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## **OMF Advisory Meeting Committee Notes Tuesday, January 08, 2019**

**Members Present:** Rebecca Esau, Mike Jordan, Danielle Outlaw, Suk Rhee, Sonia Schmanski, Chris Warner, Rachel Whiteside.

**Members Absent:** Lois Cohen, Michael Cox, Robert McCullough, Mike Myers.

**OMF Leadership Present:** Carmen Merlo, Tom Rinehart.

**City Staff Present:** Jen Clodius, Aaron Beck, Julian Massenburg, Aaron Rivera, Katie Shifley.

### **OMF Directions to Develop Feedback: All**

- The OMF Advisory Committee was presented with a revision of OMF's FY 2019-20 Directions to Develop and documents displaying customer charges for OMF's packages.
- Financial impacts of each Direction to Develop/decision package was discussed among OMF Leadership and committee members.
- Interagency Rate charges are the primary funding source for OMF's Portland Building and Risk Management packages.
- Construction of a second daycare location within the reconstructed Portland Building would be funded through debt financing covered by increases in Facilities Services rental rates.
- OMF's priorities among Portland Building decision packages include the security position and the six building support positions.
- The Integrated Tax System package replaces Revenue's current tax collection system, which contains applications that will fall out of support in three years. The \$9.5 million ask in FY 2019-20 supports phase I of the tax system overhaul.
- OMF is including a decision package to convert 15 tax collection positions to permanent/ongoing. These Revenue Division positions have been serially funded with one-time resources. Annually, the Revenue Division collects and accounts for more than \$600 million in revenue.
- OMF is working with Planning and Sustainability on development of the Biological Opinion decision package and with the Office of Community & Civic Life on the Citywide 3-1-1 decision package.

### **OMF Significant Issues: Tom Rinehart**

- A bulleted list of OMF's Significant Issues was shared with the OMF Advisory Committee.
- The list highlights some of the City's most prominent enterprise issues that should be at the forefront when considering decisions.
- Narrative to support these six significant issues will be developed and included with OMF's FY 2019-20 Requested Budget.



**OMF** OFFICE OF  
MANAGEMENT  
AND FINANCE

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**OMF FY 2019-20 Requested Budget**  
**Draft directions to develop packages**  
 January 8, 2019 WORKING DRAFT

<b>Bureau/ Division</b>	<b>Package Title</b> Package Description	<b>Funding Source</b>	<b>Amount</b>	<b>FTE</b>
DAM- Facilities	<p><b>6 new positions for the reconstructed Portland Building</b>            The Portland Building reconstruction project will result in programmatic additions and changes, and additional building maintenance requirements. Facilities Services has identified the need for six additional positions to meet the service levels required of the new building.</p> <p>This includes administration of the standardized furniture program, many additional large conference rooms, event spaces, and common areas, kitchens, the micro-market, the fitness center, and all associated furnishings, equipment, and appliances. A Program Coordinator will administer these programs and will be supported by two Utility Workers.</p> <p>An additional Dispatcher will also be needed to staff the new 1<sup>st</sup> floor reception area to serve as building navigator for employees and guests.</p> <p>Lastly, two additional Facilities Maintenance Technicians (FMTs) are required to perform preventive and corrective maintenance on building systems in order to keep the building comfortable, safe, and in good repair.</p> <p>The Program Coordinator and the Utility Workers will also provide services to the 1900 Building and City Hall.</p>	Ongoing increase in Facilities Services rental rates	\$1,042,404	6.0
DAM- Facilities	<p><b>Facilities Security Manager</b>            Providing safe and secure facilities for employees and the public is part of Facilities Services' core mission and a basic service level expectation of building occupants. A Facilities Security Manager would oversee the daily operations of security services for OMF-managed facilities, advises City leaders on near-term and emergent security threats, and develops security strategy, policy, plans, and procedures. The manager would also conduct security-related investigations including workplace violence, thefts, and vandalism.</p>	Ongoing increase in Facilities Services rental rates	\$230,671	1.0

