

# OMF Cross-Functional Teams

## Quarterly Status Reports

December 2012

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**Banking Efficiencies**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

<b>Team Sponsor(s)</b>	<b>Team Lead</b>	<b>Date of Last Report</b>	<b>Date of this Report</b>
Thomas Lannom, Rich Goward	Michael Montgomery, Robert Kiningham, Janice Hammond Getten	September 2012	December 2012
<b>Project Purpose</b>			
	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.		
<b>Goals and Deliverables</b>			
	Streamline Revenue Bureau banking transactions such as check handling, deposits and the SAP document entry		
<b>Project timeline</b>			
	Burroughs Corporation did provided a Windows 7 upgrade for Water's remittance processing system, but it was only 32-bit. They are refusing to program to the 64-bit requirement needed by the City. Due to this set back the timeline has changed. It is hoped that the software upgrades and new hardware can be in effect by June 30, 2013.		
<b>Team members</b>			
	Michael Montgomery, Robert Kiningham, Janice Hammond Getten, Robyn Deeb		
<b>Other changes</b>			
<b>Current Status</b>			
	Revenue Bureau staff met with Water Bureau's data processing supervisor. Discussion was about scope and cost.		
<b>Next Steps</b>			
	The next step is to get an updated price quote based on the new scope of the upgrade to include the endorsements for PBOT Leaf payments (separate from Water Bureau), add current ICL process to other agencies (e.g. Revenue Bureau payments and Arts Tax) to achieve electronic deposit and the upgrade from the current 2-Pass without Virtual Endorsement to 1-Pass with Virtual Endorsement. It is also being considered that Revenue Bureau will purchase 2 scanners to create batch files while Water Bureau's data center will retain the bank deposit functions.		

**Benefits SAP Solution**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Anna Kanwit, Richard Goward, Satish Nath	Cathy Bless	September 30, 2012	December 31, 2012
<b>Project Purpose</b>	Develop the scope, timeline and cost to implement and maintain the SAP benefits module for active. Retiree, COBRA and other continuation participants benefit administration		
<b>Goals and Deliverables</b>	The Goal of this project and cross functional team is to facilitate the implementation of active, and continuation participant (e.g. retiree, COBRA, other continuation participants) benefit administrative services within the appropriate SAP modules.		
<b>Project timeline</b>	<p>Project Timeline:</p> <ul style="list-style-type: none"> <li>• September 2011: Project Plan Development <ul style="list-style-type: none"> <li>○ Key Deliverable: Provide plan sponsors with project plan September 30, 2011</li> </ul> </li> <li>• Interim Integrated Benefits Solution RFP, contract, implementation and Go-Live <ul style="list-style-type: none"> <li>○ Key Deliverable: Develop scope of service and contract by July 1, 2012</li> <li>○ Key Deliverable: Configuration, interface development and Testing by September 30, 2012 – Adjust to February 2013</li> <li>○ Key Deliverable: Go-Live October 1, 2012 – Adjust to February 2013. Additional time will be required to implement the Retiree/COBRA solution but this does not require BTS or EBS. The anticipated implementation timeline for Retiree/COBRA will be April 30, 2013.</li> </ul> </li> <li>• Develop understanding of SAP benefits module capabilities and scope of service <ul style="list-style-type: none"> <li>○ Project timeline is tied to re-configuration of time and payroll modules to be completed by January 2013 – <i>Adjustment in the timelines for the remaining project tasks will need to be determined after active, Retiree/COBRA groups are fully implemented within Benefitfocus.</i></li> <li>○ Key Deliverable: Report to plan sponsors a full understanding of interdependencies, scope and functionality confirming readiness for blue printing and object specification.</li> </ul> </li> <li>• Blue Printing and Object Specification <ul style="list-style-type: none"> <li>○ Review established requirements and finalize project scope</li> <li>○ Identify standard/customization functionality</li> <li>○ Identify requirements not configurable and manual processes</li> <li>○ Identify implementation timeline and relevant milestones</li> <li>○ Anticipate and determine stabilization requirements after go-live</li> <li>○ Determine on-going support needs</li> <li>○ Determine interface needs and requirements</li> <li>○ Key Deliverable: Blue Printing and Object Specification report to plan sponsors</li> </ul> </li> <li>• Finalize scope, cost, ROI <ul style="list-style-type: none"> <li>○ Key Deliverable: Develop final reporting with recommendations/vetting for plan sponsors and CAO</li> </ul> </li> <li>• Secure Appropriate Staff/Initiate requirements for consulting services –Configuration and Unit Testing</li> <li>• Realization and Integration</li> <li>• Parallel Testing</li> </ul> <p>Transition from Live System to SAP</p>		

<b>Team members</b>	Cathy Bless, Tom Schneider, Mark Schackart, Jane Kingston, Pat Green
<b>Other changes</b>	Additional update meetings with Stakeholders have been established on Wednesdays. This group includes; Jack Graham, Anna Kanwit, Ben Berry, Richard Goward, Rick Schulte, Mark Schackart, Dick Holihan, Jane Kingston, Saby Wariach, Emily Rice, Dan Bower and Cathy Bless
<b>Current Status</b>	<p>The Benefits Office, BTS, SAP and HCM staff is working to complete the implementation phase of the Benefitfocus solution. As reported in the last quarterly update, we are behind schedule and did not meet an October 1, 2012 go-live.</p> <p>Although the online portal for employees is ready, single sign-on is complete, electronic administrative functionality is complete; and electronic vendor interface eligibility is working; we have not been able to finalize, test and complete the internal interface files required to pass demographic data, flexible spending account elections and a payroll file. It is anticipated that the demographic files and FSA files will be finalized by January 25th. The payroll file completion is contingent upon Benefitfocus building tables/logic within its configuration to compute the appropriate deduction to pass on the payroll inbound wagetype file. Benefitfocus has made progress and the Benefits Office is working closely to resolve remaining issues. The current vendors (Towers Watson) contract ends January 31, 2013. The Benefits Office, EBS, BTS and Payroll have worked together to develop a contingency plan that will allow for the continued required deductions of benefit costs through payroll on the current schedule (1st and 2nd paychecks of each month). Employees hired after January 15, 2013 will receive paper enrollment forms to complete and return to the Benefits Office for data input into Benefitfocus until a corrected payroll file is approved. The same process will be necessary for employee status changes and life events. A communication has been sent to employees and Benefits will be working with employees to process changes on the employee's behalf.</p>
<b>Next Step</b>	<p>The priority of this project will be to complete outstanding tasks on the project plan to go live as soon as possible.</p> <p>Key Deliverable: Final project sign-off for active administration.</p>

