

OMF Cross-Functional Teams

Quarterly Status Reports

March 2013

Table of Contents

Banking Efficiencies	2
Benefits SAP Solution	3
CityFleet Taxicab and LPT Vehicle Inspections	5
Contract Vendor Compliance	7
Diversity Development Committee	9
ESS/MSS	11
FMLA Workbench	12
Green Team	13
Legal Hold	15
Office Move, Tenant Imp and New Construction	17
OMF Continuity of Operations Plan	19
OMF Web Refresh – FINAL REPORT	20
Procure to Pay – FINAL REPORT	22
SAP Functionality Testing	23
Streamlined Techn Project Intake/Contract Delivery	24
Tax Revenue Forecasting	26

Banking Efficiencies
OMF Cross-Functional Team

Quarterly Status Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Thomas Lannom, Rich Goward	Michael Montgomery, Robert Kinningham, Janice Hammond Getten	December 2012	March 2013
Project Purpose			
	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.		
Goals and Deliverables			
	Streamline Revenue Bureau banking transactions such as check handling, deposits and the SAP document entry		
Project timeline			
	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 was hoped that the software upgrades and new hardware can be in effect by June 30, 2013, but the contract with Unisys is still being worked on and may not be in place in time for them to get started and complete this project before the end of the fiscal year.		
Team members			
	Michael Montgomery, Robert Kinningham, Janice Hammond Getten, Robyn Deeb		
Other changes			
	The City will be moving its Credit Card processing from Wells Fargo to US Bank. The new contract is under review and will be completed in the next few months.		
Current Status			
	Awaiting Unisys upgrade for electronic check deposit.		
Next Steps			
	One upgrade is completed Water Bureau will work with Revenue Bureau staff on how to complete the tasks necessary for depositing checks by electronic file.		

Benefits SAP Solution
OMF Cross-Functional Team

Quarterly Status Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Anna Kanwit, Richard Goward, Satish Nath	Cathy Bless	December 31, 2012	March 31, 2013
Project Purpose	Develop the scope, timeline and cost to implement and maintain the SAP benefits module for active, Retiree, COBRA and other continuation participants benefit administration		
Goals and Deliverables	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.		
Project timeline	<p>Project Timeline:</p> <ul style="list-style-type: none"> • September 2011: Project Plan Development <ul style="list-style-type: none"> ○ Key Deliverable: Provide plan sponsors with project plan September 30, 2011 • Interim Integrated Benefits Solution RFP, contract, implementation and Go-Live <ul style="list-style-type: none"> ○ Key Deliverable: Develop scope of service and contract by July 1, 2012 ○ Key Deliverable: Active employee configuration, interface development and Testing by September 30, 2012 – Complete March 2013 ○ Key Deliverable: Active Go-Live October 1, 2012 - Complete active employee implementation March 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 August 1, 2013. This project timeline has been extended because the Benefits staff must manage the annual enrollment process for all participants • Develop understanding of SAP benefits module capabilities and scope of service <ul style="list-style-type: none"> ○ 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> ○ Key Deliverable: Report to plan sponsors a full understanding of interdependencies, scope and functionality confirming readiness for blue printing and object specification. • Blue Printing and Object Specification <ul style="list-style-type: none"> ○ Review established requirements and finalize project scope 		

