



Office of Mayor Sam Adams  
City of Portland

January 30, 2012

To: Commissioner Nick Fish  
Commissioner Amanda Fritz  
Commissioner Randy Leonard  
Commissioner Dan Saltzman  
Auditor LaVonne Griffin-Valade

From: Mayor Sam Adams

Subject: FY 2012-13 Office of Management and Finance Requested Budget

I intend to do further evaluation of this budget request in the next phase of the budget process, however, as the Commissioner-in-Charge of the Office of Management and Finance (OMF), I am pleased to present to you their budget request for FY 2012-13. In preparing this budget, OMF responded to Council's budget direction to make reductions at the 4%, 6%, and 8% levels. In making these reductions, OMF sought to minimize impacts to customers (both internal and external) with their reduction packages, as well as minimizing staff reductions. Even though the organization's cuts focus internally, I encourage you to carefully review these packages as cuts to OMF often impact the entire City.

OMF worked with the OMF Advisory Committee, which serves as their BAC during budget season, to review potential decision packages and their impacts to City operations. A report summarizing Committee recommendations and feedback is included in the attached budget request. The Advisory Committee acknowledged the critical choices OMF made as they complied with budget instructions for reductions. While the committee did not disagree with any of the cuts proposed, there was discussion about impacts to BTS and EBS, risk liability reductions, vendor payments, and the workload for existing employees after cuts are made.

I would like to call your attention to the significant issues outlined in the OMF budget. These are issues that have a citywide effect, and if they are not addressed, the City will face increasing problems in the future. These issues are discussed in more detail in their Requested Budget submission.

Significant Issues

- **Workforce Planning:** focusing on employee development and recruitment to plan for retirements.
- **Critical Technology Recovery in a Disaster:** building backup systems to maintain critical City services.

- **Facilities Asset Management:** maintaining and preserving the City's essential facilities and property assets.
- **Technology Asset Replacement:** creating a funding mechanism for ongoing technology replacement.

OMF is currently undergoing a strategic planning process and developing a plan that will span five years, from 2012-2017. This will be a critical document for the organization, as it will tie in with the Portland Plan, the budget, and provide strategic direction. During the development process, OMF will be gaining feedback from customers and stakeholders, and will identify issues that need to be addressed through organizational goals and strategies.

Over the next year, OMF will be working on the following Citywide and major initiatives:

- Providing sound financial and policy guidance to support services in an economic recession
- Developing the City workforce to meet current and future challenges
- Expanding the City's effective use and implementation of SAP technology
- Developing the 2012-17 OMF Strategic Plan
- Leading efforts to manage the use of technology to meet business needs
- Providing opportunities for the public to learn about the City's budget
- Implementing new online services for business, employees, and the public
- Managing and maintaining Citywide assets
- Providing leadership and staff support for the Public Safety Systems Revitalization Program and staff support for the Council appointed Public Safety GO Bond Independent Citizen Committee and the Technology Oversight Committee
- Updating the OMF Continuity of Operations Plan

I look forward to our upcoming discussions on the OMF Requested Budget.

**OMF Requested Budget**

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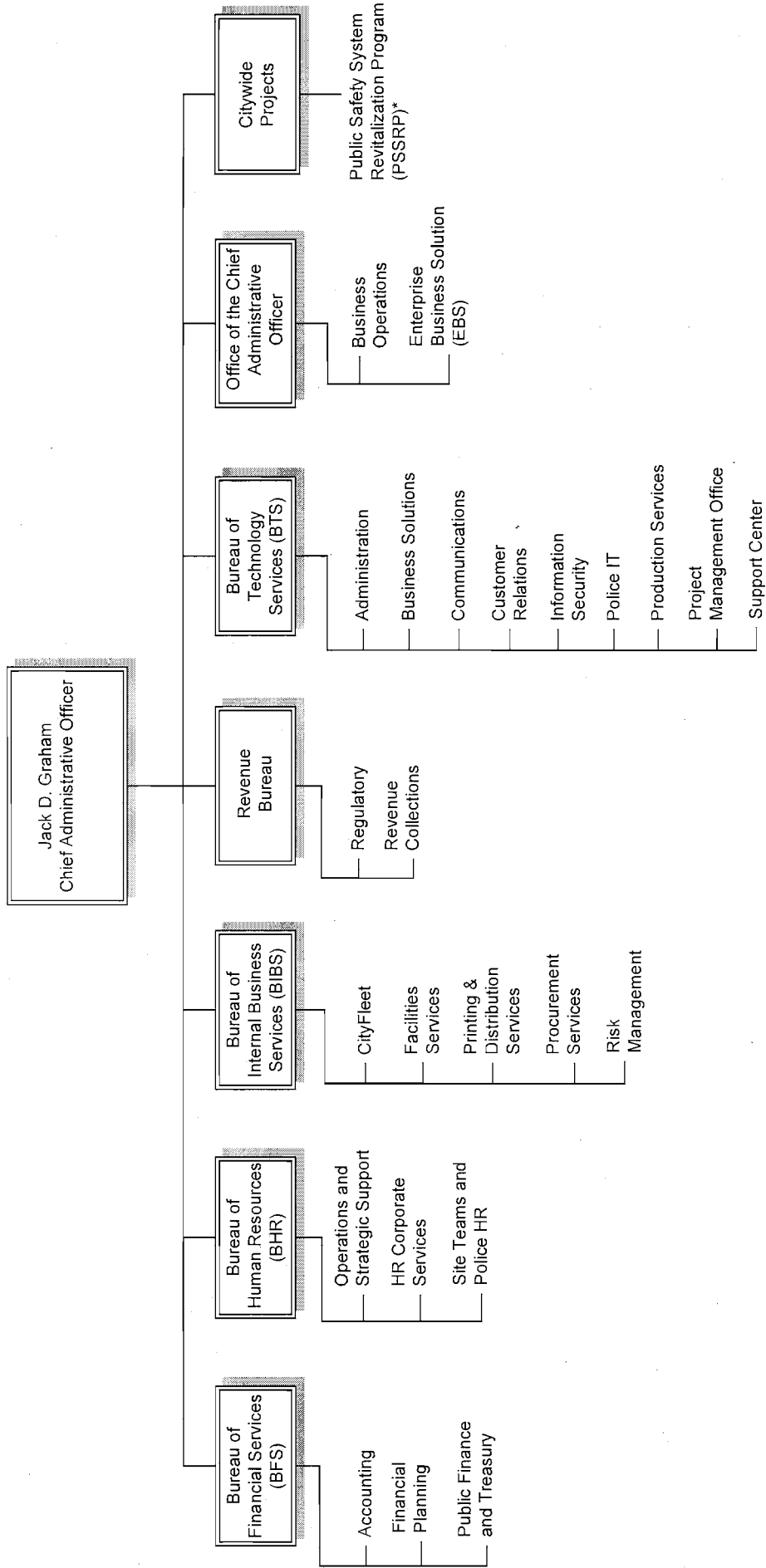
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# Office of Management and Finance



\* The PSSRP manager reports to Commissioner Leonard.



# **Bureau Summary**

## **BUREAU MISSION**

Managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community.

## **BUREAU OVERVIEW**

### **Services to the City**

The Office of Management and Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides core central services necessary for the operation of the City of Portland government. OMF also provides services to other government agencies such as the 800 MHz Public Safety Radio System, Integrated Regional Network Enterprise (IRNE), Portland Police Database System (PPDS), Multnomah County Business Income Tax collection, and Printing and Distribution. OMF consists of the bureaus of Financial Services (BFS), Human Resources (BHR), Internal Business Services (BIBS), Revenue, Technology Services (BTS), the divisions of Business Operations and Enterprise Business Solution (EBS), and citywide projects.