**CityFleet Taxicab and LPT Vehicle Inspections**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

<b>Team Sponsor(s)</b>	<b>Team Lead</b>	<b>Date of Last Report</b>	<b>Date of this Report</b>
Thomas Lannom, Bryant Enge	Kathleen Butler, John Hunt	September 2012	December 2012
<b>Project Purpose</b>			
	Improve the private for-hire permitting program vehicle inspection process to provide: <ul style="list-style-type: none"> <li>- Better protection of public safety through direct inspections;</li> <li>- Improved convenience to company owners by decreasing the number of inspecting agencies;</li> <li>- Inspections that meet recognized best practices in the industry.</li> </ul>		
<b>Goals and Deliverables</b>			
	<ol style="list-style-type: none"> <li>1. Team leads have begun review of the current process, and have begun to outline a process for Fleet inspections to meet City Code and permit renewal cycles.</li> <li>2. City Attorney's office will provide advice on any liability issues.</li> <li>3. Detailed inspection protocols will be reviewed by stakeholders.</li> <li>4. The program will be designed to provide full program cost recovery for Fleet and Regulatory.</li> <li>5. Team leads will prepare draft outline of the proposed inspection process for approval by Bureau Directors.</li> <li>6. Any necessary Code or Administrative Rule language changes will be drafted by Kathleen Butler, and reviewed by John Hunt, and submitted for approval to Bureau Directors.</li> <li>7. Additions to the program, such as joint Regulatory/Fleet ad-hoc inspections in the field, are planned for the future.</li> </ol>		
<b>Project timeline</b>			
	May 15, 2012: Initial Draft of Proposal June 15, 2012: Complete Stakeholder Review of Proposal July 15, 2012: Final Proposal and Process Documents July 31, 2012: Approval by Bureau Directors August 31, 2012: Necessary Code Changes and/or Administrative Rule Changes to Council October 1, 2012 Begin Fleet Inspection of Private For-Hire Transportation Vehicles		
<b>Team members</b>			
	Kathleen Butler, Revenue Frank Dufay, Revenue Patrick Kramer, Revenue Lauren Wolfe, Revenue John Hunt, Fleet		
<b>Other changes</b>			
	Several issues requiring additional research were identified at our group meeting on May 14. No changes at this time, but we are in a research phase that may result in some adjustments to the scope of work.		
<b>Current Status</b>			
	Regulatory and Fleet have developed an outline of the inspection services to be provided, and have developed an inspection cycle and cost proposal.		
<b>Next Step</b>			
	Meet with our partners, Tri-Met and the Port, and develop a timetable for implementation		

## Contract Vendor Compliance OMF Cross-Functional Team

### Quarterly Status Report December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Thomas Lannom, Bryant Enge	Allen Buller	October 2, 2012	January 2013
<b>Project Purpose</b>	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)		
<b>Goals and Deliverables</b>	<ol style="list-style-type: none"> <li>1. Review the process of identifying business tax compliance with City of Portland vendors.</li> <li>2. Identify opportunities to improve accuracy, efficiency, and ease of use of verification systems by both the vendors and City staff.</li> <li>3. Review ongoing audit recommendations as they become available.</li> <li>4. Begin a weekly communication between the Revenue Bureau and Accounting to provide new vendors who have registered with the Revenue Bureau. Ideally, the same process would happen with respect to the EEOC process.</li> <li>5. Complete the work order that would allow more automation between BLIS and SAP.</li> </ol>		
<b>Project timeline</b>	The individual assigned to SAP-EBID & SAP-BLIS interface work has been re-assigned and I am waiting for an update.		
<b>Team members</b>	Allen Buller, Revenue Barb Gibson, Procurement Anne Hawley, EBS John Maloney, Accounting		
<b>Other changes</b>	A Vendor Registration Form has been completed. The need for a Vendor Portal has been identified. Developing EFT is a function currently being performed by Central Accounting and in some other bureaus on a local level. There is no need to duplicate these efforts.		
<b>Current Status</b>	<u>Action items from October and the Current Status:</u> <ol style="list-style-type: none"> <li>1. Joe: Let John know which fields you need from SAP in order to populate the new BLIS field/table <ul style="list-style-type: none"> <li>• COMPLETE</li> </ul> </li> <li>2. Joe: Create the new field or table in BLIS that will hold the data from SAP <ul style="list-style-type: none"> <li>• EBS provide Joe field names and lengths to complete this. <u>They are listed below.</u> - COMPLETE</li> <li>• Joe create the new field or table – DATE NEEDED</li> </ul> </li> <li>3. John: Send Joe a report of active vendors containing the data he needs <ul style="list-style-type: none"> <li>• EBS Develop a method for finding inactive vendors, generate a list for John's team to use - COMPLETE</li> <li>• EBS Develop vendor mass update method to flag all inactive vendors at once - COMPLETE</li> <li>• John's team: Flag inactive vendors and prepare active vendor list – Week of December 3</li> </ul> </li> </ol>		

