

CITY OF PORTLAND OMF REVIEW – REPORT SUMMARY

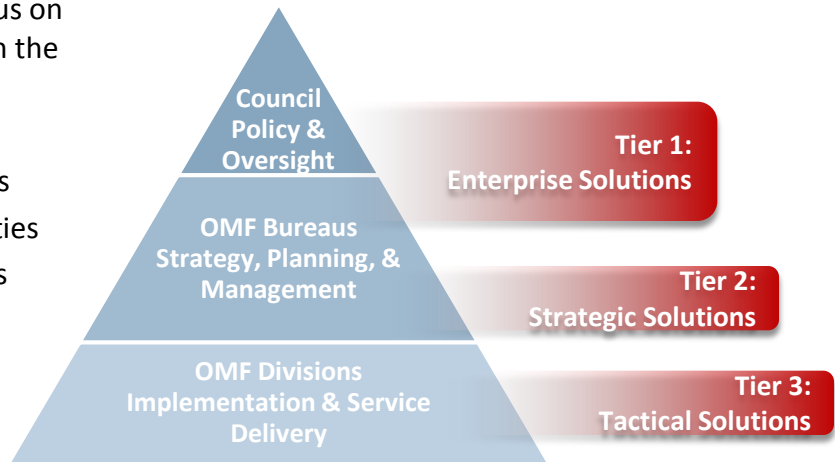
Considerations:

- Findings and recommendations focus on enhancing OMF performance within the commission environment

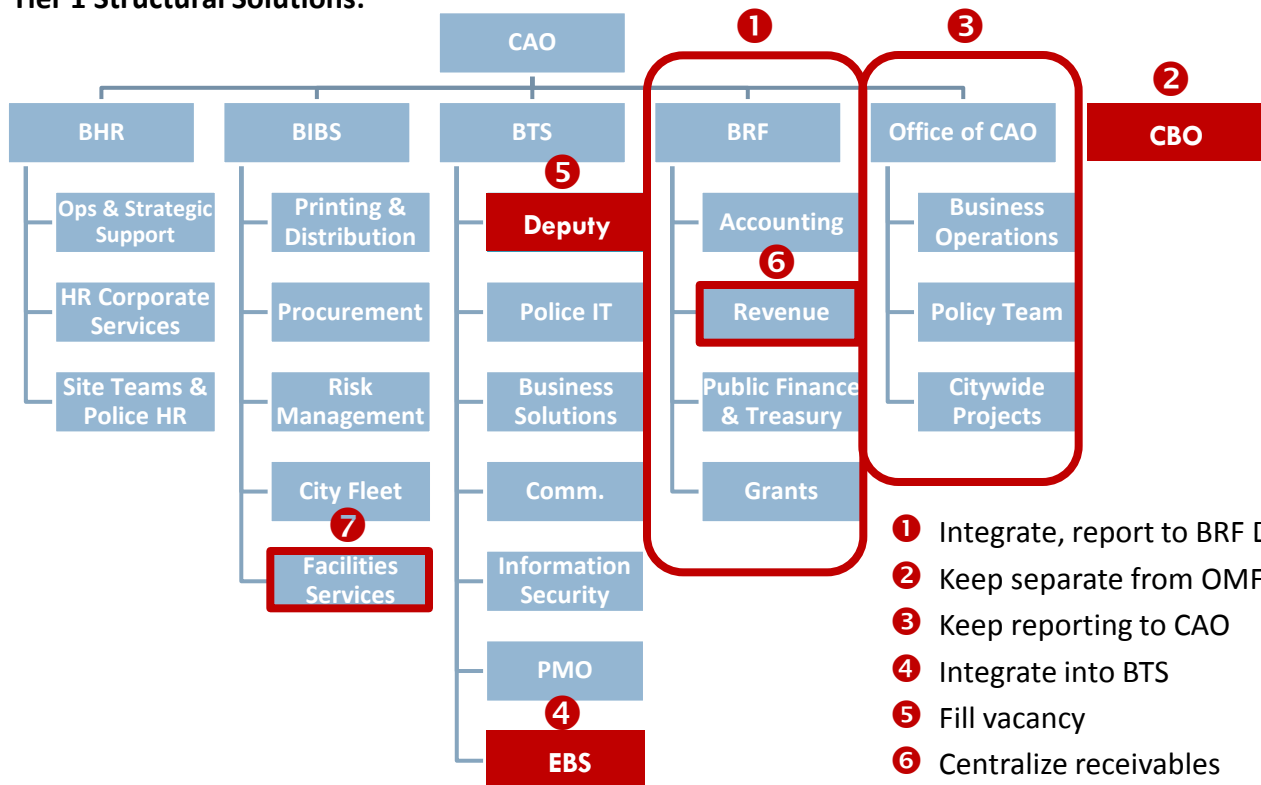
Overarching Opportunities:

