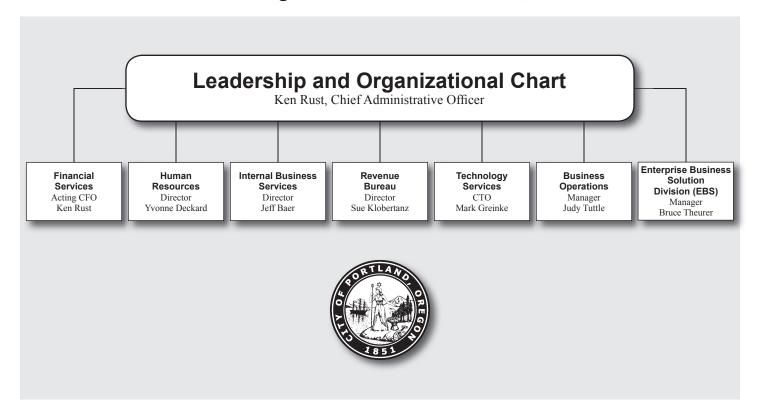
# Office of Management & Finance

OMF Fiscal Year 2010-11 Budget Presentation - March 16, 2010



## Mission, Values, Goals

### **Mission**

- Leadership, Management, Stewardship
- Supporting the administrative and operational needs of the City to enhance quality service delivery to the public.

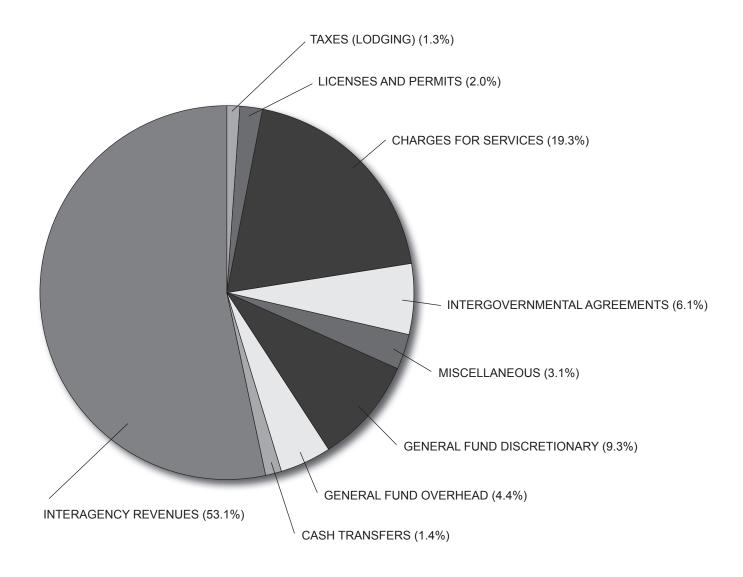
### **Values**

- Customer Focus
- Coordination and Partnerships
- Respect and Integrity
- Stewardship
- Strategic Perspective
- Knowledgeable, Dedicated Workforce
- Sustainability

### **Strategic Directions**

- Strengthen our organization's leadership and stewardship of the City's human, technological, financial and capital resources.
- Recruit and continue to develop an expert workforce and develop a workplace based on basic values
  of accountability, stewardship, inclusion and service.
- Enhance the management skill sets necessary to lead the organization.
- Maximize the cost-effective use of technology in all aspects of our work.
- Strengthen our collaborative business partnerships with customers, users and stakeholders.

## **How OMF is Funded**



Funding Source	10-11 Requested t Without Decision Packages	Percentage
Interagency revenues	\$ 120,306,496	53.1%
Charges for services	\$ 43,770,690	19.3%
General Fund discretionary	\$ 21,015,035	9.3%
Intergovernmental agreements	\$ 13,825,748	6.1%
General Fund overhead	\$ 9,996,891	4.4%
Miscellaneous	\$ 7,037,002	3.1%
Licenses and permits	\$ 4,588,151	2.0%
Cash transfers	\$ 3,261,907	1.4%
Taxes (lodging)	\$ 2,975,657	1.3%
Total	\$ 226,777,577	100.0%