	<p>4. Anne and Wes: Modify the spec for the existing interface</p> <ul style="list-style-type: none"> <li>• EBS Functional revision - COMPLETE</li> <li>• EBS Technical revision – Week of December 3</li> <li>• EBS Spec ready for Joe to review: Week of December 10.</li> </ul> <p>5. Anne and Wes: Develop a spec for the new vendor outbound interface</p> <ul style="list-style-type: none"> <li>• EBS Functional spec – Week of December 10</li> <li>• EBS Technical spec – Week of December 10</li> <li>• EBS Spec ready for Joe’s review: Week of December 17.</li> </ul>
<b>Next Step</b>	<p><u>Action Items:</u></p> <p>1) Due to the passage of the Portland Arts Tax in the November 2012 election, Portland Ballot Measure 26-154, the Revenue Bureau has suspended work on this project.</p>

## Council Offices Transition OMF Cross-Functional Team

### Final Status Report January 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report												
Jane Braaten, Carol Brune/Ben Berry, Anna Kanwit, Betsy Ames	Elyse Rosenberg Crystal Castruita	September 2012	January 2013												
<b>Project Purpose</b>	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.														
<b>Goals and Deliverables</b>	<ul style="list-style-type: none"> <li>• Prepare and execute transition task list</li> <li>• Develop communications protocols for lead OMF staff</li> <li>• Prepare and deliver on-boarding materials and training</li> <li>• Have the office spaces and equipment move in ready for start of business on January 2<sup>nd</sup></li> <li>• Have the websites for the new elected officials online and in production on January 1<sup>st</sup>.</li> <li>• Coordinate OMF tasks as appropriate with outgoing office-holders</li> <li>• Develop a security plan for new office-holders.</li> <li>• Document the process for future transitions</li> </ul>														
<b>Project timeline</b>	Kickoff by 8/1/2012 August-September – prepare task lists, materials, training; assess space and technology replacement needs; initiate purchases; communicate as appropriate to coordinate with outgoing elected officials and newly elected officials October-December – execute transition plans January-June – execute ongoing training activities														
<b>Team members</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 50%;">Facilities</td> <td>Bob Kieta</td> </tr> <tr> <td>BTS</td> <td>Myndi Fertal</td> </tr> <tr> <td>Procurement</td> <td>Barb Gibson</td> </tr> <tr> <td>HR</td> <td>David Rhys</td> </tr> <tr> <td>Business Ops</td> <td>Crystal Castruita Elyse Rosenberg (Team Lead)</td> </tr> <tr> <td>CAO Policy Team</td> <td>Celia Heron</td> </tr> </tbody> </table> <p>Outside resources include:</p> <ul style="list-style-type: none"> <li>• City Attorney</li> <li>• City Auditor</li> <li>• RACC</li> </ul>			Facilities	Bob Kieta	BTS	Myndi Fertal	Procurement	Barb Gibson	HR	David Rhys	Business Ops	Crystal Castruita Elyse Rosenberg (Team Lead)	CAO Policy Team	Celia Heron
Facilities	Bob Kieta														
BTS	Myndi Fertal														
Procurement	Barb Gibson														
HR	David Rhys														
Business Ops	Crystal Castruita Elyse Rosenberg (Team Lead)														
CAO Policy Team	Celia Heron														
<b>Other changes</b>	N/A														
<b>Current Status</b>	Transition Task List and Communication Protocol were completed. New elected officials are in office, staff is on board, offices and technology were refreshed. The Cross Functional Team has ceased to formally meet and will be handling any remaining issues via email or individual meetings.														
<b>Next Step</b>	Complete final transition tasks, train new staff in appropriate City procedures, complete a debriefing session to document lessons learned, archive appropriate documentation. This will be the team's final CFT report.														

**Diversity Development**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Thomas Lannom Jane Braaten	Abby Coppock	September 2012	January 2013
<b>Project Purpose</b>	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.		
<b>Goals and Deliverables</b>	<p>The OMF Diversity Committee’s action items for 2012 include:</p> <ul style="list-style-type: none"> <li>▪ Monitoring the percentage of OMF employees who have signed workplace expectations on harassment and discrimination, completed 2.2 training, and attended City-sponsored diversity training (On-going).</li> <li>▪ Monitoring the percentage of OMF managers who have attended City-sponsored diversity training and Rule 2.2 training (On-going).</li> <li>▪ Pilot social and cultural opportunities for OMF employees to build cross-bureau relationships, increase team work, and celebrate cultural diversity (On-going).</li> <li>▪ Coordinate with the new Office of Equity and Human Rights (On-going).</li> <li>▪ Coordinate two OMF-wide employee training events in 2012 and begin planning for training in 2013 (Spring 2012).</li> <li>▪ Review and update content for the OMF Diversity web page (Summer 2012).</li> <li>▪ Pilot a coffee hour for new OMF employees (Fall 2012).</li> <li>▪ Recommend to the OMF Leadership Team that an OMF employee survey be conducted in preparation for the next OMF Diversity Plan to identify organizational strengths, opportunities for growth, potential training topics, etc (Fall/Winter 2012).</li> </ul>		
<b>Project timeline</b>	Ongoing.		
<b>Team members</b>	Financial Services - Peter Scherer Human Resources - Christopher Parra BIBS CityFleet – Dan Smith BIBS Facilities - Vacant BIBS P&D - Matthew Spitulski BIBS Procurement - Theresa Green BIBS Risk – Viki Bisby Revenue Bureau - Kita Xayachack Technology Services - Penelope Luedtke Business Operations - Abby Coppock (Chair) Enterprise Business Solution - Jen Clodius		
<b>Other changes</b>	<p>Viki Bisby became the new member from BIBS Risk, replacing Becky Chiao.</p> <p>Our representative from BIBS Facilities was Danielle Brooks who no longer works at the City. We are waiting to see what happens with the Facilities ADA position because it seems like a natural fit for this committee. Otherwise, we will be recruiting for this position.</p>		
<b>Current Status</b>	<p>The action items pertaining to monitoring the percentage of employee who have attended training will be addressed in a new training module from BHR.</p> <p>The Diversity Committee successfully piloted weekly Wednesday Walks as a way to create informal relationships and networking amongst OMF employees. A core group of 5-10 employees participated on a regular basis and enjoyed the opportunity.</p>		