	<ul style="list-style-type: none"> ○ Identify standard/customization functionality ○ Identify requirements not configurable and manual processes ○ Identify implementation timeline and relevant milestones ○ Anticipate and determine stabilization requirements after go-live ○ Determine on-going support needs ○ Determine interface needs and requirements ○ Key Deliverable: Blue Printing and Object Specification report to plan sponsors <ul style="list-style-type: none"> • Finalize scope, cost, ROI <ul style="list-style-type: none"> ○ Key Deliverable: Develop final reporting with recommendations/vetting for plan sponsors and CAO • Secure Appropriate Staff/Initiate requirements for consulting services – Configuration and Unit Testing • Realization and Integration • Parallel Testing <p>Transition from Live System to SAP</p>
Team members	Cathy Bless, Tom Schneider, Mark Schackart, Jane Kingston, Pat Green
Other changes	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
Current Status	The Benefits Office, BTS, SAP and HCM staff worked to complete the active employee implementation phase of this project. Although we experienced significant delays with this project; all elements of the active administration are now live. The Benefits staff will next move to implementation of the Retiree, COBRA processes. That will be delayed to ensure that all active employees receive appropriate education for annual enrollment.
Next Step	<p>The priority of this project will be to complete outstanding tasks on the project plan to go live with all elements as soon as possible.</p> <p>Key Deliverable: Final project sign-off for retiree, COBRA and other continuation participant administration. This phase does not require BTS staff time.</p>

CityFleet Taxicab and LPT Vehicle Inspections
OMF Cross-Functional Team

Quarterly Status Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Thomas Lannom, Bryant Enge	Kathleen Butler, John Hunt	December 2013	March 2013
Project Purpose			
	Improve the private for-hire permitting program vehicle inspection process to provide: <ul style="list-style-type: none"> – 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. 		
Goals and Deliverables			
	<ol style="list-style-type: none"> 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. 2. City Attorney's office will provide advice on any liability issues. 3. Detailed inspection protocols will be reviewed by stakeholders. 4. The program will be designed to provide full program cost recovery for Fleet and Regulatory. 5. Team leads will prepare draft outline of the proposed inspection process for approval by Bureau Directors. 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. 7. Additions to the program, such as joint Regulatory/Fleet ad-hoc inspections in the field, are planned for the future. 		
Project timeline			
	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		
Team members			
	Kathleen Butler, Revenue Frank Dufay, Revenue Patrick Kramer, Revenue Lauren Wolfe, Revenue John Hunt, Fleet		
Other changes			
	Cost and details of proposed inspection schedule have been preliminarily determined. A proposed administrative rule change has been announced at the Private For-Hire Transportation Board on March 27, and the details of the proposal were discussed with the Company Standing Committee of the Board at meetings on April 9 and April 16. The Board will take testimony on the proposed changes (primarily from industry stakeholders) at a planned public hearing on April 24.		
Current Status			
	Industry stakeholder review.		
Next Step			
	Testimony from industry on proposed changes. Meet with bureau directors to finalize		

	<p>cost and agreement. Possible adjustment of details of inspection plan based on stakeholder and bureau director input. Tour of inspection facilities by Board members within next few weeks. Final proposal considered by Board. Once Board's comments and proposals have been incorporated into the plan, it is likely that the plan will move forward for Council approval. Although the Board has authority to change the inspection procedures via administrative rule, the change is significant enough that Council discussion and approval is likely to be required.</p>
--	---

Contract Vendor Compliance OMF Cross-Functional Team

Quarterly Status Report March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Thomas Lannom, Bryant Enge	Allen Buller	December 2012	March 2013
Project Purpose	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)		
Goals and Deliverables	<ol style="list-style-type: none"> 1. Review the process of identifying business tax compliance with City of Portland vendors. 2. Identify opportunities to improve accuracy, efficiency, and ease of use of verification systems by both the vendors and City staff. 3. Review ongoing audit recommendations as they become available. 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. 5. Complete the work order that would allow more automation between BLIS and SAP. 		
Project timeline	The individual assigned to SAP-EBID & SAP-BLIS interface work has been re-assigned and I am waiting for an update.		
Team members	Allen Buller, Revenue Barb Gibson, Procurement Anne Hawley, EBS John Maloney, Accounting		
Other changes	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.		
Current Status	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. With the suspension of the BLIS vendor interface, work continued on the eBid/SAP interface. The last work on this interface was September 2012, when Todd Kelley sent EBS a sample file from data currently supplied by the eBid Systems. Wesly Smith identified some formatting issues and provided an FTP address for eBid to forward updated information		
Next Step	Action Items: <ol style="list-style-type: none"> 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
- 6) Will meet end of February, to work on unresolved issues: the SSN/EIN dilemma and changes in EEO registration requirements.