### **Summary of Resources**

OMF is funded through a combination of resources. Approximately half of OMF's funding is through interagency charges to other City bureaus. Interagency revenue primarily includes charges for Technology Services, EBS Services, CityFleet, Facilities, Printing and Distribution, and Risk Management. In FY 2012-13, only 10% of OMF's budget is funded through General Fund discretionary resources, mainly to fund portions of Financial Services, Human Resources, Business Operations, Procurement Services, and Revenue. Other resources to OMF include general obligation (GO) bond proceeds for the Fire & Rescue GO Bond Construction Fund, the Public Safety GO Bond, user fees for the Spectator Facilities Fund, and payroll charges for the Health Insurance fund. Financial Services also receives some interagency revenues for Debt Management, and Treasury recovers its costs through a reduction in interest earnings distributed to bureaus and from fees paid in support of the deferred compensation program. Most OMF internal service funds also have outside agency customers.

### **Office of the Chief Administrative Officer (CAO)**

In addition to Citywide responsibilities and managing OMF to ensure cost effective administrative and support services, the CAO is responsible for providing the Mayor and City Council with accurate and timely information and analysis on a wide array of financial and policy issues. The divisions of Business Operations and Enterprise Business Solutions are part of the CAO's Office and provide financial, communications, strategic planning, project management, and administrative support to OMF, and SAP management Citywide.

### **Bureau of Financial Services**

The Bureau of Financial Services provides financial management services to the City in areas such as financial reporting and planning, treasury, debt issuance, accounting, payroll, budget process management and publication, and grants management. The Bureau is managed by the Chief Financial Officer (CFO).

## **Bureau of Human Resources**

The Bureau of Human Resources is responsible for management of the City's human resources systems, including administrative rules and procedures, and is responsible for assisting City bureaus to recruit, develop, and retain a competent and high-quality workforce. The bureau also manages employee benefits, the Health Insurance Fund, classification and compensation, labor relations, and workforce training.

## **Bureau of Internal Business Services**

The Bureau of Internal Business Services manages a range of core internal services critical to meeting City business needs such as facilities, fleet, printing, procurement, and risk management. These services are offered Citywide.

## **Revenue Bureau**

The Revenue Bureau is responsible for consolidated revenue collection efforts. Revenue programs issue permits, enforce regulations, and collect several additional types of revenue, including business license tax, transient lodging tax, and business property management.

## **Bureau of Technology Services**

The Bureau of Technology Services provides strategic planning and management of the City's communications-related and information technology equipment and systems. BTS provides expert and cost effective communications and information technology services to the City and regional partners, promoting interoperability. BTS is managed by the Chief Technology Officer (CTO).

## **Citywide Projects**

Within Citywide projects is the Public Safety Systems Revitalization Program (PSSRP), which replaces aging public safety technology systems that support critical citywide needs. PSSRP will ensure enhanced regional interoperability. The CAO serves in an advisory role for this project and OMF administratively supports this project.

## **Special Appropriations**

Special Appropriations are included with OMF for reporting purposes only and are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit.

# **STRATEGIC DIRECTION**

## **OMF Goals**

OMF's strategic goals include:

- Ensure long-term financial health. Strengthen the City's financial position, maintain assets, and plan prudently for the future.
- Enhance customer service. Continuously improve communications and focus on helping customers achieve their goals.
- Foster a knowledgeable and diverse workforce. Support an inclusive workplace and create opportunities for employees to grow and develop.

- Continuously improve business processes. Initiate business improvements, including those that implement better business practices, effectively using technologies, support sustainability efforts, and create efficiencies.

By focusing on these strategic directions, OMF will continue to provide key internal support to the City Council goal to deliver efficient, effective, and accountable municipal services and to Council initiatives.

## **Significant Issues**

### **Workforce Planning**

The Bureau of Human Resources is responsible for Citywide recruiting, diversity, and training programs. A significant number of employees are, or soon will be, eligible for retirement. At the same time, there is a lack of entry-level positions to address changing business needs and reach diversity equity goals within the City.

Following several years of budget reductions, resources to fund activities like job fairs, training programs, diversity programs, and other important initiatives have been cut. At the same time, the City needs to find ways to transfer the knowledge and expertise that is lost as employees retire while shaping and enabling the City's workforce to reflect the changing demographics and service needs of the City's communities.

Programs are required to support recruitment and training resources, mentorship initiatives, internships, and apprenticeships. Programs are required to conduct an assessment of the City's classification system in support of long-term workforce planning. These efforts require dedicated, centralized, and ongoing resources to effectively implement and maintain them.

There is a particular concern in the field of recruiting and retaining staff with a high degree of technical expertise. The City will continue to struggle to recruit and retain the highly skilled workforce it needs to perform essential functions. For those the City does recruit, we will continue to act as a "training ground" for talent only to see them leave following significant employee development investments.

If funding and programs are not implemented, the City will experience a loss of institutional knowledge and decreased service delivery. City bureaus will likely face long recruitment delays when recruiting for positions that are not currently represented in the workforce. In addition, the shortage of diversity in the workforce will leave the City unable to meet the needs and expectations of the community.

### **Critical Technology Recovery in a Disaster**

The City relies extensively on technology in order to provide critical services to the public. A large scale natural or man-made disaster can result in catastrophic destruction of numerous technology systems that are essential for the ongoing operation of the City. Key services relying on technology include: communications for law enforcement, fire and rescue, emergency dispatch, payroll, revenue collection, and accounts payables.

Although BTS has invested significantly in improving the reliability and availability of key technology systems, a large disaster localized to the Portland area could result in complete loss of these critical technology assets, which would take months to restore.

In order for the City to quickly recover its most critical services after a major disaster, additional resources should be directed towards building and operating redundant technical systems for the City's most critical services at an offsite location. The location for these redundant systems would ideally have a location safe from disasters such as earthquakes, floods and hurricanes. Although BTS keeps redundant

copies of critical City data at an offsite location, recovery from the catastrophic destruction of its key technology systems or data center requires the ability to rapidly rebuild replacement systems and place them into operation in order to restore full services.

The lead time to order and rebuild replacement systems, as well as identify alternate facilities to house this equipment, can take an extended period of time. If measures are not taken to fund redundant systems now, the City is at risk for an extended recovery, estimated at several months, for key City services and functions that rely on operating technology and equipment.

### **Facilities Asset Management**

The Bureau of Internal Business Services (BIBS) is responsible for maintaining and preserving the City's essential facilities and real property assets, which does not have a sustainable funding model that fully supports major maintenance and capital improvement projects. The rates currently charged for these facilities, including fueling stations, do not fully fund the maintenance and improvement to these assets.

Maintaining City facilities is imperative, as this will ensure the long life and usability of the buildings, as well as preserving the City's long-term and significant investments in these assets. Adequately funding repairs, major maintenance, and capital improvements is key to keeping the City's assets in good working condition and will ultimately result in reduced ongoing operating costs.

Currently, the primary method to fund major maintenance and capital improvements is through rate increases. The option of diverting money from other areas of the funds' budgets is not realistic after multiple budget cut cycles and efficiencies that have eliminated other possible funding options.

If this issue is not addressed, OMF will continue to have more asset preservation projects than funding allows. This means projects will get deferred, which typically results in increased costs or loss of revenue and impacts service delivery. The City has a number of essential facilities and not properly maintaining these has the potential of injury or loss of life.

### **Technology Asset Replacement**

The Bureau of Technology Services (BTS) is responsible for operating and maintaining critical technology assets, which do not have a sustainable replacement funding model. If technology assets are not replaced on regular schedules, ongoing costs to maintain them increase. Additionally, technology assets kept in operation beyond their useful service life suffer from reliability problems which result in major service affecting outages.

The primary method to fund technology asset replacement is through rates, however current rates collected for the majority of technology assets do not include a replacement component. The option of diverting money from other fund areas is not feasible after several years of budget reductions.

If this issue is not addressed, BTS will continue to have significantly more technology asset replacement needs than funding allows. This means replacements will be deferred and critical technology systems will be in operation longer than recommended. Since many of these systems are essential for public safety, system failures that result from deferred replacements may seriously jeopardize the safety and health of our first responders and the public.