	<p>The coffee hour for new OMF employees planned for this fall was delayed, but the first one is expected in March 2013. In discussing what information should be included at a coffee hour, the idea has morphed into an informal resource fair where each OMF bureau would provide helpful resources and answers to commonly asked questions from their bureau that would be applicable to new employees. OMF Diversity Committee members would staff tables and coffee would be provided.</p> <p>Topics for the spring 2013 employee trainings have been discussed, but not finalized. Initial contact with the Office of Equity has been made to see whether they are available to provide training on equity. In addition to the large group trainings for OMF employees, there is also interest in holding a separate equity training for members of all OMF diversity committees (members from the BTS and Revenue Bureau committees would also be invited).</p> <p>Regarding the employee survey to identify OMF organizational strengths and opportunities for growth in preparation for our next diversity plan, our committee sponsor, Thomas Lannom, is already responsible for a strategic plan item on a similar topic. He suggested that whatever survey or tool he puts together for that action item can meet similar goals and outcomes.</p>
<b>Next Step</b>	<p>The coffee hour/resource fair for new OMF employees needs discussion and approval from the OMF Leadership Team as the next step. It will be up to bureaus to compile and/or create resource materials that provide helpful information for new OMF employees.</p> <p>The spring training topic(s) also needs to be finalized and the trainings organized. These trainings have averaged about 100 OMF employees the past few years, so there seems interest in continuing them.</p> <p>Begin planning action items for 2013.</p>

**ESS/MSS**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

<b>Team Sponsor(s)</b>	<b>Team Lead</b>	<b>Date of Last Report</b>	<b>Date of this Report</b>
Satish Nath, Rich Goward, Jane Braaten, Anna Kanwit	Sue Campbell	September 2012	December 2012
<b>Project Purpose</b>			
	Improve user experience for time entry and provide an electronic solution for managers to review and approve time		
<b>Goals and Deliverables</b>			
	Improve and automate time capture and the approval process by delivering: <ul style="list-style-type: none"> <li>• Time capture, time approval and leave request approval business process flow charts and solution process design documents</li> <li>• List of employees for roll-out</li> <li>• New timesheet application</li> <li>• New time approval application</li> <li>• New leave request solution</li> <li>• Security role updates as necessary</li> <li>• External audit report and approval tracking report</li> <li>• Training plan and deployment</li> </ul>		
<b>Project timeline</b>			
	<b>Project Milestone</b>	<b>Project Delivery Date</b>	
	Preparation	4/30/2012	
	Business Blueprint	6/30/2012	
	Development and Testing (Realization)	09/30/2012	
	Go Live	12/2012	
	Full OMF Rollout	01/17/2013 – 2/15/2013	
<b>Team members</b>			
	Jane Braaten Jane Kingston Elyse Rosenberg Terri Williams Satish Nath Rick Schulte Trikanth Basetty Sue Campbell		
<b>Other changes</b>			
	n/a		
<b>Current Status</b>			
	Pilot activities for two of the three solution components (new ESS timesheet and time request application) are wrapping up and a roll-out strategy for OMF is in final development.		
<b>Next Step</b>			
	Complete pilot of Time Approval application. Begin OMF Rollout of complete solution to OMF beginning February 2013. OMF Rollout complete by April 2013. Once TM/PY re-write is complete, new ESS timesheet will need to be revised to accommodate design changes. Therefore, broader roll-out across the City will be delayed until those changes are complete.		

**FMLA Workbench**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Anna Kanwit, Satish Nath	Judy Bishop	September 2012	December 2012
<b>Project Purpose</b>	<p>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.</p> <p>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.</p>		
<b>Goals and Deliverables</b>	<ul style="list-style-type: none"> <li>• Redesign business processes to achieve maximum benefits in service, compliance and productivity</li> <li>• Replace outdated and costly "shadow" information systems and reduce "islands" of information</li> <li>• Make access to information easy and provide real-time data for improved decision making</li> <li>• Family medical leave business process flow charts</li> <li>• Streamlined attendance/absence codes linked to Time Management quotas</li> <li>• Conversion of existing family medical leave requests and related absence to FMLA Workbench (Note: Not necessary if implementation occurs on 01/01/2013)</li> <li>• Fully implement SAP FMLA Workbench functionality for employees</li> <li>• BHR Benefits reports for employee health and welfare eligibility tracking</li> <li>• Bureau and central program coordinator audit reports</li> </ul>		
<b>Project timeline</b>	<p>Blueprinting – Completed Sept. 2011            Gap Analysis – Completed Oct. 2011            Business Scenario Development – Completed Dec. 2012            Business Rule Update – Completed Jun. 2012            Survey of organizations using FMLA Workbench – Completed August 2012            Design/Configuration – SRP Completed December 2012, DRP in process            Prototype demonstration with SMEs            Implement new FML absence/attendance types – December 2012            Testing – In process            Training – Last 2 weeks Feb. 2013            Implementation – Est. completion March 2013            Post go-live user support sessions – Week of 3/4/13</p>		
<b>Team members</b>	Mark Schackart, Sue Campbell, Cody Deckard, Tom Schneider, Judy Bishop, Elana Schwartz		
<b>Other changes</b>			
<b>Current Status</b>	Address issues found during DRP testing, Development of Business Process document and customer reports		
<b>Next Step</b>	Final testing in QRP scheduled Jan. 24, 25		

