Expectations for this service include holding regular BOLT meetings and development of an agenda that meets chartered objectives, bureau desires and expectations, and strengthens City operations and management.

Performance Metric / Goal

NA

Convene interagency check-in meetings

Description

Business Operations is responsible for holding interagency check-in meetings with bureau customers.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
MANAGEMENT SERVICES																			
INTERAGENCY CHECK-IN MEETINGS																			
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■

Service Target / Expectation

Expectations for this service include the collaborative development and implementation of interagency agreements to maximize the enterprise potential of OMF.

Performance Metric / Goal

NA

Review and update OMF financial, administrative, and communication policies

Description

Business Operations is responsible for the management of financial, administrative and communications policies for OMF.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
MANAGEMENT SERVICES																			
MANAGE OMF FINANCIAL, ADMINISTRATIVE AND COMMUNICATIONS POLICIES																			
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■

Service Target / Expectation

Expectations for this service include the collaborative development and implementation of leadership direction in OMF financial policies.

Performance Metric / Goal

NA

OMF Network Storage Coordination

Description
Business Operations is responsible for the management of network storage for OMF.

Customers

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
MANAGEMENT SERVICES																			
OMF NETWORK STORAGE COORDINATION																			
1. DIRECT SERVICE		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
3. LIMITED OR NO ROLE	■																	■	

Bureau role vs. Business Operations role
Bureau role: Bureaus shall communicate network storage needs, issues and activities, as well as respond to information request as needed.

Business Operations role: Manage OMF network storage, make network storage purchases.

Service Target / Expectation
Business Operations will work with OMF bureaus and the BTS Technology Business Partner to manage network storage, ascertain and communicate needs/issues to OMF bureaus, and make or facilitate purchases as needed.

Performance Metric / Goal
NA

Appendix 1: Table of Services

	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
ADMINISTRATIVE TEAM																			
CONTRACT AND MATERIALS MANAGEMENT (MM) PROCESSING																			
1. DIRECT SERVICE	X	X			X	X		X				X	X	X				X	
2. BACKUP ROLE			X	X			X		X	X	X				X				
3. LIMITED OR NO ROLE																X	X		
DAILY MAIL DISTRIBUTION																			
1. DIRECT SERVICE		X		X	X		X					X	X	X					
2. BACKUP ROLE			X				X	X	X	X	X							X	
3. LIMITED OR NO ROLE	X		X				X												
DIVISION RECORDS MAINTENANCE																			
1. DIRECT SERVICE		X	X		X	X		X	X			X	X	X					
2. BACKUP ROLE			X	X						X	X							X	
3. LIMITED OR NO ROLE	X															X	X	X	
EXECUTIVE CALENDARING																			
2. BACKUP ROLE		X			X	X		X	X			X	X	X			X	X	
3. LIMITED OR NO ROLE	X	X	X												X				
EXECUTIVE MEETING COORDINATION																			
2. BACKUP ROLE		X	X		X	X		X	X			X	X	X			X	X	
3. LIMITED OR NO ROLE	X	X	X												X				
EXECUTIVE RECORDKEEPING																			
2. BACKUP ROLE		X			X	X		X	X			X	X	X			X	X	
3. LIMITED OR NO ROLE	X		X	X											X				
FACILITIES, TELEPHONE, BTS, ERGONOMIC COORDINATION																			
1. DIRECT SERVICE		X			X	X		X	X			X	X	X					
2. BACKUP ROLE			X					X		X	X							X	
3. LIMITED OR NO ROLE	X		X			X										X	X		
LEGAL HOLD TRACKING																			
2. BACKUP ROLE		X	X	X	X	X	X	X	X	X	X	X	X	X				X	
3. LIMITED OR NO ROLE	X															X	X		
MEDICAL LEAVE (FMLA, OFLA, CAT, ETC)																			
1. DIRECT SERVICE		X	X	X	X	X	X	X	X	X	X	X	X	X				X	
3. LIMITED OR NO ROLE	X															X	X		
ORDINANCE AND COUNCIL ACTION - SUBMITTAL TO CITY HALL																			
2. BACKUP ROLE		X	X	X	X	X	X	X	X	X	X	X	X	X				X	
3. LIMITED OR NO ROLE																X			
ORGANIZATIONAL UNIT MAINTENANCE																			
1. DIRECT SERVICE	X	X	X	X	X			X	X			X	X	X				X	
2. BACKUP ROLE							X	X		X	X	X							
3. LIMITED OR NO ROLE																X	X		
P-CARD AND PURCHASE ORDERS																			
1. DIRECT SERVICE		X			X	X						X	X	X				X	
2. BACKUP ROLE	X					X		X	X	X	X								
3. LIMITED OR NO ROLE																X	X		