## **Citywide and Major Initiatives**

Current Citywide and OMF initiatives include:

- Providing sound financial and policy guidance to support services in an economic recession
- Developing the City workforce to meet current and future challenges
- Expanding the City's effective use and implementation of SAP technology
- Developing the 2012-17 OMF Strategic Plan
- Leading efforts to manage the use of technology to meet business needs
- Providing opportunities for the public to learn about the City's budget
- Implementing new online services for business, employees, and the public
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## **Service Improvement Plan**

### **Maximizing the City's investment in SAP**

The Office of Management and Finance's goal is to improve the City's proficiency in using SAP and to plan for future functionality. The plan to achieve these goals includes a comprehensive assessment by outside consultants looking at the EBS Division, Citywide ERP, staffing, and maximizing the use of SAP. The assessment begins with a survey asking City bureaus to provide feedback, which will help OMF more accurately gauge the City's progress in achieving the goals for SAP implementation.

### **Create a strategic direction for OMF for FY 2012-17**

OMF will implement a five year strategic planning process, beginning with the development of the 2012-17 OMF Strategic Plan. The plan will include mission, vision, and values, as well as strategic issues, goals, strategies, and performance measures. In developing the plan, there will be broad stakeholder input and a thorough look at internal and external factors affecting the organization. Upon completion of the plan, reporting mechanisms will be developed and implemented to track the progress on reaching organizational goals over the next five years.

### **Cross Functional Teams**

OMF is identifying and developing cross functional teams, which will enhance customer service and build employee capacity. A cross functional team is a group of employees with different functional expertise and from different parts of OMF, who work together to resolve an issue or to achieve a common goal. Members of the team think strategically and work collaboratively. Working within their given level of authority these teams may implement changes, solve problems, manage projects, or provide guidance. Each cross functional team will have an Executive Sponsor(s).

## **SUMMARY OF BUDGET DECISIONS**

### **Reductions Packages**

#### *4% Reduction Packages*

#### Office of the Chief Administrative Officer

##### **Business Operations**

Reduces outside consulting for customer service survey and business process improvements; reduces educational conference opportunities for staff; reduces temporary help budget, resulting in fewer entry-level positions and lack of flexibility in hiring temporary help; includes rent savings. **(0 FTE, \$64,029)**

##### **Enterprise Business Solution**

Reduces training and funding for services to legacy systems; reduces consultation services, limiting ability to complete work, respond to change requests, address break/fix tickets, and critical maintenance of service issues. **(0 FTE, \$323,000)**

#### Bureau of Financial Services

##### **Accounting**

Eliminates Accountant I position, resulting in limited ability to implement workforce realignment and training efforts, internal control issues, process delays, reduced customer service, and impacts to the program's ability to continue implementing the recommendations outlined in the Financial reporting and Compliance Project Final Report; includes rent savings. **(1 FTE, \$78,152)**

##### **Financial Planning**

Reduces Financial Analyst position by 0.25 FTE (limited term), impacting the depth and quality of analysis and recommendations on the budget and BMPs, as well as delayed response to bureaus and Council on special projects or requests for information. **(0.25 FTE, \$25,090)**

##### **Public Finance and Treasury**

Reduces OSS II position by 0.74 FTE and reduces materials and services, resulting in loss of clerical and administrative staff, threatens ability to acquire Investment Management software, and reduces access to external legal and financial advice; includes rent savings. **(0.74 FTE, \$79,138)**

#### Bureau of Human Resources

##### **Corporate Services**

Reduces a senior manager position by 0.5 FTE, under-fills a Labor Relations Coordinator position, and reduces materials and services, resulting in increased response times and fewer opportunities for professional development; resources will be realigned and consolidated to meet customer needs; remaining portion of senior management position will be reclassified to a Training Analyst to support the Citywide training program. **(0.5 FTE, \$120,700)**

## Bureau of Internal Business Services

### **Procurement Services**

Reduces repair and maintenance services, miscellaneous services, office supplies, education, training, and out of town travel, as well as the ability to sponsor one Protégé through the Port of Portland program. (0 FTE, \$55,575)

### **Risk Management**

Reduces excess liability 2<sup>nd</sup> tier coverage from \$30 million to \$10 million; other public agencies either have no excess coverage or carry \$5 million-\$10 million over their self-insured retention levels. (0 FTE, \$134,000)

### **Facilities Services**

Leases vacant 1900 Building office space, aligns Comcast cable delivery in the 1900 Building to actual tenant needs, and increases energy cost savings. (0 FTE, \$647,000)

### **Printing and Distribution**

Eliminates a Reprographic Operator II position and work is reorganized with minimal impact; replaces aging digital printing equipment resulting in increased efficiency and reduced copy maintenance costs. (1 FTE, \$91,000)

### **CityFleet**

Extends lifecycle replacement for Police vehicles. (0 FTE, \$375,000)

## Revenue Bureau

### **Regulatory**

Increases software license agreement fees for the first time since 2003. (0 FTE, \$7,200)

### **Revenue Collection**

Eliminates Revenue and Tax Specialist IV position, shifting workload to other positions and limiting the amount of coverage and separation of duties for the section, increases customer response rate, delays work on online service enhancements, and limits the ability to respond in a timely manner to Tax Code changes; reduces the City Attorney Interagency agreement and lengthens response time to legal issues. (1 FTE, \$148,299)

## Bureau of Technology Services

### **Business Solutions**

Eliminates two Applications Analyst III positions and materials and services, resulting in insufficient funds devoted towards major maintenance and equipment replacement for the Geographic Information System program; reduces resources to support BRASS, PatternStream, and several legacy financial and human resources applications; reduces software development and support for PBOT; reduces professional services assistance for new projects requested by customer bureaus. (2 FTE, \$373,859)

## **Communications**

Eliminates the replacement portion of the rates for the City's next generation public safety radio system resulting in no funding reserves available for eventual replacement of the system anticipated in 20 years; reduces professional services needed for planning the replacement of the City's analog telephone switch, which may result in extended service outages as well as cost overruns and delays; reduces cellular contract fees. **(0 FTE, \$1,018,141)**

## **Production Services**

Reduces the total number of Oracle software licenses at the Revenue Bureau that are currently unused. **(0 FTE, \$33,000)**

## Citywide Projects

### **Public Safety Systems Revitalization Program**

Eliminates a Management Analyst position resulting in reduced staff resources for the Radio and RegJIN projects, as well as overall program needs such as internal quality assurance. **(1 FTE, \$56,235)**

### *6% Reduction Packages*

These packages add to the previous 4% reductions to make up OMF's 6% reduction.

## Office of the Chief Administrative Officer

### **Business Operations**

Reduces temporary staff and OSS III hours, resulting in delays in processing contracts and vendor payments, inability to expedite requests for immediate contract approval or vendor payments, and fewer entry-level positions and flexibility in hiring temporary help with specific skills required for the work. **(0 FTE, \$21,204)**

### **Enterprise Business Solution**

Reduces contract services, only allowing for consultants to resolve critical maintenance of service issues and to complete work for labor contract configuration; efficiencies of an enterprise system will be further eroded. **(0 FTE, \$161,000)**

## Bureau of Financial Services

### **Financial Planning**

Reduces Financial Analyst position previously cut in the 4% reductions by an additional 0.5 FTE; the remaining funds for the 0.25 FTE would be used for temporary employees or a graduate-level intern, as recruitment for 0.25 FTE is not realistic. This package would further limit the ability to respond to requests for information and quality of financial analysis. **(0.5 FTE, \$51,620)**

### **Public Finance and Treasury**

Reduces OSS II position by remaining 0.26 FTE; reduces external materials and services, which could result in Treasury and Debt Management not seeking outside advise regarding investments and could

diminish their ability to effectively invest City funds and optimize opportunities for strategic investment management; exposure could be significant. **(0.26 FTE, \$39,569)**

#### Bureau of Human Resources

##### **Corporate Services**

Eliminates the remainder of the senior manager position with no ability to use remaining funds to hire a Training Analyst and reduction in materials and services, which will negatively affect training support for the Citywide training program and BHR's ability to support workforce and career development, diversity training, and knowledge transfer in anticipation of a large retirement wave, as well as reduced ability to take on unanticipated projects. **(0.5 FTE, \$66,725)**