**Green Team**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Bryant Enge, Jane Braaten	Abby Coppock	none	January 2013
<b>Project Purpose</b>	The OMF Green Team exists to share sustainability information and best practices across OMF, increase education among OMF employees, assist implementation of OMF-wide sustainability efforts, and report annually on bureau accomplishments to the Bureau of Planning and Sustainability (BPS).		
<b>Goals and Deliverables</b>	Deliverables identified for 2012 include: <ul style="list-style-type: none"> <li>• Conduct a shoe recycling event in partnership with BHR's wellness program (Jan. 2012).</li> <li>• Compile OMF sustainability accomplishments for a Citywide report published by BPS (April 2012).</li> <li>• Coordinate OMF's participation in the Bike to Work Challenge, sponsored by the Bicycle Transportation Alliance (Sept. 2012).</li> <li>• Draft and pilot sustainable operations orientation materials for new and existing OMF employees (draft materials – Spring/Summer 2012; pilot materials – Fall 2012).</li> <li>• Based on identified gaps compiled for orientation materials, increase consistency across OMF bureaus in what services and information are available to OMF employees (for example, Tri-met tickets are currently available in some bureaus for work-related meetings, but not all OMF bureaus provide this option). (Fall/Winter 2012)</li> <li>• Publish monthly Green Matters fact sheets sent to all OMF employees (on-going).</li> <li>• Respond to BPS requests for sustainability information, as needed (on-going).</li> </ul>		
<b>Project timeline</b>	Ongoing.		
<b>Team members</b>	Financial Services – Vacant Human Resources – Kathy Robertson/Brandon Roberts BIBS CityFleet – Kim Epling BIBS Facilities – Wendy Gibson BIBS P&D – Heather Saby BIBS Procurement – Stacey Foreman Revenue Bureau - Kita Xayachack Technology Services – Jake Bissell/Stephan Niquet Business Operations – Abby Coppock (Chair) Enterprise Business Solution – Jen Clodius  BHR has two members because they share the role/meeting attendance. BTS has two members – one member represents operations in the Portland Building and one member represents recycling efforts that occur at the Communications Center.		
<b>Other changes</b>	Our representative from Financial Services was Tess Jordan who was part of Financial Planning. With the creation of the new Budget Office, we will need to recruit a new member from BFS.		
<b>Current Status</b>	The Green Team coordinated OMF's participation in the Bike to Work Challenge, sponsored by the Bicycle Transportation Alliance the month of September. We had 46 active riders from OMF participate.  The team drafted a packet of sustainable operations orientation materials for new and existing OMF employees. The packet is still awaiting final approval from the OMF Leadership Team, but is ready		

	<p>to use. Green Team members are also designing a Green Tour to accompany the materials for new employees – this is a building specific tour that would include items such as showing new employees the recycling options in their break room, locker room and bike parking locations for bike commuters, etc. The plan is to pilot the materials for one year and then make them available to Citywide green teams.</p> <p>The Green Team is also just finishing up an athletic shoe recycling effort in the Portland Building, which ends January 18. New this year – P&amp;D is picking up boxes of shoes from other City locations on the last day of the drive through their interoffice pickups.</p> <p>One more item to note is that BPS created a Citywide Sustainable Operations Report that highlighted operational efforts that are taking place throughout bureaus. This was presented to bureau directors in October. Accomplishments and innovations from OMF were featured prominently in the report.</p>
<b>Next Step</b>	<p>Gain Leadership Team approval of the sustainable operations orientation materials and begin actively using that document in coordination with a Green Tour for new OMF employees.</p> <p>Begin planning action items for 2013.</p>

**Legal Hold Representative**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Ames, Enge, Wood, Kanwit	Celia Heron	September 2012	December 2012
<b>Project Purpose</b>	Ensure OMF has identified and trained appropriate staff to ensure that materials needed in the event of a “legal hold” are retained and available as needed.		
<b>Goals and Deliverables</b>	<ul style="list-style-type: none"> <li>• Respond to City Attorney’s request to identify Legal Hold Representatives for OMF bureaus and divisions.</li> <li>• Ensure OMF staff receives the training from the City Attorney’s Office/Risk Management regarding Legal Hold Representatives.</li> <li>• Develop OMF policies and procedures as necessary to ensure OMF bureaus and divisions are aware of and implementing appropriate record retention practices to comply with Legal Hold requirements, including:               <ul style="list-style-type: none"> <li>– <u>Separation of employment practices.</u> Identification and retention of relevant records at the time an OMF manager leaves OMF employment. This may extend to other OMF employees who have a likelihood of having records with a high potential for litigation.</li> <li>– In coordination with OMF record retention managers, develop an initial assessment of how OMF bureaus and divisions maintain their electronic and paper records; and the practices regarding record destruction.</li> </ul> </li> </ul>		
<b>Project timeline</b>	Identify legal hold reps (March 2012); attend legal hold training organized by the City Attorney’s Office (tentatively set for July/August 2012); start holding cross-functional team meetings to discuss means by which to implement best practices vis-à-vis legal hold issues (August 2012).		
<b>Team members</b>	CAO’s Office – Project lead Celia Heron Enterprise Business Solutions – Michelle Ladd Bureau of Financial Services – Accounting – Lois Summers Bureau of Financial Services – Public Finance and Treasury– Jennifer Cooperman Bureau of Human Resources – David Rhys Bureau of Human Resources – Shianne Scott Bureau of Internal Business Services – CityFleet – Don DePiero Bureau of Internal Business Services – Facilities – Diane Seaton Bureau of Internal Business Services – P&D – Matt Spitulski Bureau of Internal Business Services – Procurement – Barb Gibson Bureau of Internal Business Services – Risk Management – Leanna Smith Bureau of Technology Services – Logan Kleier Business Operations – Kelly Ball Business Operations – Sharon Wolf Revenue Bureau – Sarah Keele		
<b>Other changes</b>	Kevin Campbell and Jeramy Patton are no longer members. Michelle Ladd replaces Kevin.		
<b>Current Status</b>	The team met with City Attorney staff for an overview training of the responsibilities of a legal hold representative and the need for each bureau to create “preservation plans”. Second meeting was held of the cft to discuss an approach to developing a base preservation plan for OMF and then to tailor it to meet specific needs of each OMF bureau and division.		
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>– Convene the team along with technical staff from BTS to discuss the technical aspects of naming, filing, and searching for electronic documents.</li> <li>– Develop a draft preservation plan to use as OMF template</li> </ul>		