# Fiscal Year Budget Summary

FISCAL YEAR BUDGET SUMMARY				
Bureau/Division		FY 2009-10 Budget	Req Wit	FY 2010-11 uested Budge hout Decision Packages
CAO Office	\$	777,355	\$	350,913
Bureau of Financial Services				
Accounting	\$	3,681,588	\$	3,735,788
Debt Management	\$	950,132	\$	788,218
Financial Planning	\$	2,305,509	\$	2,307,566
Treasury	\$	1,379,603	\$	1,413,164
Total for Bureau of Financial Services	\$	8,316,832	\$	8,244,736
Bureau of Human Resources	\$	47,829,679	\$	51,116,132
<b>Bureau of Internal Business Services</b>				
City Fleet	\$	30,630,254	\$	27,256,428
Facilities Services	\$	43,485,489	\$	28,739,305
Fire GO Bond Construction	\$	6,331,700	\$	4,032,690
Spectator Facilities	\$	5,240,710	\$	1,710,874
Printing & Distribution	\$	, ,	\$	6,958,940
Procurement Services	\$	3,973,808	\$	4,619,851
Risk Management	\$	16,529,125	\$	14,173,337
Administration and Support	\$	, ,	\$	197,547
<b>Total for Bureau of Internal Business Services</b>	\$	115,472,251	\$	87,958,972
Bureau of Revenue	\$	17,450,788	\$	16,651,040
Bureau of Technology Services	\$	47,622,626	\$	45,113,292
<b>OMF Business Operations</b>	\$	, ,	\$	4,428,868
EBS Services	\$	10,211,166	\$	6,077,049
Citywide Projects	\$	16,594,435	\$	6,836,575
Total	\$	267,947,446	\$	226,777,577

### **Major Organizational and Budget Changes**

### FY 2008-09 to 2010-11

### **EBS Services Division**

■ The Enterprise Business Solution Project transitioned to an ongoing operation titled the Enterprise Business Solution (EBS) Services Division in June 2009 and is reflected in the Fiscal Year 2010-11 budget as an OMF division funded through interagency revenue. The City Council approved the mission, governance structure and operating principles for EBS in November 2009. EBS is responsible for maintaining the current finance, human resources and procurement system; under the direction of the Program Advisory Committee, enhancing the functionality of the current system; and, under the direction of the Executive Steering Committee, planning the future roadmap to add new functionality.

#### **Bureau of Internal Business Services**

■ The Bureau of Internal Business Services was formed in July 2009 by merging the Bureau of Purchases with the four internal service funds previously part of the Business Operations Division (CityFleet, Facilities, Printing & Distribution, and Risk Management). Also reflected in the Fiscal Year 2010-11 budget is the move of the Policy Team from the CAO's Office to the Business Operations Division.

# **Key Policy and Planning Documents**

The following are key policy and planning documents guiding the management of the Office of Management and Finance and Citywide administration:

- City Code Chapter 3.15 Office of Management and Finance
- City Comprehensive Financial Management Policies
- Office of Management and Finance Financial Policies
- Finance, Human Resources, License, Regulatory and Technology Administrative Rules
- Purchasing Manual
- Professional/Technical/Engineering Services Procurement Manual
- Office of Management and Finance Strategic Plan
- Fair Contracting and Employment Strategy

### **Performance Measures**

OMF reports on a variety of performance measures for the various programs within each bureau and division. A few key performance measures were highlighted in the bureau baseline templates submitted with the Requested Budget. The following is a summary of the high level performance measures for OMF.

PERFORMANCE MEASURE	FY 2007-2008	FY 2008-2009
Total Office of Management and Finance budget managed annually	\$255,000,000	\$275,000,000
Customer service rating (all OMF)	2.84 out of 4	2.78 out of 4
FTE in Human Resources/FTE in City of Portland	1:109	1:109
Percent of minority/women contractor hours worked on City construction contracts	22.5%	19.7%
Average availability of the City's fleet	72%	92%
Percentage of facilities maintained in good or excellent condition	90%	90%
Value of capital projects completed	\$14,436,000	\$8,260,000
Incurred costs of general liability claims per \$100 of payroll	\$0.50	\$0.50
Incurred costs of workers compensation claims per \$100 of payroll	\$0.60	\$0.52
Investment portfolio yield as a percent of benchmark	NA	224%
Investment portfolio size	\$841,000,000	\$1,007,000,000
Accuracy of financial forecasts (percent within actuals)	2.0%	1.1%
Number of grants managed	NA	393
Number of employment applications processed	20,584	19,952
Number of recruitments meeting established timelines	100%	97%
Number of classification actions annually	634	420
Business license fee tax gap-difference taxes paid/owed (millions)	\$6.09	\$4.69
Total license and tax revenue collected	\$191,000,000	\$157,000,000
Number of license and tax-related e-commerce transactions	9,265	9,796
Yearly revenue processed electronically through the payment gateway	NA	\$49,000,000
Portland Police Data System availability percentage	NA	100%
Percent of mission critical production systems uptime (email, police database system, utility billing, CAD, EBS)	99.5%	98.5%