#### Bureau of Internal Business Services

##### **Procurement Services**

Continues cuts to materials and services resulting in reduced operating supplies, repair and maintenance services, office supplies, education and training, and out of town travel, as well as reduces the number of outreach events sponsored by the City. **(0 FTE, \$25,287)**

##### **Risk Management**

Additional reductions taken to the excess liability 2<sup>nd</sup> tier coverage from \$30 million to \$10 million. **(0 FTE, \$66,000)**

##### **Facilities Services**

Reduces janitorial services; eliminates paper towels in the Portland Building and relies on electronic hand dryers; eliminates regularly scheduled air quality testing; reduces 1900 Building Major Maintenance reserve rate from 3.2% to 2.5% of building value; turns down City Hall HVAC on nights and weekends. **(0 FTE, \$324,000)**

##### **Printing and Distribution**

Increases lifecycle replacement of City copiers/printers; decreases the capital charge per copy. **(0 FTE, \$45,000)**

##### **CityFleet**

Vehicles assigned to North Precinct and to the Fire Bureau must obtain fuel through City owned fuel stations rather than from contracts with external retail fuel providers; elimination of five pieces of PBOT equipment that are costly to maintain and receive low use. **(0 FTE, \$188,000)**

#### Revenue Bureau

##### **Regulatory**

Further delays work on online service enhancements and response to Tax Code changes; only allows for resolution of critical system maintenance issues; further reduces the City Attorney interagency agreement, lengthening the response time to legal issues and limiting the ability to meet unanticipated demands for City Attorney resources. **(0 FTE, \$84,687)**

## Bureau of Technology Services

### **Business Solutions**

Eliminates a Senior Information Systems Manager, Application Analyst IV, and an Applications Analyst III, which will require customers to contract with third parties for application development and support service; reduces GIS support, and limits ability to provide guidance in the development of solicitations. **(3 FTE, \$340,128)**

### **Production Services**

Eliminates an Information Systems Technician II resulting in the inability to monitor and immediately respond to equipment and environmental condition problems in the City's primary data center facility, as well as providing first level technical support outside of normal business hours. **(1 FTE, \$83,274)**

### **Project Management Office**

Eliminates an Information Systems Analyst III position, resulting in fewer project managers to assist with the implementation of technology projects; critical projects will be deferred or proceed without a trained project manager, increasing the risk of project failure and cost or schedule overruns. **(1 FTE, \$94,056)**

### **Support Center**

Eliminates an Information Systems Analyst II position and decreases materials and services, which will increase the time needed to process network accounts requests and the setup of new employee accounts. **(1 FTE, \$194,542)**

## Citywide Projects

### **Public Safety Systems Revitalization Program**

Reduces materials and services budget available for a contract employee and increases the workload for existing staff. **(0 FTE, \$28,117)**

### *8% Reduction Packages*

These packages add to the previous 4% and 6% reductions to make up OMF's 8% reduction.

## Office of the Chief Administrative Officer

### **Business Operations**

Eliminates OSS III hours, delaying vendor and contract payments by a week or more, and putting vendor payments in danger of not being processed within the 30 day contract payment window; reduces funding to access outside expertise in support of OMF-wide strategic initiatives. **(0 FTE, \$51,203)**

### **Enterprise Business Solution**

Eliminates additional contract services, resulting in division work focused exclusively on maintenance of the existing SAP service level with limited changes or new functionality; limits response to break/fix issues and ability to increase effectiveness. **(0 FTE, \$161,000)**

## Bureau of Financial Services

### **Accounting**

Reduces professional development, impacting the ability to maintain professional certifications; reduces temporary staff hours to assist with the production of the Comprehensive Annual Financial Report (CAFR). **(0 FTE, \$23,000)**

### **Financial Planning**

Eliminates the remaining portion of the Financial Analyst position and decreases materials and services, resulting in increased workloads for remaining staff, decreasing the depth of bureau financial analysis, and delays or elimination of special projects requested by Council and bureaus. **(0.25 FTE, \$28,621)**

### **Public Finance and Treasury**

Reduces materials and services at a greater level, which could result in Treasury and Debt Management not seeking outside advice regarding investments and could diminish ability to effectively invest City funds and optimize opportunities for strategic investment management; exposure could be significant. **(0 FTE, \$39,569)**

## Bureau of Human Resources

### **Corporate Services**

Reduces materials and services from the functions of Labor Relations, Classification and Compensation, Employment and Development, and Diversity Development/Affirmative Action and limits their ability to support any and all special projects required by Council or customer bureaus. **(0 FTE, \$36,725)**

## Bureau of Internal Business Services

### **Procurement Services**

Reduces materials and services at a deeper level, resulting in reduced operating supplies, repair and maintenance services, office supplies, education and training, and out of town travel, as well as reduces the number of outreach events sponsored by the City. **(0 FTE, \$25,287)**

### **Risk Management**

Eliminates OSS II position, resulting in minimal emergency backup for administrative staff and delays in invoice processing; SAP data entry will be absorbed by the remaining staff. **(1 FTE, \$67,000)**

### **Facilities Services**

Leases vacant Kelly building; eliminate renewable energy funds set aside to purchase renewable energy; upgrades maintenance dispatch system creating staffing efficiencies, and eliminates the Maintenance Dispatch Supervisor position; reduces inside winter temperature and increase summer temperature; reduces window cleaning; reduces contracted custodial services at all buildings by 4%. **(1 FTE, \$324,000)**

## **Printing and Distribution**

Streamlines interoffice mail delivery system eliminating a Distribution Tech position, resulting in once a day pick-up and delivery for agencies outside the core area and decreases delivery frequency to low generators to one stop per day. **(1 FTE, \$45,000)**

## **CityFleet**

Assesses rent to Home Forward parking spaces at the Kerby Garage facility, currently at no cost; undergoes Utilization Reviews for Police and Parks Bureaus vehicles; adjusts preventive maintenance cycle for Lieutenant vehicles; eliminates low use/high cost vehicles from PBOT fleet. **(0 FTE, \$187,000)**

## Revenue Bureau

### **Regulatory**

Increases permit revenue through realignment of workload, focusing more on oversight and enforcement of permit programs and less on responding to new levels of service and expedited requests. **(0 FTE, \$10,000)**

### **Revenue Collections**

Reduces funding for customer service training, staff development, and consultant services for system maintenance. It also reduces 0.5 FTE of a Revenue Tax Specialist IV, extending the time required to complete the collection process. **(0.5 FTE, \$74,687)**

## Bureau of Technology Services

### **Business Solutions**

Eliminates a Principal Information Systems Analyst and an application Analyst IV position, resulting in decreased Geographic Information System (GIS) support, as well as decreased development capacity and increased response times. **(2 FTE, \$196,296)**

### **Communications**

Eliminates a Communications and Networking Project Manager, a Communications Technician II, and decreases materials and services, resulting in the reduced capacity to respond to and resolve public safety radio support issues, delays to critical telecommunications projects, and the inability to complete regular analysis of cellular usage patterns used to adjust cellular phone plans. **(2 FTE, \$242,652)**

### **Production Services**

Eliminates Principal Information Systems Analyst and Information Systems Analyst III positions, resulting in decreased response times to resolve server and email requests and increased delays for new servers; potential impact to projects such as the PSSRP. **(2 FTE, \$187,460)**

### **Support Center**

Eliminates an Information Systems Analyst II and reduces materials and services, resulting in reduced desktop support and increasing response time to office computing support issues. **(1 FTE, \$86,592)**

## Citywide Projects

### **Public Safety Systems Revitalization Program**

Further reduces materials and services budget, eliminating a contract employee and increasing workload for existing staff. (0 FTE, \$28,117)

### **Add Packages**

#### Bureau of Internal Business Services

### **Facilities Services**

Redevelops Phases I and II of the City's federally required ADA Transition Plan by inspecting the remaining Medium Priority (Tier II) and Low Priority (Tier III) Citywide sites in accordance with the 2010 Standards for Accessible Design for all Bureaus; develops solutions to resolving barriers; plans cost estimates for barrier removal; prioritizes removal of barriers or defines exemptions, and incorporates that information into the full Citywide ADA Title II Transition Plan Draft. (0 FTE, \$368,100)