**Office Move, Tenant Improvement and New Construction**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Mark Greinke, Bryant Enge	Myndi Fertal	September 2012	December 2012
<b>Project Purpose</b>	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.		
<b>Goals and Deliverables</b>	<p>Process is to be:</p> <ul style="list-style-type: none"> <li>• A single intake point in OMF for office moves, tenant improvements and new building construction requests;</li> <li>• A standardized single process for all user Bureaus;</li> <li>• Flexible and responsive to project needs and constraints;</li> <li>• Developed with a customer-centric focus;</li> <li>• Fully optimized and fully documented.</li> </ul> <p>Documentation is to be:</p> <ul style="list-style-type: none"> <li>• Developed for shared use by all internal business partners and customers. <ul style="list-style-type: none"> <li>○ Documentation includes; Project Charters, Scope Statements, Cost Estimates and Project Schedules and customer approvals.</li> <li>○ Scalable based on project status. <ul style="list-style-type: none"> <li>▪ Low Confidence (conceptual) estimate turnaround is quick; --% design completion.</li> <li>▪ Medium Confidence estimate turnaround within –days. Project bid date.</li> <li>▪ High Confidence number that bid award decision can now be based on.</li> </ul> </li> </ul> </li> </ul> <p>Organizational Collaboration is to be:</p> <ul style="list-style-type: none"> <li>• A shared customer-centric focus between the BTS, Facilities, Procurement Services;</li> <li>• A partnership between BTS, Facilities, Procurement Services which ensures goal alignment and a value-based collaboration for the mutual benefit of a positive customer experience for those who request OTC services from OMF. <ul style="list-style-type: none"> <li>– A single standardized process that is efficient, cost effective, duplicable and equally available to all user Bureau</li> </ul> </li> </ul>		
<b>Project timeline</b>	Kick-off: July 03, 2012 Estimated Target End Date: June 2013		
<b>Team members</b>	<p><b>Core Team:</b> Myndi Fertal (BTS lead) Jim Coker (Facilities) Emily Rice (BTS PMO) Cloy Swartzendruber (BTS Support Center) Vinnie Puglia (BTS Communications) Barb Gibson (Procurement) Janene Edgerton (Facilities)</p> <p><b>SME:</b> Dan Bauer (BTS PMO) Bob Ochs (BTS PMO)</p>		

	<p>Bob Kieta (Facilities)  Alida Thatcher (BTS Support Center)  Margie Polmateer (BTS Support Center)  Karen Bourbonnais (BTS Communications)  Jackie Jackson Freeman (BTS Communications)  TBD - BTS Communications inner/outer cable plant  Mike Croxton (BTS Communications)  Wendy Gibson (Facilities)</p> <p><b>TBD:</b>  Ralph Smith (BTS Financial Services)  Brad Stevens (Facilities Financial Services)</p>
<b>Other changes</b>	BTS has identified another SME participant. OMF-Printing and Distribution will need to be an SME member of this team to ensure collaboration on moving large multi-use printers.
<b>Current Status</b>	<ul style="list-style-type: none"> <li>• Competing priorities and non-negotiable due dates for two other cross functional teams (Council Transition &amp; OMF Web Refresh) have redirected the attention of the project lead. Meetings through November and December were cancelled.</li> <li>• Notification to CFT Co-Sponsors as to the project delay was completed 12/10/12.</li> </ul>
<b>Next Step</b>	<ul style="list-style-type: none"> <li>• BIBS Director and BTS CTO were the original sponsors of this CFT. With the recent on-boarding of a new CTO, validation of sponsorship coupled with a review of the project purpose, goals and deliverables is required.</li> <li>• A CFT restart meeting is scheduled with the Core Team for January 22<sup>nd</sup>, 2013.</li> <li>• The purpose of the meeting will be to refocus on deliverables and define a recommended reset project timeline.</li> </ul>

**OMF Continuity of Operations Plan (COOP)**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Bryant Enge; Betsy Ames; Ben Berry	Celia Heron	September 2012	December 2012
<b>Project Purpose</b>	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.		
<b>Goals and Deliverables</b>	<ul style="list-style-type: none"> <li>▪ An OMF COOP that represents a comprehensive, well-understood approach to preparation for, problem-solving and prioritization of providing and restoring essential services to City bureaus.</li> <li>▪ Implementation plan including training schedule for identified OMF staff</li> </ul>		
<b>Project timeline (Revised)</b>	<p><b>April – May:</b> Review and discuss components of OMF COOP and develop approach to the project.</p> <p><b>June:</b> Coordinate with PBEM and Disaster Policy Council efforts; further refinement of project approach, initial discussions of essential services and the limitations/risks to OMF's capacity to deliver them.</p> <p><b>June – September:</b> Work through three disaster scenarios to identify OMF essential functions and the capacity to deliver those to bureaus under given conditions.</p> <p><b>REVISED timeline</b></p> <p><b>September – November:</b> Work through small to medium disruption scenarios to identify OMF essential functions, response plans, and the capacity to deliver those to bureaus under given conditions.</p> <p><b>December – February:</b></p> <ul style="list-style-type: none"> <li>– Provide this information to PBEM and -- through PBEM -- to bureaus so to inform the development of their respective COOPS</li> <li>– Refine/update basic information in OMF COOP (delegation of authority; contact information; vital systems; vital records; etc.)</li> <li>– Develop ongoing steps to ensure adequate training, communication and coordination of OMF staff vis-à-vis COOP.</li> </ul>		
<b>Team members</b>	BHR – David Rhys BTS – Logan Kleier Business Operations – Kelly Ball CAO's Office – Celia Heron CityFleet – John Hunt EBS – Michelle Ladd Facilities – Bob Kieta Financial Services – Jane Kingston and Jennifer Cooperman Procurement – Christine Moody Risk – Kate Wood		