### **External and Internal Trends**

### ■ Economic conditions of the City and region

The recent economic conditions created a dual challenge to OMF – it needs to provide a solid level of services to customer bureaus while managing within its own level of budget cuts, while at the same time working with City Council and operating bureaus to navigate the policy, project management and financial issues related to service delivery during an economic recession. Adhering to sound financial policies has allowed the City to maintain high bond ratings (Aaa) even in a recession, which gives the City more financing options and lower cost financing options. The recent recession also created greater need for OMF services to support City Council initiatives focused on creating economic development opportunities.

### ■ Funding and policy challenges for large-scale Citywide projects

OMF also serves a leadership role in Citywide projects and initiatives, including the Enterprise Business Solution Project – now transitioned to a division within OMF – and the Public Safety Systems Revitalization Project. Both projects are challenged with developing comprehensive long-term funding strategies that ensure these core services are delivered successfully.

### Succession planning

For the last three years, OMF has focused attention to the issue of the upcoming retirement wave and the importance of conducting succession planning to plan for the recruitment and development of a workforce prepared to meet the current challenges in local government service delivery. While the retirement wave has slowed with the economic downturn and overall hiring has slowed, the need for attention to succession planning, particularly at the leadership level, remains.

### ■ Technology – building transparency while protecting confidential data

Community and City leaders view technology as a key tool to increasing citizen involvement and improving transparency of government operations. The City must maintain complex safeguards to properly protect confidential citizen and employee data, while at the same time respond to increasing demand for mobile and remote access to government services.

### Customer service and process improvements

The new City financial, purchasing and human resources system allows easier access to transaction details. The system also creates opportunities to streamline processes and services, but both OMF process owners and City bureaus need to review their work processes to identify these opportunities and implement improvements. OMF needs to encourage this work while at the same time continuing to improve its own customer service ratings.

### ■ Service and budget demands on resources

OMF plays a key role in City budget management and makes recommendations to City Council on how to structure budgeting options to meet Council directions. OMF tracks a number of off-budget, or shadow, funding commitments; recommends funding strategies that maintain the City's sound financial management and bond ratings; and works with bureaus on programmatic impacts.

# **Major OMF Initiatives and Projects**

### ■ Economic Recovery Measures

Several OMF bureaus and divisions have staff dedicated to economic recovery activity for the City through the Mayor's Core Recovery Team and the OMF Implementation Team. The grants staff is responsible for all federally required tracking and reporting on City American Recovery and Reinvestment Act (ARRA) funding.

The Bureau of Technology Services worked collaboratively with grants staff to develop a reporting tool to streamline reporting responsibilities; the tool will better **track local construction projects** and prepare the City for the launch of the ARRA module of SAP Business Objects. OMF leadership is contributing to several economic recovery initiatives: Procurement Services has accelerated contract assistance to City bureaus' local investment projects to help with local economic recovery and is tracking these local efforts by funding, geography, and, where feasible, by jobs.

OMF Business Operations has a lead role in the Mayor's **Portland is Better Together** campaign, which encourages the community to Give Help, Get Help, and Choose Local.

In addition, Debt Management is using this economic climate as an opportunity for OMF to **refinance City outstanding bonds** to capture lower interest rates and secure long-term funding for the **Resource Access Center**.

### **■** Financial Management Services

OMF continues to provide financing assistance to customer bureaus and offices in many ways. One major project is facilitating financing arrangements for the **Major League Soccer/AAA Baseball Stadium** spectator facilities.

OMF has established the ongoing **Enterprise Business Solution (EBS) Services Division**, which is responsible for fully implementing the finance and human resource management components of SAP as well as planning and implementing new functionality.

OMF's Risk Management Division is preparing for acquisition and implementation of a new **Risk Management Information System** to modernize tracking and reporting.

#### ■ Management and Leadership Initiatives

OMF is updating its **2010-12 Strategic Plan**, which will incorporate the major goals and strategies that apply to all its bureaus and divisions.

In addition, OMF is continuing its **customer service improvement plan** by conducting the 2010 customer service survey and conducting organizational development activities within the new EBS Services Division. The EBS Services Division governance committees will also finalize processes to recommend improvements to the current system functionality and recommend new functionality.