### **Procurement Services**

Requests continued one-time funding for the Minority Evaluator Program, which is an existing program mandated by Council in FY 2010-11 and funded by interagency agreements with City Bureaus and managed by a Program Coordinator. The additional responsibilities for managing the Mayor's Summer Youth Connect Program will also be part of this program. (1 FTE, \$121,250)

Requests extension of existing one-time funding for an additional year for a Contract Compliance Specialist and a Procurement Assistant to allow compliance staff to remain timely on compliance monitoring activities. Funding is through interagency agreements with BES, Water, PBOT, Parks, and Facilities. These staff are a result of the economic stimulus package introduced by Council in 2009 that increased capital improvement projects, resulting in increased bid activity from contractors and increased interest from subcontractors. (2 FTE, \$177,000)

### **Realignment Packages**

#### Bureau of Technology Services

### **Business Solutions**

Requests conversion of one limited-term Information Systems Analyst II to a full-time permanent position with responsibility for ongoing support of the Information Technology Advancement Project at the request of BDS. As permitting data becomes more location-based, BDS will be required to maintain additional data on the City's GIS platform to facilitate special reporting. Ongoing funding ensures the resources BDS requires to meet their growing GIS needs. (1 FTE, \$0)



# Office of Management & Finance (ALL)

## **Management Data**

Commissioner in Charge: Mayor Adams  
 Bureau Director: Jack D. Graham  
 Website: [www.portlandonline.com/omf](http://www.portlandonline.com/omf)  
 Percent Administration: 3.83%  
 Percent M/W/ESB Contract \$:  
 Prime - 11.2%, Subprime - 30.9%

## **Workforce Data**

Total FTE: Fulltime - 668.13 / Limited Term - 2.92  
 Percent Minorities: 25.75%  
 Percent Female: 42.34%  
 Percent Non-Represented: 44.2%  
 Management Span of Control: 5.70  
 Management Layers: 1 to 5

## **Resource Summary**

	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Reductions	FY 2012-13 Add Packages	FY 2012-13 Requested
GF Ongoing	\$25,667,476	\$32,113,913	(\$1,613,635)	\$100,000	\$30,600,278
GF One-Time	\$2,829,359	\$200,000	\$0	\$568,417	\$768,417
GF Overhead	\$11,491,938	\$12,663,872	\$0	\$0	\$12,663,872
IA Revenues	\$138,689,691	\$138,737,757	(\$5,111,103)	\$663,528	\$134,290,182
Other Revenues	\$264,210,494	\$259,554,943	\$396,196	\$0	\$259,951,139
<b>Total Revenues</b>	<b>\$442,888,958</b>	<b>\$443,270,485</b>	<b>(\$6,328,542)</b>	<b>\$1,331,945</b>	<b>\$438,273,888</b>
FTE	683.23	671.05	(25.50)	3.00	648.55

## **Bureau Overview and Significant Issues**

The mission of Office of Management and Finance (OMF) is to manage stewardship the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community. OMF strives to manage with a customer focus, be stewards of public resources, lead our operations from a strategic perspective, value diversity, and promote sustainability.

Led by the City's Chief Administrative Officer, OMF provides central services to support the administrative and operational needs of the City of Portland government. OMF includes:

### **Office of the CAO**

- Business Operations Division
- Enterprise Business Solution Division
- Public Safety Systems Revitalization Program

### **Bureau of Financial Services**

- Accounting
- Financial Planning
- Public Finance and Treasury

### **Bureau of Human Resources**

- Operations and Strategic Support
- HR Corporate Services
- Site Teams and Police HR

### **Revenue Bureau**

- Revenue Collections
- Regulatory

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

- CityFleet
- Facilities Services
- Printing and Distribution
- Procurement
- Risk Management

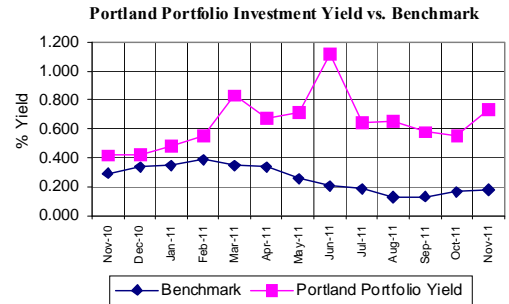
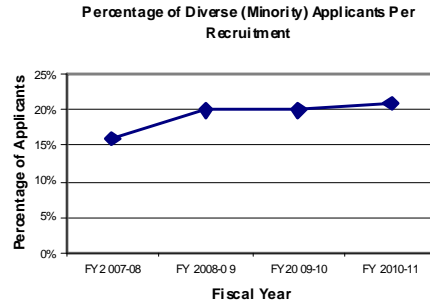
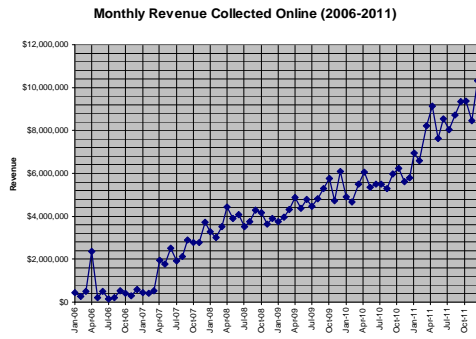
### **Bureau of Technology Services**

- Administration
- Business Solutions
- Communications
- Customer Relations
- Information Security
- Police IT
- Production Services
- Project Management
- Support Center

### **Significant issues for OMF in FY 2012-13:**

- **Workforce planning** – focusing on employee development and recruitment to plan for retirements.
- **Critical technology recovery in a disaster** – building backup systems to maintain critical City services.
- **Facilities asset management** – maintaining and preserving the City's essential facilities and property assets.
- **Technology asset replacement** – creating a funding mechanism for ongoing technology replacement.

## Performance Dashboard



## Operating and Capital Requirements

	FY 2010-11 Actuals	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Request	FY 2013-14 Estimate
Operating - Base	\$191,026,758	\$216,122,223	\$228,623,061	\$223,801,572	\$237,768,000
Operating - One-Time Initiatives	\$1,968,504	\$4,989,902	\$1,400,350	\$2,063,878	\$1,456,000
Capital - New Construction	\$22,302,007	\$17,697,886	\$18,282,760	\$18,282,760	\$18,998,000
Capital - Major Maintenance	\$16,551,573	\$17,686,131	\$24,936,408	\$24,936,408	\$25,933,000
Unappropriated Ending Balance	\$174,616,042	\$186,392,816	\$170,027,906	\$169,189,270	\$175,515,000
<b>Total</b>	<b>\$406,464,884</b>	<b>\$442,888,958</b>	<b>\$443,270,485</b>	<b>\$438,273,888</b>	<b>\$459,670,000</b>

## Overview of Major Projects and Initiatives

### **Create a Strategic Direction for OMF from 2012-17**

Develop a five-year Strategic Plan that includes mission, vision, and values, as well as strategic issues, goals, strategies, and performance measures to guide the organization. The plan will take into account broad stakeholder input and a thorough look at internal and external factors affecting the organization.

### **Maximize the City's Investment in SAP**

OMF's goal is to improve the City's proficiency in using SAP and to plan for future functionality. To achieve this, a comprehensive assessment conducted by outside consultants will examine the EBS Division, Citywide ERP, and staffing, as well as looking at ways to further maximize the use of SAP.

### **Build Cross Functional Teams Within OMF**

These diverse teams will work across the OMF organization to resolve an issue or to achieve a common goal, which will enhance customer service and build employee capacity. Working within their given level of authority, members of the team will think strategically and work collaboratively to implement changes, solve problems, or manage projects.