- Define common vision and priorities
- Clarify key leadership roles/authorities
- Define service philosophy and levels
- Stabilize organizational structure
- Develop management tools
- Strengthen communication
- Remove operational silos

Tiered Solution Framework:



Tier 1 Structural Solutions:



- Integrate, report to BRF Director
- Keep separate from OMF
- Keep reporting to CAO
- Integrate into BTS
- Fill vacancy
- Centralize receivables
- Centralize facilities

Tier 1 Leadership Solutions:

- Through ordinance, clarify the roles of:
 - CAO** to perform the dual role of managing OMF and supporting citywide administration activities on behalf of the City Council
 - CFO** to perform the dual role of managing BRF and leading citywide long-term financial planning and forecasting activities on behalf of the City Council
 - CBO** to perform the dual role of managing the CBO and leading citywide budgeting activities on behalf of the City Council

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Tier 1 Management Tools Solutions:

- Develop a citywide planning and performance reporting framework consisting of a citywide strategic plan, bureau business plans, performance metrics, and regular reporting of actual to plan
- Develop a citywide technology strategic plan building on the 10 strategic initiatives defined by BTS to respond to the citywide technology assessment

Tier 1 IT Governance Solutions:

- Establish a citywide IT Governance Committee consisting of a representative cross-section of senior personnel from across the City with authority to approve/disapprove proposed technology projects
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Tier 2 OMF Solutions:

- Define OMF's service philosophy and priorities, clarify goals, prepare business plans, and develop performance metrics
- Consider defining service level packages for small, medium, and large bureaus
- Develop policies, procedures, and standards to support service delivery that define 1) requirements to manage risks, 2) direction for efficient operations, and 3) guidance for effective, flexible execution
- Clarify the authorities of Accounting, as well as the roles and responsibilities between Accounting and Business Operations

Tier 2 BHR Solutions:

- Conduct a classification and compensation study
- Develop a detailed work plan for delivering Citywide training coordination
- Continue efforts to streamline recruitment and personnel change processes

Tier 2 BTS Solutions:

- Prioritize initiatives that will achieve operational efficiencies
- Ensure that plans for implementing initiatives and the recommendations from the citywide technology assessment account for existing projects
- Involve all BTS leadership in the technology planning and prioritization process
- Continue to pursue alternatives to establish reserve funds for servers and network hardware

Tier 2 Revenue Solutions:

- Move the Office of Community Technology to BTS or the Bureau of Development Services
- Move the Regulatory Division to the Bureau of Transportation

Tier 2 BIBS Solutions:

- Gain synergies and mitigate risks by consolidating ADA and Civil Rights compliance oversight, reporting, and management in OEHR
 - Require all PTE contracting activities to be reviewed with Procurement before soliciting services to maximize consistency across PTE procurements and minimize risks
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Tier 3 Solutions:

- CBO and OMF need to explain to bureaus overhead cost allocation methods/interagency agreements
- BHR needs to coordinate with bureau management to provide core onboarding for new employees
- BTS should continue to move forward with the rollout of Office 365 in a structured manner with an increased focus on managing project risk
- BTS should fill key vacant IT positions, particularly at the management and leadership levels