OMF Cross-Functional Teams
Summary Report
September 2012

Project Name	Team Lead	Project Purpose	Current Status	Next Step
Banking Efficiencies	Michael Montgomery, Robert Kiningham, Janice Hammond Getten	The banking industry has been evolving with new online processes becoming available. Could any of those be implemented by the Revenue Bureau? Identify efficiencies and recommend how those can be implemented.	The issue of correcting the endorsement of checks for Leaf Fee payments, and creating electronic deposit files for Business Tax check payments through the Water Bureau's payment processing system are currently on hold pending a decision by Water as explained above.	Water will initiate an upgrade project with Burroughs when the Windows 7 compliant software is released. Tentative release set for October 2012. Upgrade will take approximately 60 days. Jack Graham will be in attendance for the next team meeting on Oct. 15 at 10:00 am in the Revenue Bureau. Kathy Koch of Water Bureau will also attend to discuss Water's options and plans moving forward with their remittance processing system upgrade.
Benefits SAP Solution	Cathy Bless	Develop the scope, timeline and cost to implement and maintain the SAP benefits module for active, Retiree, COBRA and other continuation participants benefit administration	The Benefits Office, BTS, SAP and HCM staff are working to complete the implementation phase of the Benefitfocus solution. We are behind schedule and will not meet an October 1, 2012 go-live. As was understood from the project start date, SAP/BTS staff would not be able to work on this project during the SAP patch process. Benefitfocus was delayed in providing test files to the City and this has delayed and complicated the timeline as it relates to interface development. The testing environment within SAP will no longer be available as of October 2nd. The work required to complete the interfaces will not be completed before the October 2nd date. The first available timeframe to finalize the interface component of this project will be after November 17th. This will move go-live into December, providing there are no additional delays within the SAP patch project or from Benefitfocus. Configuration of active employee benefit rules is nearly complete. Benefit Staff have test scenarios and work closely with Benefitfocus to resolve open issues. This work can be on-going and will progress even if the interface files are not complete. The configuration for Retiree, COBRA and other self-pay participants is dependent upon completion of the active rules and is also on-going. Configuration of the eligibility files from Benefitfocus to the City's contracted health care vendors has moved into testing. This task is managed by Benefitfocus.Single-sign on work has not been started between Benefitfocus and the City. The City had to contract outside for these services and the contract was just signed. Work is expected to begin the week of September 24. This delay does not impact the overall project and it is expected to be complete before completion of the interface files. There is no other progression on the overall project as the implementation of the interim solution will be the focus until complete.	The priority of this project will be to complete outstanding tasks on the project plan to go live in December. It will be important to wait until after October 2nd, before a new go-live date is set, to better understand the remaining work necessary to complete the interfaces. Key Deliverable: Final project sign-off for active administration by December 5, 2012

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CityFleet Taxicab and LPT Vehicle Inspections	Kathleen Butler, John Hunt	Improve the private for-hire permitting program vehicle inspection process to provide: Better protection of public safety through direct inspections; Improved convenience to company owners by decreasing the number of inspecting agencies; Inspections that meet recognized best practices in the industry.	We have confirmed with John Hunt and Bryant Enge from Fleet that the questions previously raised are resolved, and this project is OK to move forward. .	We have a meeting scheduled with them for October 17, and will spell out next steps at that time.
Contract Vendor Compliance	Allen Buller	To improve the City's efficiency, accuracy, ease of use and timeliness in completing vendor's business license tax and EEOC requirements. (City Ordinance #178906 requires that City vendors comply with local business income tax laws; ordinance #165383 requires compliance with Equal Employment Opportunity requirements as a condition for conducting business with the City of Portland)	The Vendor CFT met on September 12, 2012 to identify the key issues and propose a new solution. The CFT was expanded for this meeting to include: Satish Nath, Cindy DeLozier, Wesly Smith & Joe Williams for the critical technical discussion regarding the SAP-BLIS interface.	Action Items: 1) Joe Williams will create the new field/table in BLIS that will hold the data from SAP 2) Joe Williams will communicate with John Maloney what fields are needed from SAP in order to populate the new BLIS field/table 3) John Maloney will send Joe a vendor report from ZVLIST containing the data he needs 4) Anne Hawley/Wes Smith will modify the specs for the existing interface 5) Anne/Wes will develop a spec for the new interface
Council Office Transitions	Elyse Rosenberg	Fiscal Year (FY) 2012-13 is an election year, during which three City Council positions (Mayor and Commissioners #1 and #4) are up for election. With two incumbents leaving office, at least two of the Council Offices will undergo a transition. The Council Office Transition team will prepare, plan, and execute a smooth start for the new administration's logistics.	Team has been meeting since August, 2012. Draft task list, which includes items covering the following deliverables, has been developed and presented to the sponsors for review. • Prepare and execute transition task list • Prepare and deliver on-boarding materials and training • Have the office spaces and equipment move in ready for start of business on January 2nd • Have the websites for the new elected officials online and in production on January 1st. • Coordinate OMF tasks as appropriate with outgoing office-holders • Develop a security plan for new office-holders. Team has also discussed and is working through issues of supervision for employees of newly elected officials before the newly elected official is sworn in and developing an agreement around when an election is certified.	• Secure sponsor approval for the task list • Begin taking actions specified in the task list • Review draft communication protocol