## Major Assets Managed

	5 Years Ago	Current	5 Years From Now
Percent in Good Condition	56.0%	62.0%	63.0%
Percent in Fair Condition	40.0%	38.0%	37.0%
Percent in Poor Condition	4.0%	0.0%	0.0%
Major Maintenance Backlog	\$6.1M ongoing and \$102M one-time	\$24.3M ongoing and \$75M one-time	\$24.3M ongoing and \$75M one-time
Replacement Value Total	\$619M	\$934M	\$934M

# Bureau of Financial Services

## Management Data

Commissioner in Charge: Mayor Adams  
 Bureau Director: Richard Goward, Jr.  
 Website: [www.portlandonline.com/omf/bfs](http://www.portlandonline.com/omf/bfs)  
 Percent Administration: 2.87%  
 Percent M/W/ESB Contract \$:  
 Prime - 0% / Subprime - N/A

## Workforce Data

Total FTE: Fulltime - 60.50 / Limited Term - 0.0  
 Percent Minorities: 21.82%  
 Percent Female: 47.27%  
 Percent Non-Represented: 66.5%  
 Management Span of Control: 4.00  
 Management Layers: 1 to 3

## Resource Summary

	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Reductions	FY 2012-13 Add Packages	FY 2012-13 Requested
GF Ongoing	\$2,457,190	\$2,653,429	(\$206,483)	\$0	\$2,446,946
GF One-Time	\$943	\$0	\$0	\$0	\$0
GF Overhead	\$3,649,838	\$3,666,850	\$0	\$0	\$3,666,850
IA Revenues	\$721,713	\$650,409	(\$43,251)	\$0	\$607,158
Other Revenues	\$1,790,059	\$1,802,366	(\$115,025)	\$0	\$1,687,341
<b>Total Revenues</b>	<b>\$8,619,743</b>	<b>\$8,773,054</b>	<b>(\$364,759)</b>	<b>\$0</b>	<b>\$8,408,295</b>
FTE	60.10	60.50	(3.00)	0.00	57.50

## Bureau Overview and Significant Issues

The Bureau of Financial Services (BFS) provides financial management services to the City in areas such as financial reporting and planning, treasury, debt issuance, accounting, payroll, budget process management and publication, and grants management. The bureau is managed by the Chief Financial Officer (CFO). BFS divisions include:

**Accounting:** provides accounting and financial reporting services and manages the City's corporate accounting systems and processes, including payroll functions.

**Financial Planning:** coordinates development and publication of the City's budget, analyzes City policies and ordinances for fiscal and policy impacts, provides fiduciary oversight of the General Fund, and minimizes potential financial liability by ensuring compliance with grant requirements.

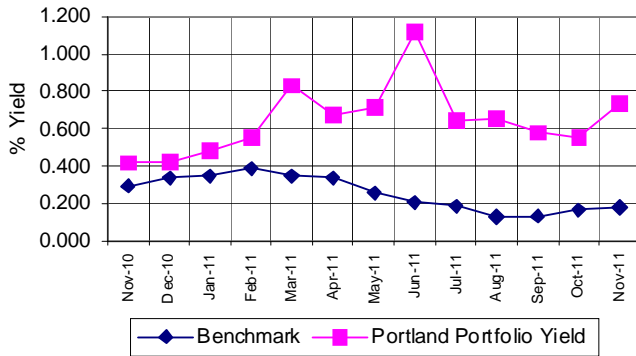
**Public Finance and Treasury:** maintains the City's cash accounts, investing revenue, and bond funds, manages the City's debt portfolio, issues new debt, and manages the City's deferred compensation program.

### Significant Issues for BFS in FY 2012-13:

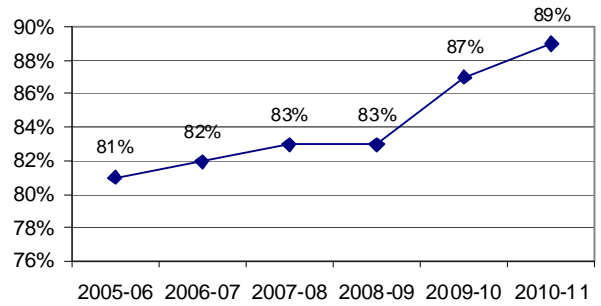
- City bond ratings are not yet affected by severe economic recession.
- Uncertain economic environment and property tax compression continue to impact City finances. Further cuts to core programs will be needed in FY 2012-13, and the City's ability to restore past program cuts will be severely limited.
- Investment interest rates remain at low levels, limiting earnings.
- Addition of new financial reporting rules from outside entities (GASB, IRS, etc.) will continue to strain limited staff resources.
- Challenge meeting current work load with existing staff, particularly in budget, accounting and grants management.
- Continued focus on succession planning at the management and staff level.

## Performance Dashboard

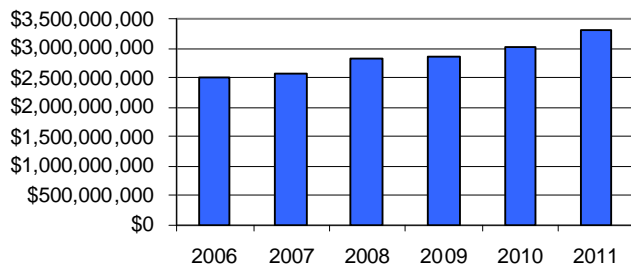
**Portland Portfolio Investment Yield vs. Benchmark**



**Percent of Payroll Direct Deposited**



**City of Portland Outstanding Debt**



### Financial Achievements and Awards

- 33** Number of consecutive years that Moody's Investor Service has rated the City's Unlimited Tax General Obligation Bonds as Aaa. Bonds rated Aaa are judged to be highest quality with minimum credit risk.
- 19** Number of years that the Government Finance Officer's Association (GFOA) has honored the city with a Distinguished Budget Presentation award.
- 30** Number of years the GFOA has recognized the City with a Certificate of Achievement for Excellence in Financial Reporting for production of the City's Comprehensive Annual Financial Report (CAFR).

### Operating and Capital Requirements

	FY 2010-11 Actuals	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Request	FY 2013-14 Estimate
Operating - Base	\$7,510,289	\$8,619,743	\$8,773,054	\$8,408,295	\$9,124,000
Operating - One-Time Initiatives	\$0	\$0	\$0	\$0	\$0
Capital - New Construction	\$0	\$0	\$0	\$0	\$0
Capital - Major Maintenance	\$0	\$0	\$0	\$0	\$0
Unappropriated Ending Balance	\$21,913	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$7,532,202</b>	<b>\$8,619,743</b>	<b>\$8,773,054</b>	<b>\$8,408,295</b>	<b>\$9,124,000</b>

### Overview of Major Projects and Initiatives

- **New budget publishing software implementation:** Continue replacement of old budget publishing software system to improve reporting and streamline processes.
- **Annual budget and BMP process:** Complete annual Citywide budget and BMP processes.
- **Portland Plan Integration:** Fully integrate the City's 25-year strategic plan into the City budget process, and work with other governmental jurisdictions and outside stakeholders on ways to provide public services more efficiently.
- **Budget Mapping:** Continue the City's efforts to map budget and level of service geographically.
- **Comprehensive Financial Management Policy review:** Update City Financial Policies and submit to City Council for approval.
- **Streamline Comprehensive Annual Financial Report (CAFR) production process:** Evaluate, document and streamline the CAFR production process in order to achieve efficiencies and improve timelines.
- **Update investment/debt software:** Evaluate City investment and debt software needs and develop a plan to implement software improvements.
- **Implement new Government Accounting Standards:** Implement new GASB standards for the FY 2011-12 CAFR, including standards 60 and 61 and amendments for standards 14, 34, 62, 63 and 64.