OMF contributes to the Citywide emergency planning and leadership efforts and will update its **Continuity** of **Operations Plan** (COOP) in 2010.

#### ■ Workforce Investments

OMF is updating its current **succession planning** effort with strategies for both recruitment and employee development tailored for each of its bureaus and divisions.

Facilities and the Bureau of Human Resources also provided assistance to the **Bureau of Development Services** during its period of major financial reductions earlier this fiscal year to mitigate impacts on employees and services.

Human Resources is currently working on initiatives for the Citywide wellness program, re-engineering the City's recruitment process and developing recommendations to reintroduce a citywide training and tuition reimbursement program. These are all strategies within an overall business process improvement re-branding effort for Human Resources.

### Major OMF Initiatives and Projects (cont.)

### Partnerships

Under Council direction, OMF is collaborating with public and private partners to plan and fund the **Oregon Sustainability Center**.

Procurement Services is currently conducting a **disparity study** to continue the City's efforts to increase opportunities for minority-owned, women-owned and emerging small business construction contractors and associated professional services.

Business Operations has worked with the youth community, Multnomah County and several local schools to prepare for a spring launch of the **PDXyouth web site**, a co-production between the City and County and community youth to better connect youth with local government.

In FY 2010-11, Human Resources plans to implement a **diversity outreach** program to support creating a more diverse City workforce.

### ■ Policy development

OMF has a dual role in the City – it provides services, primarily to internal customers, and it is charged with developing and ensuring adherence to specific City policies. The Bureau of Human Resources has the lead role in working with City Council and bargaining unit representatives on the **2010 consolidated bargaining** effort. Most recently, the Bureau issued directions on a Citywide hiring freeze to assist the City to stay within budget for this fiscal year.

In addition, OMF issues **administrative policies and procedures** for budget development, human resources management, technology services, procurement, license and tax collection, regulatory functions and use of the new finance and human resources system.

#### Effective Use of New Technologies

EBS, along with Financial Services, Human Resources and Procurement Services, are actively working with City bureaus to continue **SAP-related process improvements** to achieve the maximum return on this investment.

The Bureau of Technology Services has worked collaboratively with software developers as well as jurisdictional and private sector partners to plan and implement a **Civic Apps for Greater Portland** contest. This project has resulted in a central warehouse of regional data that will be used for application development in an open forum.

OMF is completing a project to **refresh PortlandOnline** – the City's official web site – and converting email addresses to a **PortlandOregon.gov** web address.

Several technology solutions being implemented throughout OMF will create further efficiencies in customer service: The Revenue Bureau is developing web-based applications and payments for all regulatory programs and will implement a **credit card payment option** via Interactive Voice Response (IVR) for the Cayenta Utilities water and sewer bill pay system. Facilities Services is implementing a **handheld mobile tracking system** for facilities work orders. Capital improvements are also underway for the **Integrated Regional Network Enterprise** (IRNE) system.

### **Developing the Budget and Decision Packages**

### ■ Interagency work begins early

OMF begins its budget development work early, as it is responsible for providing operating bureaus with estimates of service levels and cost for its internal service funds (technology, fleet, facilities, risk management, printing and distribution and EBS). Managers and analysts from the internal service funds begin the process of developing the interagency agreements in early fall. They discuss service levels, efficiencies and alternative methods for service delivery with operating bureau customers, and begin to set rates based on those target levels.

An in-depth analysis of fund finances during the past fiscal year is conducted to determine what changes need to be reflected in the budget/rate-setting process for the upcoming fiscal year. Rate budgets for services are prepared based on the prior year's actual expenses and revenues, incorporating all changes identified. Rates are then calculated by dividing the rate budgets by the projected service levels. The internal service funds prepared preliminary interagency agreements with the operating bureaus and released those for review on Dec. 22.

### ■ Direction on cut targets

OMF received initial direction from Financial Planning to prepare cut packages of 5 percent on Nov. 12. OMF bureaus and divisions then prepared cut packages that they reviewed with the OMF Advisory Committee on Dec. 7. Although the interagency budget work begins earlier, all OMF bureaus and divisions worked to develop cut and add packages that were responsive to service issues raised by employees and customers.

The primary focus in developing the OMF decision packages was to retain services:

- Most critical to City operations and
- Most important to City customers.