Progress Report:

- 1) Revenue and their partners will continue to work on Arts Tax issues through April, and the EBS ticket to match up BLIS and SAP vendor numbers will stay on hold.
- 2) Operational Accounting, led by John Maloney, will complete the Active/Inactive vendor designations in SAP using a data extract previously provided by Phil Marchbanks. The extract is a bit out of date, but for now is ok for this project. (John has information on redoing the extract if it becomes absolutely necessary.) Anne Hawley has given John information on mass uploading the Active/Inactive designations once that determination has been made based on the extract data. John has committed to completing this task by May 31.
- 3) An SAP outbound interface containing the Active vendor set should also be completed to facilitate the later stages of this project. Anne Hawley indicated that this also can be completed by May 31.
- 4) Jane will set up a touch-base meeting with the same group that met today for sometime in early May.

Diversity Development OMF Cross-Functional Team

Quarterly Status Report March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Thomas Lannom Jane Braaten	Abby Coppock	December 2012	March 2013
Project Purpose	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.		
Goals and Deliverables	<p>The OMF Diversity Committee's draft action items for 2013 include:</p> <ul style="list-style-type: none"> ▪ Pilot social and cultural opportunities for OMF employees to build cross-bureau relationships, increase team work, and celebrate cultural diversity (On-going). ▪ Coordinate with the new Office of Equity and Human Rights (On-going). ▪ Have all diversity reps attend all modules for BHR cultural competency training (On-going). ▪ Coordinate two OMF-wide employee training events in Spring 2013 and begin planning for training in Fall 2013 (Spring 2013). ▪ Pilot a coffee hour for new OMF employees (Spring and Fall 2013). 		
Project timeline	Ongoing.		
Team members	Financial Services - Peter Scherer Human Resources - Christopher Parra BIBS CityFleet – Kim Epling BIBS Facilities – Shoshanah Oppenheim BIBS P&D - Matthew Spitulski BIBS Procurement - Theresa Green BIBS Risk – Viki Bisby Revenue Bureau – Lauren Wolf Technology Services - Penelope Luedtke Business Operations - Abby Coppock (Chair) Enterprise Business Solution - Jen Clodius		
Other changes	Kim Epling became the new member from BIBS CityFleet, replacing Dan Smith. Shoshanah Oppenheim became the new member from BIBS Facilities, replacing Danielle Brooks. Lauren Wolf became the new member from Revenue, replacing Kita Xayachack.		
Current Status	<p>The first new OMF employee welcome event took place in early April 2013. About 50 new OMF employees were invited (those hired from July 2012 – present) and 27 employees attended. Each OMF diversity rep worked with their bureau to provide resources and answers to commonly asked questions at an informal tabling event. Anecdotal feedback from employees has all been positive.</p> <p>The topic selected for the spring 2013 training series is equity. The OMF Diversity Committee and Chair have been working with the Office of Equity on the training format and content. A pilot training is taking place April 23 and the OMF, BTS, and Revenue Bureau Diversity Committees, in addition to the Citywide Equity Committee representatives from OMF and the Training Manager from BHR and several managers are all invited to participate. Based on feedback from the initial pilot, the training is scheduled for the larger OMF organization for May 2, 8 and 13.</p>		

	<p>The OMF Diversity Committee drafted the attached action items for 2013. These actions are very similar to the 2012 action items, with the addition of all committee members attending the BHR cultural competency training series. It is requested that the Extended Leadership Team approve these draft action items.</p>
Next Step	<p>The committee will be advertising the upcoming equity training in May to all OMF employees. This is the same training offered three times. The committee decided to move the training series to the fall in 2013 to align better with workload and busy seasons for OMF groups that can conflict with holding the trainings in the spring. The next welcome event for new OMF employees will be offered again in the fall to ensure a critical mass of participants. The committee will begin to transition to the OMF Equity Committee, pending direction from the Office of Equity and Human Rights.</p>