Column headers (left to right):
1. COUNCIL OFFICES
2. CAO - SPOT & SPEC. FAC.
3. CAO - DAM - FLEET
4. CAO - DAM - FACILITIES
5. CAO - BUSINESS OPS
6. CAO
7. BTS - P&D
8. BTS
9. BRFS - TREASURY
10. BRFS - RISK
11. BRFS - REVENUE - OTHER FUNDS
12. BRFS - REVENUE - GENERAL FUND
13. BRFS - PROCUREMENT
14. BRFS - GRANTS
15. BRFS - DEBT
16. BRFS - ACCOUNTING
17. BHR - OTHER FUNDS
18. BHR - GENERAL FUND
19. OCT

Service / Role	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
PERSONNEL ACTIONS (OBPA)																			
1. DIRECT SERVICE		X	X	X	X	X		X					X	X	X			X	X
2. BACKUP ROLE							X		X	X	X	X							
3. LIMITED OR NO ROLE	X															X	X		
SUPPLIES FOR CONGRESS CENTER 22ND FLOOR																			
1. DIRECT SERVICE		X		X	X		X	X					X	X					
3. LIMITED OR NO ROLE	X		X			X			X	X	X	X			X	X	X	X	X
TIMEKEEPING AND PAYROLL																			
1. DIRECT SERVICE		X	X	X	X	X		X					X	X	X			X	X
2. BACKUP ROLE							X	X		X	X	X							
3. LIMITED OR NO ROLE	X															X			
TRAVEL ARRANGEMENTS AND RESERVATIONS																			
1. DIRECT SERVICE		X		X	X		X	X					X	X	X			X	X
2. BACKUP ROLE	X		X	X				X	X	X	X	X							
3. LIMITED OR NO ROLE																X	X		
TRAVEL REIMBURSEMENT																			
1. DIRECT SERVICE		X			X		X		X				X	X	X			X	X
2. BACKUP ROLE	X		X	X				X		X	X	X							
3. LIMITED OR NO ROLE																X	X		
UNEMPLOYMENT CLAIMS																			
1. DIRECT SERVICE		X	X	X	X	X		X					X	X	X			X	X
2. BACKUP ROLE							X	X		X	X	X							
3. LIMITED OR NO ROLE	X															X			
FINANCIAL MANAGEMENT SERVICES																			
ACCOUNTS PAYABLE, ACCOUNTS RECEIVABLE																			
1. DIRECT SERVICE	X	X	X	X	X		X	X	X			X	X	X	X		X	X	X
2. BACKUP ROLE										X	X	X				X			
AUDIT SCHEDULES																			
1. DIRECT SERVICE	X	X	X	X			X	X	X		X	X	X	X	X		X	X	X
2. BACKUP ROLE									X							X			
BILLING FOR INTERAGENCY PROVIDERS																			
1. DIRECT SERVICE	X	X	X	X			X	X	X		X	X	X	X	X		X	X	X
2. BACKUP ROLE									X							X			
BUDGET DEVELOPMENT, MONITORING AND REPORTING																			
1. DIRECT SERVICE	X	X	X	X			X	X	X		X	X	X	X	X		X	X	X
2. BACKUP ROLE									X							X			
CAPITAL PLAN, CAPITAL PROJECT ACCOUNTING																			
1. DIRECT SERVICE	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X
CONTRACT AND PROCUREMENT SUPPORT																			
1. DIRECT SERVICE	X	X	X	X			X	X	X		X	X	X	X	X		X	X	
2. BACKUP ROLE																			X
3. LIMITED OR NO ROLE										X						X			
FINANCIAL ANALYSIS																			
1. DIRECT SERVICE	X	X	X	X			X	X	X		X	X	X	X	X	X	X	X	X
2. BACKUP ROLE									X							X			

Responsibility matrix — legend: 1 = Direct Service, 2 = Backup Role, 3 = Limited or No Role. A filled cell (X) indicates the organization (column) holds that role for the service (row).