<b>Bureau/ Division</b>	<b>Package Title</b> Package Description	<b>Funding Source</b>	<b>Amount</b>	<b>FTE</b>
DAM-Facilities	<p><b>Portland Building technology operations, maintenance, and replacement</b> In the Fall BMP Council approved adding a technology package to the scope of the Portland Building reconstruction project. The project has three components. These include audio/visual technologies for meeting rooms, a meeting room scheduling system, and a digital signage system.</p> <p>This package would fund the ongoing operations, maintenance and replacement associated with these three technologies. Included in these costs are two positions which would be in BTS, but charged to DAM – Facilities, to maintain the systems. An annual allocation for funding replacement will allow these systems to be replaced on regular cycles and prevent them from becoming obsolete. Funding of the ongoing operations, maintenance, and replacement associated with these three technologies will be critical to their continued success in the reconstructed building.</p>	Ongoing increase in Facilities Services rental rates	\$779,000	2.0
DAM-Facilities	<p><b>Portland Building appliances and furniture replacement</b> The reconstructed Portland Building will have much more furniture and appliances as a result of more shared spaces in the building and more employees. Furniture and appliances will be standardized throughout the building. Furniture includes the system of work spaces employees will work in. As a result, there is a need to have the furniture and appliances managed centrally by DAM-Facilities. In the past bureaus purchased, managed and replaced their own furniture and appliances, but without dedicated funding sources and systematic and coordinated plans.</p> <p>This package would fund an annual allocation for replacement and allow the furniture and appliances to be replaced on regular cycles to prevent them from becoming obsolete, costly to maintain, or subject to breakdown. Funding replacement of furniture and appliances will be critical to the continued success of the reconstructed building.</p>	Ongoing increase in Facilities Services rental rates	\$858,000	0
DAM-Facilities and BHR	<p><b>Second childcare center in Portland Building</b> It has always been envisioned that the Child Development program would relocate back into the Portland Building. During the Council session in which</p>	Debt with debt service covered by	One-time costs of \$2.1 million	0

Bureau/ Division	Package Title Package Description	Funding Source	Amount	FTE
	<p>the lease agreement for the Crown Plaza space was approved, the concept was reiterated at that time and enthusiastically supported by Council. The development of the conceptual designs and construction documents for the SE corner of the reconstructed building have always included a childcare center. But, the programming was just to construct the shell for the space, not the tenant improvements. This package will fund the construction of the tenant improvements. Design costs were funded in the Fall BMP. The second center at Crown Plaza will assist the City in meeting the current demand for childcare by city employees.</p>	<p>increase in Facilities Services rental rates</p>	<p>debt financed over 7 years and \$58,000 ongoing</p>	
DAM- Facilities	<p><b>Fourth and Montgomery Building cash funding requirements</b> The FY 2018-19 Adopted Budget included a budget note where Council directed OMF to fund the FY 2018-19 cash contribution and financing requirements for the Fourth and Montgomery (formerly Jasmine Block) project from Facilities Services Operating Fund reserves. Then upon Council approval of the development agreement and finalization of the downtown core tenancy study directed by Resolution 37274, OMF would request reimbursement from the appropriate tenant fund.</p> <p>The development agreement and tenancy study have been finalized and the Bureau of Planning and Sustainability has been recommended as the tenant of the building.</p> <p>Therefore, OMF is requesting from the General Fund in the FY 2019-20 budget process \$1,853,017 for the cash funding requirements of the project. This includes funding for the City's 5% cash contribution requirement to the project and interim financing costs.</p>	<p>Cash from the General Fund</p>	<p>\$1,853,017</p>	<p>0</p>
CAO- Strategic Projects & Opportunities Team	<p><b>Citywide 311 Program</b> This decision package funds the first phase of a Citywide 311 Program which would be fully implemented through a three-year, multi-bureau partnership. The goals of the Citywide 311 Program are to</p> <ol style="list-style-type: none"> <li>1. Advance the City's efforts to provide equitable, high-quality information and services to all community members, businesses and visitors and</li> </ol>	<p>Existing bureau revenue, ongoing increase (including GF resources), and an IA with</p>	<p>Estimated \$1.3 million</p>	<p>9.0</p>