ESS/MSS
OMF Cross-Functional Team

Quarterly Status Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Satish Nath, Rich Goward, Jane Braaten, Anna Kanwit	Sue Campbell	December 2012	March 2013
Project Purpose	Improve user experience for time entry and provide an electronic solution for managers to review and approve time		
Goals and Deliverables	Improve and automate time capture and the approval process by delivering: <ul style="list-style-type: none"> • Time capture, time approval and leave request approval business process flow charts and solution process design documents • List of employees for roll-out • New timesheet application • New time approval application • New leave request solution • Security role updates as necessary • External audit report and approval tracking report • Training plan and deployment 		
Project timeline	Project Milestone		Project Delivery Date
	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 – 4/15/2013	
Team members	Jane Braaten Jane Kingston Elyse Rosenberg Terri Williams Satish Nath Rick Schulte Trikanth Basetty Sue Campbell		
Other changes	n/a		
Current Status	Roll-out to OMF is nearly complete.		
Next Step	<ul style="list-style-type: none"> • Last group of around 125 users will roll on for the 4/11/2013 pay period. • Ongoing improvements being tested and added to production. • Full City roll-out of tools planned for 6/6/2013 go-live in support of Time Management Redesign project. (To those employees currently using ESS for time entry.) 		

FMLA Workbench

OMF Cross-Functional Team

Status Report March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Anna Kanwit, Satish Nath	Judy Bishop	December 2012	March 2013
Project Purpose	<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>		
Goals and Deliverables	<ul style="list-style-type: none"> • Redesign business processes to achieve maximum benefits in service, compliance and productivity • Replace outdated and costly "shadow" information systems and reduce "islands" of information • Make access to information easy and provide real-time data for improved decision making • Family medical leave business process flow charts • Streamlined attendance/absence codes linked to Time Management quotas • Conversion of existing family medical leave requests and related absence to FMLA Workbench (Note: Not necessary if implementation occurs on 01/01/2013) • Fully implement SAP FMLA Workbench functionality for employees • Bureau and central program coordinator audit reports 		
Project timeline	<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 Completed March 2013 Implement new FML absence/attendance types – December 2012 Testing – Completed for implementation March 2013 Training – Completed 3/25/13 (11 sessions, 96 employees) Implementation – 3/18/13 Post go-live user support sessions – 3/18/13, 3/20/13, 3/21/13</p>		
Team members	Mark Schackart, Sue Campbell, Cody Deckard, Tom Schneider, Judy Bishop, Elana Schwartz		
Other changes			
Current Status	Post go-live stabilization phase. Bureaus are entering 2013 backlog of leave requests since 1/1/13. Completion deadline 5/1/13.		
Next Step	<p>Pending enhancements as discovered for optimal functionality:</p> <ul style="list-style-type: none"> --Removal of CAT2 access from workbench to prevent payroll process conflict --Modification of eligibility check for certain leave types --Modification of work schedule calculation for entitlement --Add requirement of FMLA Req. # with all FML absence type entries in timesheet 		