# Bureau of Human Resources

## Management Data

Commissioner in Charge: Mayor Adams  
 Bureau Director: Yvonne Deckard  
 Website: [www.portlandonline.com/omf/bhr](http://www.portlandonline.com/omf/bhr)  
 Percent Administration: 2.24%  
 Percent M/W/ESB Contract \$:  
 Prime - 0% / Subprime - N/A

## Workforce Data

Total FTE: Fulltime - 70.00 / Limited Term - 0.0  
 Percent Minorities: 44.93%  
 Percent Female: 65.22%  
 Percent Non-Represented: 90.0%  
 Management Span of Control: 4.31  
 Management Layers: 1 to 4

## Resource Summary

	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Reductions	FY 2012-13 Add Packages	FY 2012-13 Requested
GF Ongoing	\$3,744,771	\$3,020,672	(\$224,150)	\$0	\$2,796,522
GF One-Time	\$1,054	\$0	\$0	\$0	\$0
GF Overhead	\$3,264,067	\$4,691,437	\$0	\$0	\$4,691,437
IA Revenues	\$532,076	\$0	\$0	\$0	\$0
Other Revenues	\$62,002,870	\$67,387,370	\$0	\$0	\$67,387,370
<b>Total Revenues</b>	<b>\$69,544,838</b>	<b>\$75,099,479</b>	<b>(\$224,150)</b>	<b>\$0</b>	<b>\$74,875,329</b>
FTE	70.00	70.00	(1.00)	0.00	69.00

## Bureau Overview and Significant Issues

The Bureau of Human Resources (BHR) is responsible for management of the City's human resource systems, administrative rules, and HR procedures. BHR is responsible for assisting City bureaus to recruit, develop, and retain a competent and high-quality workforce. BHR also manages employee benefits, the Health Insurance Fund, classification and compensation, and labor relations. BHR programs and key projects include:

### **Operations & Strategic Support**

- Expand auditing capabilities of HCM and Time Management
- Implement a new electronic benefit administration service
- Develop a chronic disease program to support employees and their families

### **Site Teams and Police HR**

- Conduct recruitment of Police Officers
- Develop on-boarding and mentor program
- Implement mandatory supervisor and manager training
- Create workforce development/succession planning program and tool box for customers
- Introduce a workforce planning and development program to assist with critical knowledge transfer due to the loss of key positions through retirements

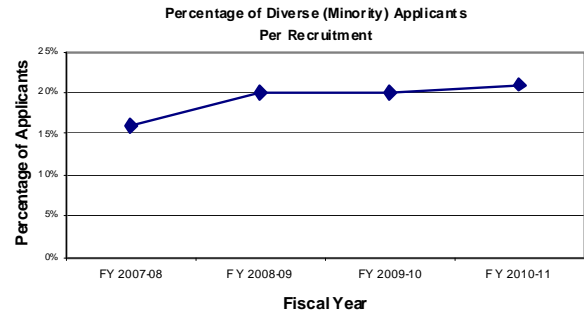
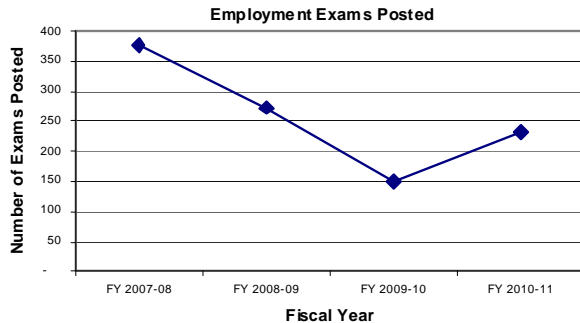
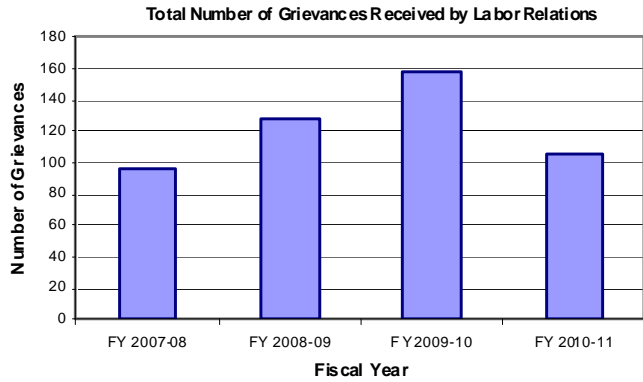
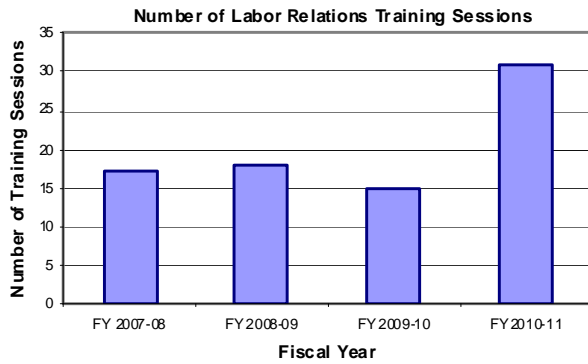
### **HR Corporate Services:**

- Develop and implement a Citywide training program
- Conduct a DCTU market survey
- Review non-rep compensation structure
- Restructure Diversity Development program
- Develop and implement a focused community outreach program
- Re-engineer and realign recruitment process
- Develop Citywide training covering contract interpretation, discipline, and grievances

### **Significant Issues for BHR in FY 2012-13:**

- Continue to focus on customer service and process improvements in an environment of reduced resources.
- Increased demand for services, with limited staff capacity.
- Workforce planning and development program will be critical due to the potential loss of a third of the City's workforce over the next three years from retirements.
- Responding to regulations and changes in federal and state mandates.

## Performance Dashboard



## Operating and Capital Requirements

	FY 2010-11 Actuals	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Request	FY 2013-14 Estimate
Operating - Base	\$49,337,932	\$51,606,320	\$57,325,425	\$57,101,275	\$59,618,000
Operating - One-Time Initiatives	\$0	\$0	\$0	\$0	\$0
Capital - New Construction	\$0	\$0	\$0	\$0	\$0
Capital - Major Maintenance	\$0	\$0	\$0	\$0	\$0
Unappropriated Ending Balance	\$18,399,154	\$17,938,518	\$17,774,054	\$17,774,054	\$18,485,000
<b>Total</b>	<b>\$67,737,086</b>	<b>\$69,544,838</b>	<b>\$75,099,479</b>	<b>\$74,875,329</b>	<b>\$78,103,000</b>

## Overview of Major Projects and Initiatives

### **Develop a Citywide training program**

In FY 2012-13, BHR will focus on implementing a robust Citywide training program. This would include online training, as well as coordination of third party contracts and partners. BHR's goal is to have the Citywide training program fully operational with a full schedule of training and class offerings for City employees and to implement the Citywide on-boarding process.

### **Implement Neo Gov**

Neo Gov is recruitment software that will allow for more streamlined online application processes for both internal and external job candidates. In FY 2012-13, BHR will implement an online hiring center that will allow candidates to complete job applications electronically and allow paperless reporting for staff.

### **Continue to Restructure the Diversity Development/Affirmative Action program**

An Interim Diversity Manager was hired to develop a Citywide focused outreach program. In FY 2012-13, the Diversity Manger will also assess the effectiveness of the Citywide diversity program to determine next steps and make recommendations for future program direction.