### ■ OMF Advisory Committee participation

The OMF Advisory Committee includes seven City bureau directors, three labor representatives appointed by OMF's Labor-Management Committees, four public members, the CAO and representatives from the Mayor's Office.

After receiving feedback from the Advisory Committee and after receiving new City Council direction on Dec. 15 to submit cuts of 1 percent one-time and 3 percent ongoing, bureau directors then worked with their staff and with their customers to revise their cut packages.

The OMF Advisory Committee then met again on Jan. 11 to review the revised decision packages and rank the various OMF programs. Overall, the Advisory Committee provided the following input:

- The cut packages submitted provide real savings to City operations.
- The concerns expressed about cuts to BTS production services, BTS project management and Facilities LEED coordination were addressed and these were not submitted in the Requested Budget.
- The Council may have concerns about the CityFleet biodiesel packages. OMF managers explained that the packages were provided as an alternative to cuts in direct services and that the purchasing option could be reconsidered in future budget years.

The OMF Advisory Committee completed the program ranking although they recommended future rankings be grouped by High, Medium or Low as the difference between a forced numeric ranking of 5 or 6 seemed indecipherable.

OMF bureaus and divisions also communicated with employees to develop budget decision packages and impact statements.

#### ■ Financial Planning review

OMF submitted its Requested Budget and decision packages on Feb. 1. Bureau directors and managers responded to questions from Financial Planning budget analysts on the details of the submission and packages. During discussions with FPD and with the CAO, the Revenue Bureau submitted an alternative package to cut professional services, rather than reduce rental costs, and submitted revised narrative on two packages describing plans to further mitigate the effect of cuts on revenue collection.

### ■ Community budget forum participation

OMF General Fund cut packages were included in the summary of cuts considered by the community members who participated in the budget forums held the week of March 1. OMF bureau directors and managers participated with community members in the series of three forums.

# **Summary of 2010-11 Cut Packages**

The following is a summary of the OMF decision packages submitted for the Fiscal Year 2010-11 budget. They are divided into seven tiers representing the rationale for ranking them according to the impact on service level to customer bureaus.

<u>Rank</u>	<u>Bureau</u>	<u>Description</u>	<u> </u>	<u>Amount</u>
Cuts wi	th no impact on servi	ice		
1	Revenue	Rent reduction, ongoing	9	\$21,654*
2	EBS	Rent reduction, ongoing		\$163,526
		Sub	btotal	\$185,180
Cuts wi	th an impact on plan	s or current practice but not overall service delivery		
3	BTS	800 MHz major maintenance reduction, one-time	9	\$325,500
4	BIBS CityFleet	Reduce bio-diesel blend, ongoing		\$261,704
5	BIBS CityFleet	Reduce bio-diesel blends to allowable fuel, ongoing		\$330,000
6	EBS	Training carryover, one-time		<u>\$60,904</u>
		Sub	btotal	\$978,108
Cuts tha	_	the service environment		
7	BHR	Eliminate EEO investigator, ongoing		\$80,385
8	BIBS P&D	Eliminate reprographics operator, ongoing		\$32,487
9	BFS Treasury	Eliminate accountant, ongoing		\$41,583
10	BTS	Eliminate info systems supervisor in BOEC Applications, ongoing		\$122,928
11	BTS	Reclass SAP architect to Principal Information Systems Analyst, o		\$27,207
12	BTS	Reclass CAD engineer to Principal Information Systems Analyst,	0 0	\$41,650
13	BTS	Reduce mainframe maintenance contract, ongoing		\$116 <u>,000</u>
		Sub	btotal	\$462,240
Cuts tha	nt reflect a service im	pact that can be mitigated		
14	BIBS Risk	Reduce internal materials and services in liability, ongoing		\$3,928
15	BIBS Risk	Reduce internal materials and services in workers' comp, ongoing	5	\$1,355
16	BIBS Facilities	Reduce Portland Building operations and maintenance, ongoing		\$59,050
17	BIBS Facilities	Reduce janitorial services in the Portland Building, City Hall		
		and 1900 Building, ongoing		\$45,000
18	BIBS Facilities	Reduce security services for the Portland Building and City Hall, or	ongoing	\$45,000
19	Bus Operations	Reduce external materials and services, one-time		\$13,003
20	<b>Bus Operations</b>	Reduce external materials and services, ongoing		\$39,009
		Sul	btotal	\$206,345
Cuts tha	nt reflect a service im	pact that can be mitigated as a one-time reduction		
21	BIBS Procurement	Reduce external materials and services, one-time		\$8,426
22	BFS Accounting	Reduce external materials and services, one-time		\$15,804
23	BFS FPD	Reduce external materials and services, one-time		\$10,236
24	BFS Debt	Reduce external materials and services, one-time		\$5,550
25	BFS Treasury	Reduce external materials and services, one-time		<u>\$3,971</u>
		Sub	btotal	\$43,987
Cuts tha	at result in less servic	ee impact than other alternatives		
26	BIBS Risk	Reduce external materials and services, ongoing		\$10,000
27	<b>BIBS</b> Procurement	Reduce external materials and services, ongoing		\$25,279
28	BTS	Reduce external materials and services, ongoing	9	\$109,269
29	BFS Accounting	Reduce external materials and services, ongoing		\$47,411