Green Team
OMF Cross-Functional Team

Quarterly Status Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Bryant Enge Jane Braaten	Abby Coppock	December 2013	March 2013
Project Purpose	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).		
Goals and Deliverables	Deliverables identified for 2013 include: <ul style="list-style-type: none"> • Publish monthly Green Matters fact sheets sent to all OMF employees (on-going). • Respond to BPS requests for sustainability information, as needed (on-going). • Implement pilot sustainable operations orientation materials for new and existing OMF employees (on-going). • Recruit all OMF departments to participate in the toner recycling program (on-going). • Engage all OMF departments to improve their percentage of green spending on office supplies (on-going). • Conduct a shoe recycling event (Jan. 2013). • Conduct a bureau to bureau challenge or contest within OMF that focuses on sustainability (summer/fall 2013). • Coordinate OMF's participation in the Bike to Work Challenge, sponsored by the Bicycle Transportation Alliance (Sept. 2013). 		
Project timeline	Ongoing.		
Team members	Human Resources –Brandon Roberts BIBS CityFleet – Kim Epling BIBS Facilities – Wendy Gibson BIBS P&D – Heather Saby BIBS Procurement – Stacey Foreman Revenue Bureau – Vacant Technology Services – Jake Bissell/Stephan Niquet Business Operations – Abby Coppock (Chair) Enterprise Business Solution – Jen Clodius BTS has two members – one member represents operations in the Portland Building and one member represents recycling efforts that occur at the Communications Center.		
Other changes	The representative from the Revenue Bureau left the City, creating a vacancy. The above goals and deliverables reflect the 2013 action items approved by the Core Leadership Team in April 2013.		
Current Status	The team compiled a packet of sustainable operations orientation materials for new and existing OMF employees. All of the material is based on existing practices, but it pulls it together in one reference document. Green Team members are also available to provide a Green Tour for new employees – this is a building specific tour that includes		

	<p>items such as showing the recycling options in break rooms, locker rooms and bike parking locations, etc. The plan is to pilot these materials for one year, assess and make adjustments to the program as needed, and then make this available to Citywide green teams.</p> <p>The Green Team had a resource table at the recent welcome event for new OMF employees. Eleven employees signed up to receive the sustainability guide and learn more about the Green Team. Reusable plates were also given out to encourage employees to use dishware instead of disposables.</p>
Next Step	<p>The committee is currently researching a bureau-to-bureau contest that could create some friendly inter-bureau competition around sustainability goals.</p>

Legal Hold
OMF Cross-Functional Team

Quarterly Status Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Betsy Ames, Bryant Enge, Kate Wood, Anna Kanwit	Celia Heron	December 2012	March 2013
Project Purpose	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.		
Goals and Deliverables	<ul style="list-style-type: none"> • Respond to City Attorney’s request to identify Legal Hold Representatives for OMF bureaus and divisions. • Ensure OMF staff receives the training from the City Attorney’s Office/Risk Management regarding Legal Hold Representatives. • 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"> – <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. – 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. 		
Project timeline	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).		
Team members	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		
Other changes	Kevin Campbell and Jeramy Patton are no longer members. Michelle Ladd replaces Kevin.		
Current Status	The team met with City Attorney staff for an overview training of the responsibilities of a		

	<p>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.</p> <p>This team did not meet in the last quarter, due to other work priorities.</p>
Next Steps	<ul style="list-style-type: none"> - Convene the team along with technical staff from BTS to discuss the technical aspects of naming, filing, and searching for electronic documents. - Develop a draft preservation plan to use as OMF template

Office Move, Tenant Improvement and New Construction

OMF Cross-Functional Team

Quarterly Status Report March 2013

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

	<p>Barb Gibson (Procurement) Janene Edgerton (Facilities)</p> <p>SME: Dan Bauer (BTS PMO) Bob Ochs (BTS PMO) Bob Kieta (Facilities) Alida Thatcher (BTS Support Center) Margie Polmateer (BTS Support Center) Karen Bourbonnais (BTS Communications) Jackie Jackson Freeman (BTS Communications) Mike Croxton (BTS Communications) Wendy Gibson (Facilities)</p> <p>TBD: Ralph Smith (BTS Financial Services) Brad Stevens (Facilities Financial Services)</p>
Other changes	<p>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.</p>
Current Status	<p>On March 14th a high-level recommendation/solution was shared with the project sponsors. The recommendation was approved and next steps determined.</p> <p>The recommendation in summary is:</p> <ul style="list-style-type: none"> • Create a “Moves Czar” within BTS. • This individual would be embedded within OMF-BIBS-Facilities but continue to report to BTS. • This individual would act as a sub-contractor to Facilities • This individual will manage the external vendor contractor who will be used to perform some move activities. • This individual will be responsible for documented the inside plant cabling for BTS. • This individual will be responsible for ensure compliance with all BTS standards and practices by external vendor contractors.
Next Step	<ul style="list-style-type: none"> • Document a business case with associated Return on Investment/Feasibility study. • Define Knowledge Skills & Abilities • Work with BHR Class/Comp to define new or use existing classification and pay grade • Define reporting structure within BTS for this individual • Confirm union approval and/or validation of process for utilization of external vendor contractors. • Define funding & billing mechanism for this individual • Define demand vs supply for moves • Define cost of moves now and estimated cost under new process