Bureau/ Division	Package Title Package Description	Funding Source	Amount	FTE
	<p>2. Provide valuable data and insights into the community's needs and interests, allowing Bureaus and City Council to make more informed service and outreach decisions.</p> <p>The Citywide 311 Program would provide a single point of contact for community members to access City government and the services it provides. The program's staff will help community members find information, report issues, and request City services online, over the phone and in-person at City buildings. The program would also provide information and referral services to the community for other local government, community and social services, including vital and time sensitive public notification in emergency and disaster.</p>	Multnomah County		
<p>CAO- Strategic Projects &amp; Opportunities Team</p>	<p><b>FEMA Biological Opinion Compliance/Floodplain Management Update</b>  During the last two Fiscal Years, the Council approved budget requests for a multi-bureau effort to respond to the NMFS ruling on the FEMA program to both maintain Portland's participation in the NFIP and to leverage improvements in Portland's flood management approaches and outcomes. The early work investigated options and the team is formulating work plans to shift from current floodplain management practices that focus on protecting property from flood damage, to ones focused on utilizing the natural flood management functions of floodplains and to develop regulations and programs that prepare residents, business, and the City to respond or adapt to climate change.</p> <p>To continue these efforts, the Council directs OMF to develop a budget proposal to continue this cooperative multi-bureau effort, to support environmentally and economically resilient and equitable floodplain management.</p> <p>In FY 2019-20, the multi-bureau effort will begin implementing the detailed five-year plan, including new floodplain regulations; potentially amending existing programs to address anticipated equity impacts to jobs and housing; and to move forward with off-site environmental mitigation and restoration programs.</p>	<p>This is a multi-bureau effort. OMF will require resources TBD for Project Management (possibly including GF resources), bureaus may require additional funding as well.</p>	<p>FY 2019-20 Amount TBD</p> <p>(FY 2018-19 was just over \$300,000 all funds, in addition to IA funding for OMF Strategic Projects &amp; Opportunities Team</p>	TBD
<p>BRFS- Revenue Division</p>	<p><b>Maintain Current General Fund Revenue Collection Levels</b>  Thirteen (13) Revenue Division tax collection staff are at risk of being laid off on June 30, 2019, because they have been funded with serial one-time</p>	General Fund Discretionary	\$2.0 million	15.0 FTE

Bureau/ Division	Package Title Package Description	Funding Source	Amount	FTE
	<p>resources. An additional two (2) tax collection staff (for a total of 15) are at risk of layoff because of operating budget shortfalls arising from the reorganization of the Business Solutions Division (BSD) (staff transferred to Water Bureau) and Office for Community Technology (OCT) (staff moving to independent Office).</p> <p>Detail and background on the 15 positions facing layoff follows:</p> <p><b>7.0 FTE:</b> In FY 16-17, CBO reduced the ongoing CAL target for the Business License Tax collection group and replaced it with one-time backfill. The stated goal at the time was to coerce Multnomah County to contribute a higher proportion of the budget for collection of the County's business tax. The County has refused to discuss increasing their funding, leaving the program with an ongoing budget shortfall.</p> <p><b>2.0 FTE:</b> IRS Federal Taxpayer Information Exchange Program. FY19-20 will be the 6th year of one-time funding for a program that has been incorporated into the Division's daily operations, and all agree is generating a net positive return on investment.</p> <p><b>3.0 FTE:</b> In FY18-19, City Council allocated one-time funding for three additional Business License Tax collection positions to handle the workload related to a 50% increase in the number of accounts. Compliance with the Business License Tax has been at a 14-year low. The Division's original request was for three years. \$380,000 one-time for two fiscal years (FY19-20 and FY20-21).</p> <p><b>3.0 FTE:</b> When OCT and BSD were removed from the Revenue Division, overhead cost recovery was lost. This overhead covers fixed expenses that are allocated across all programs, like rent and management. Without backfill of lost overhead, Revenue will have to cut three positions.</p>		(\$1.7 million ongoing, \$384,000 one-time)	
BRFS- Revenue Division	<p><b>Convert New Fee-Based Programs to Permanent/Ongoing</b> In FY 2018-19 City Council created two new programs in the Revenue Division; the Rental Registration Program (3.0 FTE to track all rental locations in the City of Portland) and the Accessory Dwelling Unit System Development Charge waiver program (1.0 FTE monitoring SDC waivers to ensure no rentals occur on short-term rental platforms for a period of ten years). Council intended both programs to be permanent.</p>	Program fees and charges	\$500,000	4.0 FTE