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Diversity Development Committee	Abby Coppock	The OMF Diversity Development Committee helps ensure that the culture and workplaces of OMF embrace diversity and OMF employees have the tools available to practice inclusivity.	The committee is organizing a pilot coffee hour for new OMF employees hired July-Sept 2012. These will hopefully become quarterly opportunities to welcome new employees to our organization. Coordination with the meet and greet sessions with the Core Leadership Team is currently underway.	The committee is preparing to transition from a diversity committee to an equity committee, in coordination with the Citywide Equity Committee and efforts from the Office of Equity and Human Rights. The committee is considering showing *Race, the Power of Illusion* documentary with facilitated discussion as an opportunity for OMF employees to begin exploring this topic.
ESS/MSS	Sue Campbell	Improve user experience for time entry and provide an electronic solution for managers to review and approve time	• Timesheet pilot is underway. Feedback is being gathered and analyzed. • Leave Application pilot is scheduled for late October. • Time Approval pilot is scheduled for December. Development and testing are underway for the time and leave approval components of the project, with pilots planned for later this fall.	A pilot of the Leave Application will begin in late October.
FMLA Workbench	Judy Bishop	FMLA Coordinators in each bureau maintain individual spreadsheets to document family medical leave administration and manually compile information from the HCM and Time Management systems to process leave requests and track leave usage. The purpose of implementing the SAP FMLA Workbench is to use a central system that interfaces directly with the HCM and Time Management systems to evaluate eligibility, track leave usage, and document/monitor the administrative process. The end result is to ensure consistent policy application, and leverage the investment in the City's enterprise system.	Outstanding business requirement information and decisions re proposed solutions due from BHR to EBS 10/5/2012. Est. of completion moved forward to Jan/Feb 2013.	Configuration expected to begin 10/22/2012.
Office Move, Tenant Improvement and New Construction	Myndi Fertal	To create a collaborative, standardized, single process which addresses project estimating, planning and project implementation with regards to all office moves, tenant improvements or new construction which requires technology upgrades and/or personnel moves. This work effort is expected to result in a high value customer experience.	The OCT Core team is meeting every two weeks. Documents created as input to the process improvement for this effort: • CORE – Channels for receiving Move Requests • OMF-BIBS-Facilities: Facilities Services Project Intake and PM Processes as of 08/12 • OMF-BIBS-Facilities: Facilities Project Management and Other City Agencies • OMF-BIBS-Facilities: Project Management Project Process • OMF-BIBS-Facilities: Coordination of Telecommunications Services • OMF-BIBS-Facilities: Sample Scope for Interior Tenant Improvements • OMF-BIBS-Facilities: Space Planning Initial Client Contract - Master • OMF-BIBS-Facilities: Complete of Out leases as of 07/12	Documents to be developed: • OMF-BIBS-Facilities: List of all City Buildings with associated Facilities • OMF-Technology Services: BTS PMO managed moves – 25 moves workstations & telephones • OMF-Technology Services: new construction builds Identified areas for inclusion in Scope