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

Quarterly Status Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Bryant Enge; Betsy Ames; Ben Berry	Celia Heron	December 2012	March 2013
Project Purpose	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 and periodic review/update of the COOP.		
Goals and Deliverables	<ul style="list-style-type: none"> ▪ 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. ▪ Implementation plan including training schedule for identified OMF staff 		
Project timeline (Revised)	<p>REVISED (March 2013)</p> <p>January – June 2013</p> <ul style="list-style-type: none"> – Update and confirm the information in the basic tables that comprise the key components of OMF's COOP document. – Participate in PBEM's workshop series for bureaus developing COOPs; some team members will be presenters at some of the workshops. <p>Summer 2013</p> <ul style="list-style-type: none"> – Work with PBEM and with information from other bureaus' COOPs to finalize OMF's COOP in terms of prioritization and implications for OMF's essential services. – Develop ongoing steps to ensure adequate training, communication and coordination of OMF staff vis-à-vis COOP. – Participate as appropriate in PBEM's Citywide COOP effort. 		
Team members	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		
Other changes			
Current Status	<ul style="list-style-type: none"> – Updated Core Leadership Team and Mayor Hales on OMF's COOP work, April 15 – Continue to refine and confirm data in the COOP tables – Work with PBEM to develop its workshop series 		
Next Steps	<ul style="list-style-type: none"> – Participate in PBEM's workshop series (ETA May – June 2013) – Complete the update to the tables in OMF's COOP – Continue to work with PBEM on Citywide COOP and emergency planning. 		

OMF Website Refresh

OMF Cross-Functional Team

Final Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Jane Braaten Carol Brune	Kelly Ball Dan Bauer	December 2012	March 2013
Project Purpose	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.		
Goals and Deliverables	<ul style="list-style-type: none"> • Identify team members. • Determine migration approach. • Work with BTS Refresh project manager and team to identify and complete steps to migrate all OMF bureaus and divisions to portlandoregon.gov. • Recommend overall look for all OMF pages. • OMF main pages: <ul style="list-style-type: none"> ○ Determine top level tabs. ○ Identify existing content managers and steps for migration of OMF main tab content. ○ Identify needed content and determine content managers. ○ Set timeline for migration. ○ Ensure deadlines are met. • OMF bureaus and division: <ul style="list-style-type: none"> ○ Bureau representative – ensures content updates and required records retention is met. ○ Determine resources and develop timeline in collaboration with bureaus and divisions. ○ Problem-solve needed resources with leadership. ○ Monitor and report on progress. • Work with BTS to determine appropriate testing of sites. Determine readiness for final cut over.		
Project timeline	Jan. 2013		
Team members	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		
Other changes	No changes to the charter.		

Current Status	Team met its goals and deliverables with the successful migration of OMF websites to PortlandOregon.gov on Jan. 29. Formal cross functional team meetings have concluded. Any outstanding or future website issues will be addressed through normal protocols.
Next Step	Informal meetings will continue periodically in order to share best practices and provide peer support, as we maintain OMF's ongoing web presence.