Service / Role	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
FINANCIAL IMPACT STATEMENTS																			
1. DIRECT SERVICE			X	X		X	X	X			X	X	X	X	X			X	X
2. BACKUP ROLE		X							X							X			
3. LIMITED OR NO ROLE	X																		
FINANCIAL MANAGEMENT PROCESS																			
1. DIRECT SERVICE	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
FINANCIAL MGMT OF DEBT FINANCED PROJECTS																			
1. DIRECT SERVICE	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
JOURNAL ENTRIES, CORRECTING TRANSACTIONS																			
1. DIRECT SERVICE	X	X	X	X		X	X	X		X	X	X	X	X	X		X	X	X
2. BACKUP ROLE									X							X			
MANAGE COST ACCOUNTING SYSTEM																			
1. DIRECT SERVICE	X	X	X	X		X	X	X		X	X	X	X	X	X		X	X	X
2. BACKUP ROLE									X							X			
MANAGEMENT OF OMF FINANCIAL POLICIES																			
1. DIRECT SERVICE	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
OVERHEAD MODELS, IA RATES AND AGREEMENTS																			
1. DIRECT SERVICE	X	X	X	X		X	X	X		X	X	X	X	X	X		X	X	X
2. BACKUP ROLE									X							X			
PROBLEM SOLVING, PURCHASING, CONTRACT ALTERNATIVES																			
1. DIRECT SERVICE	X	X	X	X		X	X	X		X	X	X	X	X	X		X	X	X
2. BACKUP ROLE									X							X			
MANAGEMENT SERVICES																			
BOLT MEETING																			
1. DIRECT SERVICE		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3. LIMITED OR NO ROLE	X																		X
BUREAU DIRECTORS MEETING																			
1. DIRECT SERVICE		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3. LIMITED OR NO ROLE	X																		X
INTERAGENCY CHECK-IN MEETINGS																			
1. DIRECT SERVICE		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3. LIMITED OR NO ROLE	X																		X
MANAGE OMF FINANCIAL, ADMINISTRATIVE AND COMMUNICATIONS POLICIES																			
1. DIRECT SERVICE		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3. LIMITED OR NO ROLE	X																		X
MANAGE STRATEGIC PLAN, OMF WORK PLAN																			
1. DIRECT SERVICE		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3. LIMITED OR NO ROLE	X																		X
OMF NETWORK STORAGE COORDINATION																			
1. DIRECT SERVICE		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3. LIMITED OR NO ROLE	X																		X
SERVE ON THE TECHNOLOGY EXECUTIVE STEERING COMMITTEE																			
1. DIRECT SERVICE		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3. LIMITED OR NO ROLE	X																		X

COMMUNICATIONS SERVICES

Service / Role	COUNCIL OFFICES	CAO - SPOT & SPEC. FAC.	CAO - DAM - FLEET	CAO - DAM - FACILITIES	CAO - DAM - BUSINESS OPS	CAO	BTS - P&D	BTS	BRFS - TREASURY	BRFS - RISK	BRFS - REVENUE - OTHER FUNDS	BRFS - REVENUE - GENERAL FUND	BRFS - PROCUREMENT	BRFS - GRANTS	BRFS - DEBT	BRFS - ACCOUNTING	BHR - OTHER FUNDS	BHR - GENERAL FUND	OCT
CITYWIDE CHARITABLE CAMPAIGN																			
1. DIRECT SERVICE	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE																			■
COMMUNICATIONS/CHANGE MANAGEMENT FOR OMF AND CITYWIDE PROJECTS																			
1. DIRECT SERVICE	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE																			■
COUNCIL-APPOINTED COMMITTEE FACILITATION																			
1. DIRECT SERVICE		■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■
DOCUMENT LAYOUT AND DESIGN																			
1. DIRECT SERVICE		■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
2. BACKUP ROLE	■																		
3. LIMITED OR NO ROLE																			■
INTERNAL, CITYWIDE COMMUNITY COMMUNICATIONS																			
1. DIRECT SERVICE		■					■										■	■	■
2. BACKUP ROLE	■		■	■	■			■	■	■	■	■	■	■					
OMF AND CITYWIDE ONBOARDING																			
1. DIRECT SERVICE		■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■
OMF BUDGET AND BMP NARRATIVE DEVELOPMENT AND PERFORMANCE MEASURE COORDINATION																			
1. DIRECT SERVICE		■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■
OMF COMMITTEE FACILITATION																			
1. DIRECT SERVICE		■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■
OMF FINANCIAL, ADMINISTRATIVE, AND COMMUNICATION POLICY REVIEW																			
1. DIRECT SERVICE		■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■
OMF HOT SHEET																			
1. DIRECT SERVICE	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE																			■
OMF MEDIA RELATIONS AND PUBLIC RECORDS INFORMATION																			
1. DIRECT SERVICE	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	■
OMF STRATEGIC PLAN AND OMF WORK PLAN DEVELOPMENT, MONITORING, TRACKING AND REPORTING																			
1. DIRECT SERVICE		■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■
OMF'S WEB, SOCIAL MEDIA, AND CITYWIDE EMPLOYEE PORTAL MANAGEMENT																			
1. DIRECT SERVICE		■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	
3. LIMITED OR NO ROLE	■																		■
PROJECT MANAGEMENT SUPPORT SERVICES																			
1. DIRECT SERVICE	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	■
STAFF SUPPORT FOR THE CITYWIDE BUREAU DIRECTORS MEETING																			
1. DIRECT SERVICE	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	■