			• OMF-Technology Services: Standard Move Process – 5 or less workstations & telephones • OMF-Technology Services: Standard Move Process – 6 to 24 workstations & telephones • OMF-Technology Services: Standard Move Process – telephones only • OMF-Technology Services: Standard Move Process – Network/Internal Cabling	• Survey of existing customers to define a baseline of Customer Satisfaction regarding current overall services. • New process education inclusive of Office Personnel/Telephone Coordinators/Bureau Directors/Council Offices • New Construction will facilitate a move, which is typically followed by cascading moves. Consider and resolve how to handle this. Define a shared cost estimates document and process for customer delivery.
OMF Continuity of Operations Plan (COOP)	Celia Heron	Ensure OMF's Continuity of Operations Plan (COOP) has been evaluated and works in conjunction with other City bureaus' COOPs and their requirements for OMF services. Develop an ongoing mechanism for implementation (training, coordination) and periodic review/update of the COOP.	In the last quarter we started working on scenario building with a "minor" disaster to identify the impact on OMF essential services and what OMF services would be needed to support City bureaus. We realized the "minor" disaster was actually quite complex, which made it a difficult scenario to start our scenario building with. So we decided to develop a new minor disaster and try that instead. Also, based on team input, Celia and Kevin met with Carmen Merlo to see if there was anyone on staff at PBEM or in the City that could provide guidance or mentoring to the OMF COOP team in ways to be effective at scenario building and COOP development. Kezia Wanner joined the OMF COOP Team, and provided background on her role as the chair of the Finance Committee for the Emergency Coordination Center. Kelly Ball also joined the OMF COOP Team and provided background on her current and previous roles regarding communications/PIO during disasters. Completed first scenario building exercise – September 26, 2012	– Produce OMF Call Chart to ensure key staff have the necessary contact information. – Develop an SAP account structure for City bureaus to use to track costs during disruptions or emergencies. – Continue to work on small and medium scenarios to improve the tools the OMF COOP team will use in developing bureau-specific response plans and to identify the OMF dependencies and OMF ability to deliver essential functions and the level of those services the City can expect, given the specifics of the disruption.
OMF Web Refresh	Kelly Ball Dan Bauer	Support migration of OMF websites to portlandoregon.gov. Provide guidance and make recommendations to the Core Leadership Team regarding the look and content of all OMF main pages; develop timeline and scope for migration of all OMF bureaus and divisions; support content managers in implementing strategies and meeting deadlines.	Team began meeting in August with a discussion about scope and expected timeline to accomplish this project. Decisions made include each bureau having their own website, determine their top level tabs, and determine their "I want to…" links list. OMF branding on each site will include an "Office of Management and Finance" line above the formal bureau name. OMF will be included in each bureau's site navigation breadcrumb trail. Bureaus have begun initial decisions about their sites. The biggest challenge groups are facing in meeting this deadline is staff resources to set up and migrate the sites. In order to meet the migration deadline, bureaus will need to focus on the main page and the most important content to have available. Some reorganization and general maintenance clean up of the sites is expected after the migration takes place.	Bureau will continue to migrate their sites. Training and Q&A sessions for OMF content managers will be scheduled. Cross Functional team will propose branding and a mock up of OMF's homepage to CAO and Core Leadership Team.

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Procure to Pay	Christine Moody	Improve citywide procure to pay system, business processes and identify efficiencies where possible	Business Operations team has mapped internal Fleet process for procurements under $5,000 with no contract, vehicle purchases under $50,000, and purchases over $5,000 with a contract, PO Invoice process and non PO Invoice Process. The team is currently reviewing the flow charts and pain points for area's that need additional exploration, have unnecessary duplication and possibilities for streamlining.	Currently exploring creating efficiencies with 1)weekly invoice payments, 2) automation options within SAP .
SAP Functionality Testing	Jane Kingston	The purpose of this team is to ensure the successful end-to-end testing of SAP functionality prior to implementation in the SAP production environment.	The SAP Functionality Testing CFT met monthly from July through September. Over the last three months, the team has focused on SAP functionality test process, timing, and resources. A high-level summary of topics addressed includes: • Review of EBS work plan for SAP projects and assessment of timelines • Identification of project testing timeframe and staffing availability • Identification of SAP modules affected by projects that will require testing • Identification of EBS project leads to facilitate communication • New EPI-Use tool and its potential role in testing scenarios • Archiving of testing materials for completeness, auditability, accessibility, and avoidance of duplication across segments All participants agreed that our meeting discussions to date have been helpful in expanding our general knowledge-base about testing requirements and constraints, and will make us more adaptable to schedule changes should they occur in the future. We agreed to continue to meet on a monthly basis. Many of the topics above will require further discussion and action in our future meetings	The next meeting will occur on October 26, 2012. Future discussion topics will include: • Regular review of the work plan for planning purposes • Identification of routine maintenance system changes that are currently tested, but do not really warrant testing, and then document any recommended changes to the testing protocols as necessary • Identify other areas of possible over-testing and document recommended testing protocol changes • Review of support documentation protocols for adequacy, consistency, and completeness • Creating efficiencies in the current and ongoing testing protocols • Enhancing quality assurance in SAP functionality testing • Review of transport forms test descriptions for understandability and protocol for number of signatures required • Communication of testing results to participating bureaus to facilitate a shared understanding of any new functionality and related expectations