Bureau/ Division	Package Title Package Description	Funding Source	Amount	FTE
BRFS- Revenue Division	<p><b>Revenue Division Integrated Tax System</b> The Integrated Tax System (ITS) project will replace multiple legacy tax applications in the Revenue Division. The current applications are going out of support in as little as three years. The applications include the platforms that administer the business license/income tax; the City and County hotel/motel tax; the Arts Tax and others with revenue totaling over \$400 million. ITS is expected to deliver a host of customer service and process improvements including more efficient use of federal taxpayer information to administer local tax law, as well as Modernized eFiling.</p>	General Fund Discretionary one-time	\$9.5 million in FY 2019- 20, and \$25-30 million over the duration of the project.	15.0
BRFS- Risk Management and BTS	<p><b>Cyber security insurance policy</b> Currently the City self-insures all cyber risk exposures from ransomware to malware, phishing and social engineering. These types of threats are not unfamiliar to the City. In certain cases, the City has already experienced similar threats. The uncertainty is when will the City be impacted by a threat and how much will it cost. Retaining this financial risk is not prudent. The loss to the City can be costly and interrupt the City's business operations.</p> <p>Transferring this financial risk to an insurance company is practicable and cost effective in comparison to self-insuring. Insurance will cover the cost of incurred legal fees and expenses, cover the cost of notifying customers about a data breach, restore personal identities of affected customers, recover compromised data, repair damaged computer systems and protect the City's reputation.</p>	Ongoing BTS Information Security rates	\$250,000	0
BHR	<p><b>Casual and Temporary Hiring Process</b> Historically casual, temporary and seasonal positions have not been advertised through NEOGOV to ensure equitable access and opportunity for interested parties to submit interest. This has resulted in the inability to generate Affirmative Action reports on the casual/temporary/seasonal workforce, and selection that is not transparent. Reporting on all employees including temporary staff, as well as posting positions with the state</p>	General Fund Discretionary and GFOH Ongoing	TBD	1.0

Bureau/ Division	Package Title Package Description	Funding Source	Amount	FTE
	<p>employment agency is a requirement of the Office of Federal Contract Compliance Programs (OFCCP).</p> <p>BHR confirmed with the Affirmative Action consultant, Berkshire Associates, the historical practice outlined above is out of compliance with OFCCP standards. In the event of an audit the City would be at risk. In addition, BHR met with the City Attorney's office and confirmed that posting all casual, temporary and seasonal positions is necessary from a compliance perspective, in addition to ensuring veteran's preference is appropriately applied.</p> <p>The goal is to fund 1 FTE to support casual, temporary and seasonal hires. Ideally the position would be allocated to an Human Resources Analyst I or II classification with an anticipated starting annual salary of \$65,000 – 70,000.</p>			
BHR	<p><b>Central Accommodations Fund</b> The Central Accommodations Fund will finance approved workplace accommodations for job applicants, interns, employees, and elected officials with disabilities. The Fund will simultaneously promote an equitable work environment for people with disabilities and facilitate the City's compliance with its legal obligations under Title I of the Americans with Disabilities Act (ADA) and Oregon state law.</p>	General Fund Discretionary one-time	\$500,000	0

**OMF FY 2019-20 Requested Budget**  
**OMF Advisory Committee**  
Summary of General Fund packages - Adds

Packages requesting ongoing General Fund discretionary and **General Fund Overhead (GFOH)** funding

Decision Package	GF/GFOH	Other*	Total
BHR - Temporary and Casual Hires	\$110,000	\$0	\$110,000
<b>Subtotal</b>	<b>\$110,000</b>	<b>\$0</b>	<b>\$110,000</b>

Packages requesting one-time **General Fund Discretionary** funding, or wholly discretionary (i.e. Revenue Division)

Decision Package	GF Discr.	Other*	Total
BHR - ADA Fund	\$500,000	\$0	\$500,000
Revenue Division - Integrated Tax System	\$9,800,000	\$0	\$9,800,000
Revenue Division - Maintain Current General Fund Revenue Collection Levels	\$2,043,070	\$0	\$2,043,070
Revenue Division - Convert New Fee-Based Programs to Permanent/Ongoing	\$447,500	\$153,625	\$601,125
<b>Subtotal</b>	<b>\$12,790,570</b>	<b>\$153,625</b>	<b>\$12,944,195</b>

Packages requesting one-time **General Fund Capital Set-Aside** funding

Decision Package	GF Capital Set-Aside	Other*	Total
CAO - Facilities - Justice Center Elevators Replacement	\$2,900,000	\$0	\$2,900,000

<b>Grand Total</b>	<b>\$15,800,570</b>	<b>\$153,625</b>	<b>\$15,954,195</b>
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\*\*Other" funds includes revenue fees and charges.

