

**Consolidation Inquiry
Bureau Director Check-in Meeting
May 13, 2015**

Meeting Participants: Erin Janssens, Jim Hagerman, Fred Miller, Leah Treat, Mike Abbaté.

OMF Staff: Jane Braaten, Aaron Beck, Betsy Ames, Elyse Rosenberg, Mark Grabow.

Background

OMF staff previously compiled the observations and opportunities identified into a matrix for further evaluation. Through a series of meetings, staff reviewed and assigned each opportunity an owner and a level of effort required to implement. The level of effort was estimated based on the following factors:

Low

- Does not impact many activities
- Low cost
- Limited barriers
- Quick to implement
- Few stakeholders involved
- Limited resources required

High

- Impacts many other activities
- High cost
- Multiple barriers
- Lengthy to implement
- Weak or conflicting stakeholder support
- Significant resources required

The directors were given the matrix and asked to prioritize each opportunity by rating them in terms of whether or not to pursue further, using the following rating guidelines: 3 = Definitely Pursue; 2 = Maybe; 1 = Not at this time.

OMF staff consolidated each individual response from the directors into a single document and listed each opportunity's total and cumulative ratings. The matrix was sorted with the highest cumulative ratings listed at the top.

Introduction

OMF staff gave an overview of the purpose of today's meeting, explaining the spreadsheet with director ranking of priority level for each of the Consolidation Inquiry opportunities identified.

Staff informed the directors that there was general consensus on the items with a total ranking 12-13. The bureau directors noted that the next step will be identifying the difficulty level of each of the opportunities and changing from the difficulty level assigned by OMF staff during the initial review of opportunities. Staff agreed and noted that the CAO expressed interest in holding future meetings to discuss opportunities in a more subject matter specific group (i.e. financial managers and their directors getting together to discuss the revenue collection opportunities identified).

Thoughts from the CAO

The CAO expressed that the final product for the directors to review – the opportunity evaluation matrix – presented a more comprehensive display of opportunities than he originally anticipated. The CAO noted that he was pleased with the amount of detail and number of opportunities identified. The CAO found it interesting that OMF divisions were the primary owners of the top opportunities identified. The CAO stated that the next time he meets with the Mayor, he would like to share a number of the opportunities identified in the Consolidation Inquiry as part of his work plan. The CAO noted that he would like to begin working on the opportunities that impact OMF the most, and move outward from there.

Discussion of the Opportunities and Rankings

OMF staff noted that the opportunities associated with expanding customer payment options have a PCI component and may already be receiving attention. A number of opportunities identified during the Consolidation Inquiry have received attention since being identified or were in progress as part of other efforts.

Bureau directors discussed how to approach reviewing the opportunity rankings and how to choose which opportunities to pursue at this time. It was asked if the intention of the group discussion was to make a running list of the opportunities the group will be pursuing. There was consensus among the directors that this was the understood approach.

The directors chose to pursue the opportunities ranked down through the average rank of 2.4. Every opportunity with a ranking at or above '2.4' as well as opportunities with a Level of Effort of "Low" will be considered for further action in the near future. Bureau directors also stated that there may be opportunities which do not have an average rank of 2.4 but are important to consider pursuing. The directors asked OMF staff to send an email reminding that they select any opportunities below the 2.4 cumulative rank and share it with the group if they feel it should be considered for further action in the near future.

Discussion of Specific Recommendations

F2A: Sharing On-Call Contracts

Directors noted that this opportunity is very important and may be relatively simple to accomplish. It was explained what a "plant" is in SAP and why it is valuable in terms of establishing on-call shared service contracts. It was noted that there may need to be a policy change in order to actualize this opportunity.

P6A: Liability Insurance Policy

Directors expressed that this opportunity may be relatively simple to accomplish. They expressed that this opportunity could be achieved simply by lowering the minimum threshold for liability insurance. Difficulty level was changed from "Med" to "Low".

R2A: Evaluate non-ACH Revenues

Directors discussed the potential move to ACH payments. PBOT director asked if the intention is to mandate the move to ACH payments and noted that the Sunday Parkway is a nearly all-cash-only location and it will be very challenging to switch to ACH. Staff noted that the intention with this opportunity was to evaluate those regular payments where it would make sense and improve the process to switch to ACH. Those areas where a move to ACH is not appropriate will not be considered for the opportunity.

F1A: Establish Facility Manager Group

Directors discussed the potential to create monthly meetings among facilities managers. Directors asked if the property managers group would be a good venue for this opportunity. OMF staff explained the difference between the property managers group and the proposed facilities managers group. Staff noted why this was expressed as an area of interest by those interviewed during the Consolidation Inquiry, but that it could be a “disappearing taskforce” if there is determined to be limited value in regular meetings.

F4A: Create FMT Apprenticeship Program

Directors discussed the opportunity of creating a shared Facilities Maintenance Technician apprenticeship program. The group discussed the possibility of using such a program to target under-served populations in an effort to make the program more equitable and diverse. It was stated that this was the understanding of how the program would be designed.

Next Steps

- OMF staff will write a summary of today’s discussion notes and will share with group of directors.
- OMF staff will send an email reminder out to bureau directors regarding any opportunities with a ranking below 2.4 that they wish to be considered for further action. This email was sent on May 19, 2015.
- OMF staff will incorporate today’s discussion into the final report of the Consolidation Inquiry and will share with directors and research participants.
- OMF staff will upload the completed Evaluation Matrix to the Consolidation Inquiry website.