<b>Other changes</b>	Kezia Wanner is no longer a CFT member but will continue to serve as a resource to the team in her capacity as chief of the ECC finance committee.
<b>Current Status</b>	Drafted a OMF Call Chart to ensure key staff have the necessary contact information Began work discussing, updating and revising personnel-related sections of OMF's existing COOP.
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>- Team meeting with David Blitzer who will recap lessons learned from his involvement in Superstorm Sandy</li> <li>- Meet with OMF Core Leadership Team to discuss the personnel-related sections of the OMF COOP.</li> <li>- Continue to revise and update the OMF COOP</li> <li>- Continue to work with PBEM on Citywide COOP and emergency planning.</li> </ul>

**OMF Website Refresh**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Jane Braaten Carol Brune	Kelly Ball Dan Bauer	October 2012	January 2013
<b>Project Purpose</b>	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.		
<b>Goals and Deliverables</b>	<ul style="list-style-type: none"> <li>• Identify team members.</li> <li>• Determine migration approach.</li> <li>• Work with BTS Refresh project manager and team to identify and complete steps to migrate all OMF bureaus and divisions to portlandoregon.gov.</li> <li>• Recommend overall look for all OMF pages.</li> <li>• OMF main pages:               <ul style="list-style-type: none"> <li>○ Determine top level tabs.</li> <li>○ Identify existing content managers and steps for migration of OMF main tab content.</li> <li>○ Identify needed content and determine content managers.</li> <li>○ Set timeline for migration.</li> <li>○ Ensure deadlines are met.</li> </ul> </li> <li>• OMF bureaus and division:               <ul style="list-style-type: none"> <li>○ Bureau representative – ensures content updates and required records retention is met.</li> <li>○ Determine resources and develop timeline in collaboration with bureaus and divisions.</li> <li>○ Problem-solve needed resources with leadership.</li> <li>○ Monitor and report on progress.</li> </ul> </li> <li>• Work with BTS to determine appropriate testing of sites.</li> </ul> Determine readiness for final cut over.		
<b>Project timeline</b>	Jan. 2013		
<b>Team members</b>	Kelly Ball (Co-lead) Dan Bauer (Co-lead) BTS – Myndi Fertal BHR – Gale Baird BIBS –Tawnya Harris, Stacey Foreman Revenue – Jennifer McFarland BFS – David Nutting, PSSRP – Dylan Long Bus Ops – Abby Coppock, Frank Silva EBS – Jen Clodius  Resource Contact: BTS – Rick Nixon, Project Manager for Citywide Refresh Effort		
<b>Other changes</b>	No significant changes to the charter.		
<b>Current Status</b>	Team began meeting in August with a discussion about scope and expected timeline to accomplish this project. Decisions have been made for consistency across OMF bureau sites and to address migration issues. Migration is at a point where it is critical to go-live. All OMF bureau directors		

	have signed off on their readiness to go-live. Meeting with CAO for final approval on Jan 23.
<b>Next Step</b>	OMF sites will go live using the PortlandOregon.gov template. Notice to OMF employees to be sent the day before go-live. One or two more meetings of the CFT will happen after go-live to address any migration issues. The group will then conclude, having met its goals and deliverables.

**Procure to Pay**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

<b>Team Sponsor(s)</b>	<b>Team Lead</b>	<b>Date of Last Report</b>	<b>Date of this Report</b>
Rich Goward, Bryant Enge, Satish Nath, Jane Braaten	Christine Moody	September 2012	January 2013
<b>Project Purpose</b>	Improve citywide procure to pay system, business processes and identify efficiencies where possible		
<b>Goals and Deliverables</b>	<p>The goal is to map the procure-to-pay business process; identify industry trends that can be implemented in our environment, reduce work-a rounds and poor business practices, and optimize the use of SAP.</p> <p>The project team will also be responsible for appropriately and timely communicating business processes or functionality changes resulting from this team's efforts to end-users.</p>		
<b>Project timeline</b>	This will be an ongoing project addressing procure-to-pay issues as they may require continued improvement.		
<b>Team members</b>	Christine Moody, Barbara Gibson Jane Kingston, John Maloney Phillip Marchbanks, Anne Hawley Jane Braaten, Aaron Beck, Sharon Wolf.		
<b>Other changes</b>	No.		
<b>Current Status</b>	Team reviewed the Fleet mapping process provided by Business Operations and new technology being tested in EBS. Currently the team is exploring two avenues 1) Use of a "ghost card" with NAPA and 2) Use of Windshuttle application for batch invoicing.		
<b>Next Step</b>	Currently exploring creating efficiencies with 1) weekly invoice payments, 2) automation options within SAP.		