\*\*CAO BiOP is expected to be a decision package submitted by BPS, est. cost \$1.3M

\*\*\*311 is expected to be a decision package submitted by Civic Life.

**GFOH Impact of General Fund packages**

<b>Bureau</b>	<b>Amount</b>
General Fund (as product of the GFOH Model)	\$51,514
Office of the City Attorney	\$0
Office of the City Auditor	\$0
City Budget Office	\$0
Office for Community Technology	\$53
Bureau of Fire & Police Disability & Retirement	\$288
Bureau of Development Services	\$4,692
Bureau of Emergency Communications	\$1,860
Portland Bureau of Emergency Management	\$0
Bureau of Environmental Services	\$12,088
Fund & Debt Management	\$0
Portland Fire & Rescue	\$4
Office of Government Relations	\$0
Portland Housing Bureau	\$1,744
Office of Equity & Human Rights	\$0
Office of the Mayor	\$0
Office of Neighborhood Involvement	\$0
Commissioner of Public Affairs	\$53
Portland Parks & Recreation	\$2,140
Portland Police Bureau	\$0
Bureau of Planning & Sustainability	\$342
Commissioner of Public Safety	\$0
Commissioner of Public Utilities	\$0
Commissioner of Public Works	\$0
Special Appropriations	\$0
Office of Sustainable Development	\$0
Portland Bureau of Transportation	\$13,689
Portland Water Bureau	\$9,463
Portland Development Commission	\$491
Office of Management and Finance	\$0
OMF - Bureau of Revenue and Financial Services	\$160
OMF - Office of the Chief Administrative Officer	\$418
OMF - Bureau of Human Resources	\$570
OMF - Bureau of Internal Business Services	\$5,888
OMF - Bureau of Technology Services	\$4,541
Transfers to Bureaus/Funds (as noted in CAL)	\$0
Other Targets (as noted in CAL)	\$0
<b>Total Targets</b>	<b>\$110,000</b>