### **Summary of Cut Packages (cont.)**

30 31	BFS FPD BFS Debt	Reduce external materials and services, ongoing Reduce external materials and services, ongoing	\$30,709 \$16,651
32	Revenue	Reduce printing and distribution, ongoing  Subtotal	\$66,025 \$305,344
		Subtotal	\$303,377
Cuts tha	nt have less service in	npact than other alternatives but directly result in service reductions	
33	BHR	Hold senior human resources analyst position vacant for three months, one-time	\$26,795
34	Revenue	Hold business license tax specialist vacant for six months, one-time	\$29,227
35	EBS	Reduce external materials and services, ongoing	\$19,200
36	BTS	Eliminate office support specialist, ongoing	\$63,545
37	BTS	Eliminate account administrator in network/email administration, ongoing	\$90,426
		Subtotal	\$229,193
		Grand Total	\$2,410,397

One-time Subtotal: \$499,416 Ongoing Subtotal: \$1,910,981

## **Summary of 2010-11 Add Packages**

The following is a summary of the OMF add packages submitted for the Fiscal Year 2010-11 Requested Budget. Unless otherwise noted, all changes are for ongoing funding.

<u>Rank</u>	<u>Bureau</u>	<u>Description</u>	
1	Revenue	Rent for the Columbia Square Building (rental agreement was for the	
		consolidated licenses, regulatory and utilities customer services), one-time	\$232,782
2	Revenue	Add 2 positions for delinquent business license tax collections	\$220,211
3	Revenue	Add 1 position for transient lodging tax audits	\$34,329
4	EBS	Post-production support SAP consulting services	\$1,036,000
5	EBS	Add 5 positions for time, payroll, fund management, training and operations	\$540,000
6	EBS	Increase SAP staff training	\$100,000
7	BHR	Add 1 position for central time administration/time management	
		(interagency funding)	\$68,000
8	BFS FPD	Provide funding for Citywide budget outreach	\$60,000
9	<b>BIBS Procurement</b>	ARRA and local stimulus contract staffing, one-time	\$194,862
10	Revenue	Add 2 positions for business license tax audits, one-time	\$220,093
11	Revenue	Add 2 revenue tax specialists, one-time	\$163,208
12	EBS	Add 1 position to support SAP Business Objects	\$116,000
13	PCPA	Provide on-going funding for management of PCPA assets	\$22,000
14	<b>BIBS Procurement</b>	Add 1 position for minority contract program coordinator, one-time	\$104,000
15	<b>BIBS</b> Facilities	Portland Building LEED Commissioning, one-time	\$225,000
		Subtotal	\$3,336,485
1	City-Wide		
	Projects	Additional PSSRP debt financing	\$7,040,160
	<i>y</i>	Grand Total	\$10,376,645

<sup>\*</sup> Revenue Bureau submitted an alternative cut package to reduce external materials and services, ongoing \$21,654