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Streamlined Technology Project Intake and Contract Delivery	Barb Gibson (Co-Lead) Liz Mitchell (Co-Lead)	Provide customers a seamless process experience from the time the technology business need is known, the need for procurement is identified, a solution is selected and the contract delivered. Changes: • The team title has changed from "Streamlined Technology Solicitations – OMF Cross Functional Team" to "Streamlined Technology Project Intake and Contract Delivery OMF Cross-Functional Team". The title was changed to more clearly define the breadth of the team's purview: "Solicitations" was determined to be too restrictive, as there are additional avenues to a contract besides solicitations; and the scope will include both improving business needs requirement gathering and the scope of the former "Citywide Technology Project Intake and Prioritization" Cross Functional Team. • Mission statement was refined. • Problem statement was updated to include EBS. The scope has been expanded to include aligning the technology project intake processes of EBS and BTS and improving requirement gathering methods.	Since the last update to the Extended Leadership Team in July, no major milestones have been reached due to competing priorities for the time of the core team members.	The next significant milestones will be: • Present CFT Purpose, Goals and Next Steps to the BTS Customer Stakeholder Group (CSG) and ask for volunteers to provide input on current pain points and recommended changes; (Presentation scheduled for October 8, 2012); • Revise Charter to reflect scheduled Sponsor changes; • Reestablish Co-Lead and Core Team regular meetings; • Kickoff meeting of full team (sponsors, core team and ad hoc members); • Invite CAO to a team meeting (full team meeting if schedules allow); • Complete process mapping of current processes; • Identify key customer stakeholders to provide input on current pain points and recommended changes; • Develop and release a customer survey to obtain baseline satisfaction level with current processes; • Draft process mapping of future process.
Tax Revenue Forecasting	Josh Harwood, Terri Williams	Accurate tax revenue forecasts using relevant data and modeling tools. Business License Tax (BLT) Revenues and Transient Lodging Tax Revenues fluctuate significantly year to year, which can result in significant changes to budgeted revenues. Accurately forecasting these revenues is critical to ensure adequate funding for general fund bureau budgets.	Revenue Bureau has provided additional data to City Economist regarding net operating loss usage, expirations and carryforward amounts for the last three tax years.	Continuing development and/or refinement of forecasting data and models.

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Time Approval Process Improvement	Elyse Rosenberg	The time approval cross functional team would be ad hoc but would be expected to reconvene and revise procedures if there are unanticipated changes due to the implementation of time approval in SAP through Manager Self Service (MSS).	Each of the Goals and Deliverables of this CFT completed. Documentation of OMF time review and approval processes was gathered and initially submitted to BHR for review in February of 2012. BHR reviewed and responded that three groups – EBS, Facilities, and P&D required process changes to comply with HRAR 1.07. These processes have been changed and documentation has been changed to reflect the revised processes and resubmitted to BHR. Through the CFT regarding ESS/MSS functionality and work to pilot this functionality in OMF, each team member has been exposed to functionality of MSS, both in its current state and with contemplated improvements. Time review and approval documentation for each OMF Bureau/Division reviewed and approved by all CFT members July 16, 2012.	None. Project is completed; CFT will be disbanded.