**SAP Functionality Testing**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

<b>Team Sponsor(s)</b>	<b>Team Lead</b>	<b>Date of Last Report</b>	<b>Date of this Report</b>
Rich Goward, Satish Nath	Jane Kingston	September 2012	December 2012
<b>Project Purpose</b>			
	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.		
<b>Goals and Deliverables</b>			
	A major goal is to successfully plan, test, and then place into the SAP production environment functionality that will enhance the usability of the SAP system. The testing team will document the testing process for audit purposes and retain appropriate supporting documentation, including test scripts, as well as a fully signed transport that certifies that all testing was successfully completed. The Team will also be responsible for timely communicating functionality changes to appropriate end-users.		
<b>Project timeline</b>			
	This will be an ongoing project since changes to SAP functionality and maintenance will be required into the future.		
<b>Team members</b>			
	Accounting: Sami Gillum, Dick Holihan, John Maloney, Rod Morales, Rodney O'Dell, Lupe Pena, Sharon Plummer, Peter Scherer, Bill Wagner BHR: Tom Schneider, BHR Operations; Cathy Bless, BHR Benefits EBS: Cindy DeLozier, and all analysts; Kevin Campbell, ad hoc Financial Planning: Jeramy Patton, Sheila Black-Craig Procurement: Barb Gibson, Celeste King Public Finance and Treasury: Jennifer Cooperman, Alan Erland		
<b>Other changes</b>			
	None		
<b>Current Status</b>			
	The Team was on hiatus for November and December 2012 due primarily to CAFR-related time constraints. In the September meeting, we examined the EBS Project testing timeline, discussed testing documentation archiving, and suggested possible areas of duplicative archiving and over-testing.		
<b>Next Step</b>			
	Re-establish monthly meeting schedule and review updated testing timeline for calendar year 2014. Continue the discussion on streamlining testing process and eliminating inefficiencies.		

# Streamlined Technology Project Intake and Contract Delivery

## OMF Cross-Functional Team

### Quarterly Status Report December 2012

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Bryant Enge Mark Greinke	Barb Gibson (Co-Lead) Liz Mitchell (Co-Lead)	September 2012	December 2012
<b>Project Purpose</b>	<p>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.</p> <p>Changes:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Mission statement was refined.</li> <li>• Problem statement was updated to include EBS.</li> <li>• The scope has been expanded to include aligning the technology project intake processes of EBS and BTS and improving requirement gathering methods.</li> </ul>		
<b>Goals and Deliverables</b>	<p>Improve and streamline technology project intake to contracting processes to increase customer satisfaction.</p> <ul style="list-style-type: none"> <li>• Provide City customers with an OMF single point of entry for technology project intake;</li> <li>• Improve understanding and use of technology business requirement gathering methods;</li> <li>• Identify all review/input points throughout process;</li> <li>• Establish seamless transition of work between BTS, EBS and Procurement Services;</li> <li>• Communicate and deliver service to customers in a coordinated and simplified manner.</li> </ul> <p>Changes: Goal was refined to more fully capture desired end result. Deliverables expanded.</p>		
<b>Project timeline</b>	<ul style="list-style-type: none"> <li>• Reengineered processes in use citywide by March 31, 2013.</li> <li>• More than 75% of polled respondents agree that processes related to technology intake and contract delivery have substantially improved by December 31, 2013.</li> </ul> <p>Changes: Date for reengineered processes to be in use citywide was extended to March 31, 2013 from December 31, 2012 due to the expanded scope of aligning EBS and BTS project intake processes and competing resource priorities for both EBS and BTS.</p>		
<b>Team members</b>	<p>Core Team (and role): Liz Mitchell (Co-Lead, Technology Business Consultant), Barb Gibson (Co-Lead, Procurement Manager), Scott Schneider (Technology Procurement Supervisor).</p> <p>Extended Team (and role): Kevin Campbell (EBS Business Operations Supervisor), Christine Moody (Chief Procurement Officer), Carol Brune (Deputy Chief Technology Officer), Myndi Fertal (BTS Customer Relations Manager - manages BTS project intake process), Gay Lynn Calonge (BTS Project Management Office (PMO), Dan Bauer (BTS PMO Manager); BTS Technology Business Consultants.</p> <p>Note: Other resources will be added as needed (Other Procurement Services, BTS staff, EBS staff, City Treasurer, select customer stakeholders, etc).</p>		

	<p>Changes: Bryant Enge added as Sponsor; Barb Gibson added as Co-Lead. Core Team identified as co-leads and Scott Schneider. Some original Core Team members moved to Extended Team, as their participation will be at select points in process. Additions made to Extended Team: Kevin Campbell for EBS, Dan Bauer for BTS PMO and expertise with BTS project portfolio management software. Ad hoc members expanded to include customer stakeholders for customer input, and the City Treasurer for process around projects that will have online or other payments.</p>
<b>Other changes</b>	
<b>Current Status</b>	<p>Since the last update in September, the CFT Purpose, Goals and Next Steps were presented to the BTS Customer Stakeholder Group (CSG). Volunteers were requested to participate as key customer stakeholders further in the process to provide input on current pain points and recommend changes. A status briefing was provided to the Interim CTO as Co-Sponsor of the CFT. Co-Lead/Core Team regular meetings were reestablished.</p>
<b>Next Step</b>	<p>The next significant milestones will be:</p> <ul style="list-style-type: none"> <li>• Revise Charter to reflect new Sponsor in BTS as new CTO joins City on 1/7/13;</li> <li>• Schedule briefing to new BTS Sponsor;</li> <li>• Schedule Sponsor meeting to discuss status and schedule changes that may be necessary;</li> <li>• Kickoff meeting of full team (sponsors, core team and ad hoc members);</li> <li>• Invite CAO to a team meeting (full team meeting if schedules allow);</li> <li>• Complete process mapping of current processes;</li> <li>• Identify key customer stakeholders to provide input on current pain points and recommended changes.</li> </ul>

**Tax Revenue Forecasting**  
OMF Cross-Functional Team

Quarterly Status Report  
December 2012

<b>Team Sponsor(s)</b>	<b>Team Lead</b>	<b>Date of Last Report</b>	<b>Date of this Report</b>
Rich Goward, Thomas Lannom	Josh Harwood, Terri Williams	September 2012	December 2012
<b>Project Purpose</b>	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.		
<b>Goals and Deliverables</b>	Accurate financial forecasts for these two revenue sources.		
<b>Project timeline</b>	Ongoing		
<b>Team members</b>	Josh Harwood, Terri Williams		
<b>Other changes</b>			
<b>Current Status</b>	No change		
<b>Next Step</b>	Access for Josh to BLIS at Revenue Bureau to help refine data requests		