# **Summary of All OMF CIP's**

SUMMARY OF ALL OMF CAPITAL IMPROVEMENT PROJECTS				
	Project	Prior Years	FY 2010-11	FY 2011-15
Bureau of Internal Bu	ısiness Services			
City Fleet				
	Vehicle Replacements	\$ 0	\$ 6,678,309	\$ 24,814,083
	Fuel Tank Replacement	\$ 153,600	\$ 570,600	\$ 0
Facilities Services				
	Fire GO - Station 18	\$ 375,592	\$ 1,418,296	\$ 337,256
	Fire GO - Station 31	\$ 666,203	\$ 2,507,948	\$ 246,653
	New Archives Center	\$ 5,963,034	\$ 1,000,000	\$ 0
	New Emergency Oper Ctr	\$ 4,000,000	\$ 423,000	\$ 0
	Union Station Improvements	\$ 0	\$ 3,917,533	\$ 2,425,141
Risk Management				
	RIMS CIP Project	\$ 0	\$ 500,000	\$ 0
Bureau of Technology	Services			
	Core Storage	\$ 2,000,723	\$ 841,000	\$ 5,044,000
	IRNE Enhancements	\$ 1,416,301	\$ 370,500	\$ 3,3632,000
	SAP Infrastructure Replacement	\$ 0	\$ 0	\$ 1,320,000
	Voice Mail Replacement	\$ 250,130	\$ 84,000	\$ 0
	Wireless Network Deployment	\$ 0	\$ 0	\$ 550,000
Citywide Projects				
-	PSSRP 800 MHz Replacement	\$ 9,482,777	\$ 305,180	\$ 57,160,000
	PSSRP CAD Replacement	\$ 8,351,387	\$ 5,871,384	\$ 70,000
	PSSRP Fire RMS Replacement	\$ 4,907	\$ 452,256	\$ 740,000
	PSSRP PPDS Replacement	\$ 380,625	\$ 608,941	\$ 10,600,000
	All OMF CIP Projects Total	\$33,045,279	\$25,548,947	\$106,939,133

### **Notes:**

- 1. The completion of stations 18 and 31 will end the GO bond program and it will have met all its objectives.
- 2. MLS project will be added in the Proposed Budget based on contractors schedule of work to be completed in FY 2010 and FY 2011.

# Labor/Management/Administration

LABOR MANAGEMENT				
		FY 2010-11 Requested Budget FTE		
CAO/BUSINESS OPS/EBS/PSSRP	DCTU COPPEA	8.0 3.0		
Bureau of Financial Services	DCTU COPPEA	23.0 0.0		
Bureau of Human Resources	DCTU COPPEA	0.0 0.0		
Bureau of Internal Business Services	DCTU COPPEA	117.0 1.0		
Revenue Bureau	DCTU COPPEA	33.0 3.0		
Bureau of Technology Services	DCTU COPPEA	22.0 155.0		
Totals	DCTU COPPEA Grand Total	203.0 160.0 <b>365.0</b>		
Total Number of OMF Employees		658.1		
Net change in positions from decision packages Total for OMF Request Budget Total for OMF Request Budget without decision	packages	11.9 670.0 658.1		

ADMINISTRATION PERCENTAGE			
Bureau/Division	FY 2010-11 Requested Budget FTE		
Chief Administrative Officer	100.00%		
Bureau of Financial Services	2.42%		
Bureau of Human Resources	1.49%		
Bureau of Internal Business Services	2.37%		
Revenue Bureau	3.12%		
Bureau of Technology Services	4.00%		
Business Operations	7.11%		
Enterprise Business Solutions	7.20%		
Public Safety Systems Revitalization Project	12.28%		
Fire GO Bond	0.28%		
Total OMF	3.12%		

AVERAGE MANAGEMENT SPAN OF CONTROL		
Bureau/Division	Span of Control	
CAO/Bus Ops/EBS	8.7	
Financial Services	7.8	
Human Resources	6.5	
Internal Business Services	4.6	
Revenue Bureau	5.4	
Technology Services	6.0	
All OMF	6.3	

## Sustainability Initiatives and Measures

### ■ Social Sustainability Summary:

OMF workforce:

- % of minority employees 27% (1% higher than citywide)
- % of female employees 56% (slightly higher than citywide)

NOTE: Excludes BIBS for which data is still pending due to reorganization

OMF M/W/ESB contracting:

■ Total of 53 contracts totaling \$11,890,574

OMF promotes the Portland is Better Together campaign.

### **■** Economic Sustainability Summary:

OMF Asset management - technology assets:

- % in Good condition 86%
- % in Fair condition 14%
- % in Poor condition 0%

Replacement value: \$171,970,000

OMF Asset management - facilities assets:

- % in Good condition 57%
- % in Fair condition 43%
- % in Poor condition 0%

Replacement value: \$640,801,000

OMF promotes the Choose Local portion of the Portland is Better Together campaign.

### **■** Environmental Sustainability Summary:

In addition to the CAO-appointed **OMF Sustainability Team**, an active OMF Green Team frequently partners with other Portland Building bureaus to conduct sustainability events and educational sessions. The **OMF Green Team** also publishes monthly Green Matters tip sheets to educate OMF and other City employees about ways to increase their own sustainability practices.