Impact of FY 2019-20 OMF internal service fund add packages on City bureaus

Sum of Amount	Column Labels							
Row Labels	Facilities dispatcher and two maintenance technicians for Portland Building	Facilities program coordinator and two utility workers for Portland Building, City Hall, and 1900 Building	Facilities security manager	Portland Building appliances and furniture replacement	Portland Building technology operations, maintenance, and replacement	Second childcare center in the Portland Building	Risk Management cyber security insurance policy	Grand Total
<b>CityFleet Operating Fund</b>			\$7,728				\$2,085	\$9,813
<b>Development Services Fund</b>		\$95,783	\$19,507				\$10,961	\$126,251
<b>Emergency Communication Fund</b>			\$4,983				\$4,708	\$9,691
<b>Environmental Remediation Fund</b>			\$3,797					\$3,797
<b>Facilities Services Operating Fund</b>	\$16,974	\$4,644	\$17,054	\$28,155	\$25,563	\$14,701	\$1,231	\$108,321
<b>General Fund</b>	\$112,350	\$217,687	\$100,131	\$186,360	\$169,201	\$97,307	\$166,198	\$1,049,234
Bureau of Planning & Sustainability		\$21,015	\$4,331				\$3,095	\$28,441
City Budget Office	\$5,129	\$2,841	\$190	\$8,508	\$7,725	\$4,442	\$406	\$29,241
Commissioner of Public Affairs		\$8,266	\$1,669				\$488	\$10,423
Commissioner of Public Safety		\$7,728	\$1,562				\$241	\$9,531
Commissioner of Public Utilities		\$8,286	\$1,672				\$226	\$10,184
Commissioner of Public Works		\$7,681	\$1,553				\$271	\$9,505
Office of Government Relations		\$4,280	\$1,109				\$251	\$5,640
Office of Management & Finance	\$67,920	\$37,741	\$2,467	\$112,662	\$102,289	\$58,826	\$7,711	\$389,615
Office of Neighborhood Involvement		\$10,193	\$2,622				\$1,786	\$14,601
Office of the City Attorney		\$36,109	\$7,187				\$1,801	\$45,097
Office of the City Auditor		\$35,889	\$12,553				\$1,711	\$50,153
Office of the Mayor		\$16,040	\$3,220				\$564	\$19,824
Portland Bureau of Emergency Management			\$3,864				\$575	\$4,439
Portland Parks & Recreation	\$39,301	\$21,618	\$1,401	\$65,190	\$59,188	\$34,039	\$91,255	\$311,992
Portland Police Bureau			\$54,731				\$33,551	\$88,282
Portland Fire & Rescue							\$20,123	\$20,123
Portland Housing Bureau							\$1,764	\$1,764
Office of Equity & Human Rights							\$379	\$379
<b>Health Insurance Operating Fund</b>	\$4,161	\$1,300	\$82	\$6,902	\$6,266	\$3,604		\$22,314
<b>Insurance and Claims Operating Fund</b>	\$5,630	\$3,128	\$210	\$9,339	\$8,479	\$4,876	\$435	\$32,098
<b>Parking Facilities Fund</b>			\$22,135					\$22,135
<b>Printing &amp; Distribution Services Operating Fund</b>		\$1,272	\$1,489				\$595	\$3,356
<b>Sewer System Operating Fund</b>	\$111,474	\$44,671	\$8,975	\$184,908	\$167,883	\$96,549	\$15,840	\$630,299
<b>Spectator Facilities Operating Fund</b>		\$191	\$17				\$80	\$288
<b>Technology Services Fund</b>	\$47,010	\$32,150	\$12,271	\$77,978	\$70,798	\$40,716	\$6,584	\$287,506
<b>Transportation Operating Fund</b>	\$99,096	\$58,370	\$9,965	\$164,377	\$149,242	\$85,828	\$24,069	\$590,947
<b>Water Fund</b>	\$114,496	\$62,584	\$22,102	\$189,920	\$172,434	\$99,166	\$16,431	\$677,133
<b>Workers' Comp. Self Insurance Operating Fund</b>	\$6,066	\$3,368	\$225	\$10,061	\$9,135	\$5,253	\$213	\$34,321
<b>Fire &amp; Police Disability &amp; Retirement Fund</b>							\$461	\$461
<b>Hydroelectric Power Operating Fund</b>							\$109	\$109
<b>Grand Total</b>	\$517,256	\$525,148	\$230,671	\$858,000	\$779,000	\$448,000	\$250,000	\$3,608,075

Impact of FY 2019-20 OMF internal service fund add packages on City funds in FY 2020-21 when blended downtown office space rates begin

Sum of Amount	Column Labels				
Row Labels	Portland Building appliances and furniture replacement	Portland Building technology operations, maintenance, and replacement	Second childcare center in the Portland Building		Grand Total
General Fund	\$50,763	\$46,089	\$26,505		\$123,357
BES	(\$28,924)	(\$26,261)	(\$15,102)		(\$70,287)
Water	(\$33,936)	(\$30,812)	(\$17,720)		(\$82,468)
PBOT	(\$61,799)	(\$56,109)	(\$32,268)		(\$150,177)
BTS	(\$31,305)	(\$28,422)	(\$16,346)		(\$76,072)
BDS	\$138,339	\$125,601	\$72,233		\$336,173
P&D	\$1,316	\$1,194	\$687		\$3,197
Facilities	(\$16,456)	(\$14,941)	(\$8,592)		(\$39,990)
Health	(\$3,814)	(\$3,462)	(\$1,991)		(\$9,267)
Insurance & Claims	(\$6,731)	(\$6,111)	(\$3,514)		(\$16,356)
Workers' Comp	(\$7,453)	(\$6,766)	(\$3,891)		(\$18,110)
F&P D&R	\$0	\$0	\$0		\$0
CHIF	\$0	\$0	\$0		\$0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>		<b>\$0</b>

**Draft – OMF Significant Issues  
FY 2019-20 Requested Budget**

- Citywide space planning
- Modernizing technology to advance 21st century business solutions
- Long-Term Financial Planning
- Personnel costs and regulatory compliance
- Maintaining City-owned infrastructure and assets
- Impact of recession