Procure to Pay
OMF Cross-Functional Team

Final Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Rich Goward, Bryant Enge, Satish Nath, Jane Braaten	Christine Moody	December 2012	March 2013
Project Purpose	Improve citywide procure to pay system, business processes and identify efficiencies where possible		
Goals and Deliverables	<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>		
Project timeline	This will be an ongoing project addressing procure-to-pay issues as they may require continued improvement.		
Team members	Christine Moody, Barbara Gibson Jane Kingston, John Maloney Phillip Marchbanks, Anne Hawley Jane Braaten, Aaron Beck, Sharon Wolf.		
Other changes	No.		
Current Status	<p>In October Central Accounting announced to bureaus that they had worked with auditors to confirm that paper copies of invoices did not need to be retained, unless there was a business need to do so, because scanned copies were kept in SAP.</p> <p>OMF Business Operations and EBS developed a template for using the Win Shuttle application for processing BTS phone bill invoices. This application reduces the time to load invoice information to SAP. Additional templates are being developed for other direct invoice payments and payments for invoices on DPO's where OMF has a high volume invoices from its Fleet division. Procurement Services continues to explore the increased use of procurement card or "ghost card" for high volume low dollar invoices.</p>		
Next Step	This CFT is moving to a team that will meet ad hoc as additional automation options within SAP come forward.		

SAP Functionality Testing

OMF Cross-Functional Team

Quarterly Status Report March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Rich Goward, Satish Nath	Jane Kingston	December 2012	March 2013
Project Purpose			
	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.		
Goals and Deliverables			
	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.		
Project timeline			
	This will be an ongoing project since changes to SAP functionality and maintenance will be required into the future.		
Team members			
	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: Jeremy Patton, Sheila Black-Craig Procurement: Barb Gibson, Celeste King Public Finance and Treasury: Jennifer Cooperman, Alan Erland		
Other changes			
	None		
Current Status			
	In the March meeting, the Team examined the revised EBS Project testing timeline, discussed testing documentation archiving, and suggested possible areas of duplicative archiving and over-testing. Team members were provided with e-links to the shared drive test documentation. We also reviewed Material Group and GL Account Mapping to detect affects of a process change on areas represented by Team members.		
Next Step			
	Team meetings are temporarily suspended until Team Lead is available to coordinate meetings and the work of the Team.		

Streamlined Technology Project Intake and Contract Delivery

OMF Cross-Functional Team

Quarterly Status Report March 2013

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)	December 2012	March 2013
Project Purpose	<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"> • 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. 		
Goals and Deliverables	<p>Improve and streamline technology project intake to contracting processes to increase customer satisfaction.</p> <ul style="list-style-type: none"> • Provide City customers with an OMF single point of entry for technology project intake; • Improve understanding and use of technology business requirement gathering methods; • Identify all review/input points throughout process; • Establish seamless transition of work between BTS, EBS and Procurement Services; • Communicate and deliver service to customers in a coordinated and simplified manner. <p>Changes: Goal was refined to more fully capture desired end result. Deliverables expanded.</p>		
Project timeline	<ul style="list-style-type: none"> • Reengineered processes in use citywide by March 31, 2013. • More than 75% of polled respondents agree that processes related to technology intake and contract delivery have substantially improved by December 31, 2013. <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>		
Team members	<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>
Other changes	
Current Status	<ul style="list-style-type: none"> • Core team meetings have resumed.
Next Step	<ul style="list-style-type: none"> • Determine items for completion for next Sponsor meeting. (Completed – Core meeting on 4/1/13). • Complete items for review at next Sponsor meeting. • Draft changes to BTS project intake document are being reviewed by core team (in progress). • Dates will need to be reset. Discussion with team to define deliverables. Deliverables will define dates for reset. • Schedule Sponsor meeting. • Share proposed changes to intake document and other items with Sponsors. • Charter changes will be needed to reflect Sponsor change, change to EBS representative and date resets.

Tax Revenue Forecasting
OMF Cross-Functional Team

Quarterly Status Report
March 2013

Team Sponsor(s)	Team Lead	Date of Last Report	Date of this Report
Rich Goward, Thomas Lannom	Josh Harwood, Terri Williams	December 2012	March 2013
Project Purpose	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.		
Goals and Deliverables	Accurate financial forecasts for these two revenue sources.		
Project timeline	Ongoing		
Team members	Josh Harwood, Terri Williams		
Other changes			
Current Status	No meeting during past quarter		
Next Step	Working on updated Spring Tax Revenue forecast, due April 24, 2013		