CityFleet and Facilities' aggressive use of green technologies brings them savings and accolades. Facilities' initiatives include constructing city-owned buildings to **LEED standards** and continuing development of **eco-roofs**. Facilities is exploring and implementing sustainable business operations and technologies in existing building, such as food **composting and expanded recycling** options. The new OMF **automated fuel system** is resulting in reduced idle times and increased emission control effectiveness. In addition, 100% of the OMF-managed fleet uses **biodiesel** at the B20 level. CityFleet's **motor pool** key manager is resulting in increased efficiency in vehicle use and trip reductions. Their **bike pool** is making bikes available to employees for work-related short trips in the downtown area and together with Facilities an additional 400 free bike parking spaces is almost complete.

Printing and Distribution also champions **sustainable paper** vegetable-based inks and has led a dramatic decrease in the use of toxic chemical waste citywide. Procurement Services developed the City of Portland **Sustainable Procurement** Policy, passed by City Council in July 2008. Implementation of that policy has included a new website for employees with specific product information.

Technology Services uses environmentally responsible recycling and donations of computer equipment to Free Geek and other not-for-profit organizations to **reduce electronic waste**. The Bureau is partnering with the Bureau of Planning and Sustainability to implement a new micro electronics recycling program citywide, in addition to piloting new software such as **GreenPrint** to reduce excess printing. The Revenue Bureau sets **paper reduction targets** and communicates information to all employees on sustainable practices.

### **Recent OMF Awards/Audits**

### ■ Recent OMF Awards/Recognition

#### **Diversity**

- Diversity Award for a City Bureau, Revenue Bureau, 2009, City/County Diversity Conference
- Diversity Award for a City Bureau Diversity Committee, Revenue Bureau, 2009, City/County Diversity Conference

#### **EBS**

- Computerworld Honors Program 2009 Program Laureate
- Government Finance Officers Association (GFOA), Award for Excellence in Government Finance in the field of E-Government and Technology, 2009

#### **Finance**

- Comprehensive Annual Financial Report, Excellence in Financial Reporting (since 1985)
- GFOA Distinguished Budget Presentation Award (since 1990-91)

### **Management and Leadership**

- CityFleet 4<sup>th</sup> Best Fleet in the nation for 2<sup>nd</sup> consecutive year
- John Hunt was named National Fleet Manager of the Year, 2008
- National Association of Government Defined Contribution Administrators, Defined Contribution Leadership Award, 2006, 2008 and 2009
- Procurement Services, Achievement of Excellence in Purchasing Award, 2009
- Revenue Bureau earned Elder Friendly certification from Elders in Action

### **Technology**

- National Association of Telecommunications Officers and Advisors,
   Community Broadband Award for IRNE and I-NET, 2010
- Public Technology Institute, Significant Achievement Award for CAD-to-CAD data interoperability, 2009
- Rutgers University, PortlandOnline Ranked #2 in Nation for Municipal E-Governance, 2009

### ■ Most Recent Audits

January 2010: Sheltered Market Program: Need for clearer focus and stronger management
September 2009: Federal Stimulus: Portland well positioned to receive funds and meet requirements
Utility and Franchise Revenue: Equitable tax and consistent approach needed

to improve collections

March 2008: Mandatory Supervisory Training: Not cost-effective and should be streamlined

January 2008: Construction Contracts: Facilities Services needs to improve coordination with bureaus

to reduce costs and delays

October 2007: City Computers: Computers found with difficulty, tracking systems need to be improved City Recruitment Process: Monitoring needed to ensure balance of flexibility and fairness

July 2007: Strategic Sourcing: Projected savings not achieved - program poorly implemented November 2006: Revenue Bureau License and Tax Division: Program makes significant progress since

last audit

October 2006: Public Works Supervisor Overtime: City Rules allowing overtime need clarification \_
October 2006: Fire Station Bond Program: Citizen oversight in place and spending matches voter intent

August 2006: Financial Transaction Review: Few results identified for further study

July 2006: Bureau of Technology Services: Customers see improved service, but improved

communication would help

May 2006: Partial Day Leave for Exempt Employees: Clarification would improve policy July 2005: I.T. Rate Methodology Reasonable But Charges Inadequately Explained

August 2004: Corporate Geographic Information Systems: A Review of Status and Accomplishments April 2004: Audit of the Bureau of Licenses: Opportunities to Improve Revenue Collection and

Strengthen Internal Controls