# Bureau of Internal Business Services

## Management Data

Commissioner in Charge: Mayor Adams  
 Bureau Director: Jeff Baer  
 Website: [www.portlandonline.com/omf/bibs](http://www.portlandonline.com/omf/bibs)  
 Percent Administration: 2.85%  
 Percent M/W/ESB Contract \$:  
 Prime - 12.1% / Subprime - 31.6%

## Workforce Data

Total FTE: Fulltime - 194.92 / Limited Term - 0.0  
 Percent Minorities: 21.39%  
 Percent Female: 34.22%  
 Percent Non-Represented: 41.4%  
 Management Span of Control: 6.26  
 Management Layers: 1 to 4

## Resource Summary

	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Reductions	FY 2012-13 Add Packages	FY 2012-13 Requested
GF Ongoing	\$1,203,375	\$1,804,504	(\$106,149)	\$0	\$1,698,355
GF One-Time	\$776	\$0	\$0	\$0	\$0
GF Overhead	\$3,312,822	\$2,815,584	\$0	\$0	\$2,815,584
IA Revenues	\$74,484,654	\$74,537,806	(\$1,671,000)	\$663,528	\$73,530,335
Other Revenues	\$127,751,947	\$124,410,886	\$592,169	\$0	\$125,003,054
<b>Total Revenues</b>	<b>\$206,753,574</b>	<b>\$203,568,780</b>	<b>(\$1,184,980)</b>	<b>\$663,528</b>	<b>\$203,047,328</b>
FTE	200.00	194.92	(4.00)	3.00	193.92

## Bureau Overview and Significant Issues

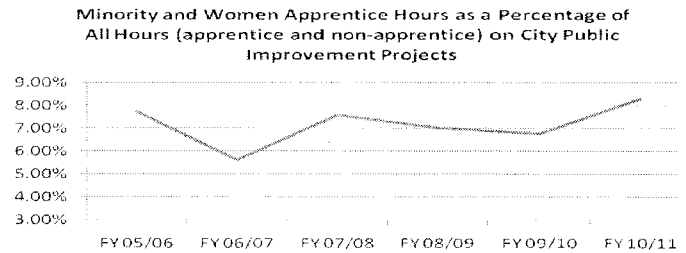
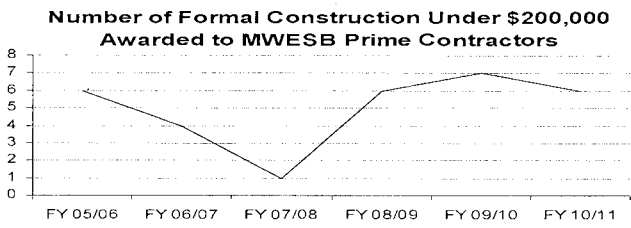
The Bureau of Internal Business Services (BIBS) is the central provider for an array of internal services. BIBS staff are instrumental in developing City policies and procedures that reflect the City's leading edge approach to social, environmental, and economic goals. BIBS divisions include:

- **CityFleet:** services include acquisition, maintenance, repairs to approximately 2,850 vehicles, providing centralized fuel, and managing the City's Motor Pool and online reservation system.
- **Facilities Management:** services include the operation and maintenance of a large portfolio of City facilities, including facility planning, remodeling/tenant improvements, construction project management, real property acquisition, disposal, and property management.
- **Printing & Distribution:** provides centralized reproduction, distribution, and mailing services to City and external customers.
- **Procurement:** encompasses policy development, oversight, and management of the City's procurement and contracting processes, including sustainable procurement and specific outreach to locally owned minority, women, and emerging small businesses (M/W/ESB).
- **Risk Management:** services include managing the City's self-insured and self-administered general tort and fleet liability operations and adjusting tort claims filed against the City. Also includes management of the Workers' Compensation program, Occupational Health & Infectious Disease program and Loss Prevention.

### Significant Issues for BIBS in FY 2012-13:

- **BIBS Overall:** the ability to meet changing demands and increased service levels.
- **CityFleet:** increasing demand to provide alternative fuel and alternative fuel vehicles.
- **Facilities:** increasing demand for project management services for the development of new buildings, major maintenance, tenant improvement projects, and green buildings. Adequately funding repairs, major maintenance, and capital improvements are key to keeping the City's assets in good working condition.
- **Printing & Distribution:** adapting to the changing digital print environment, including the use of full color, and changing media such as microfiche.
- **Procurement Services:** present City Council with an updated M/W/ESB implementation strategy based on disparity study findings and recommendations.
- **Risk Management:** monitoring reserves to ensure adequate coverage, while addressing changes in the insurance and claims environment.

## Performance Dashboard



### Operating and Capital Requirements

	FY 2010-11 Actuals	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Request	FY 2013-14 Estimate
Operating - Base	\$61,050,886	\$68,001,582	\$65,822,745	\$64,781,949	\$68,456,000
Operating - One-Time Initiatives	\$290,436	\$691,887	\$0	\$663,528	\$0
Capital - New Construction	\$14,322,482	\$9,238,722	\$14,567,085	\$14,567,085	\$15,134,000
Capital - Major Maintenance	\$10,047,968	\$14,286,635	\$16,343,911	\$16,343,911	\$16,997,000
Unappropriated Ending Balance	\$92,295,859	\$114,534,748	\$106,835,039	\$106,690,855	\$109,794,000
<b>Total</b>	<b>\$178,007,631</b>	<b>\$206,753,574</b>	<b>\$203,568,780</b>	<b>\$203,047,328</b>	<b>\$210,381,000</b>

### Overview of Major Projects and Initiatives

**M/W/ESB Utilization Strategy:** In response to a comprehensive disparity study, Procurement Services is working with City staff, community stakeholders and Council Offices to update the City's strategy for increasing the utilization of minority-owned, woman-owned, and emerging small business (M/W/ESB) firms on public improvement projects. Recommendations for new strategies and program updates will be presented to City Council in 2012. Program implementation costs will accompany the recommended actions, however, Procurement Services has identified existing program dollars in FY 2011-12 that can be used to offset the startup costs. Funding for recommendations beyond existing budget will require Council approval with one-time funding for research and initial implementation, with ongoing costs funded through overhead by City bureaus. FTE requirements will be based on final acceptance of recommendations currently in development.

**Facilities Project Management:** Space planning and efficient use of existing space for the City continues to be a top priority. Maintaining City facilities is critical to ensuring a long life and usability of the buildings, as well preserving the City's long-term and significant investments in these assets. Vacant space in the 1900 Building increases the cost to the remaining building tenants and reducing funding available for major maintenance reserves. Providing project management services for new construction continues with the passage of the Public Safety bond measure and the development of the Oregon Sustainability Center.

**Implementing Risk Management Information System:** Risk Management is working with BTS and Procurement Services to negotiate the contract and identify the project scope, costs, and implementation schedule to launch the Risk Management Information System in 2012.

### Major Assets Managed

	5 Years Ago	Current	5 Years From Now
Percent in Good Condition	51.0%	55.0%	55.0%
Percent in Fair Condition	44.0%	45.0%	45.0%
Percent in Poor Condition	5.0%	0.0%	0.0%
Major Maintenance Backlog	\$2.9M ongoing and \$37M one-time	\$5M ongoing and \$75M one-time	\$5M ongoing and \$75M one-time
Replacement Value Total	\$511 million	\$758 million	\$758 million

# Bureau of Technology Services

## Management Data

Commissioner in Charge: Mayor Adams  
 Bureau Director: Mark Greinke  
 Website: [www.portlandonline.com/bts](http://www.portlandonline.com/bts)  
 Percent Administration: 5.01%  
 Percent M/W/ESB Contract \$:  
 Prime - 0% / Subprime - 0%

## Workforce Data

Total FTE: Fulltime - 217.63 / Limited Term - 2.00  
 Percent Minorities: 29.56%  
 Percent Female: 25.62%  
 Percent Non-Represented: 19.1%  
 Management Span of Control: 6.64  
 Management Layers: 1 to 4

## Resource Summary

	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Reductions	FY 2012-13 Add Packages	FY 2012-13 Requested
GF Ongoing	\$0	\$0	\$0	\$0	\$0
GF One-Time	\$0	\$0	\$0	\$0	\$0
GF Overhead	\$0	\$0	\$0	\$0	\$0
IA Revenues	\$43,913,957	\$44,217,450	(\$2,751,852)	\$0	\$41,465,598
Other Revenues	\$28,824,082	\$22,111,847	(\$98,148)	\$0	\$22,013,699
<b>Total Revenues</b>	<b>\$72,738,039</b>	<b>\$66,329,297</b>	<b>(\$2,850,000)</b>	<b>\$0</b>	<b>\$63,479,297</b>
FTE	222.63	219.63	(15.00)	0.00	204.63

## Bureau Overview and Significant Issues

The Bureau of Technology Services (BTS) is responsible for management, policy setting, strategic planning and leadership in the use of computer, radio, and telecommunications technologies, to support the delivery of effective government services to the City of Portland and our regional partners. BTS is managed by the Chief Technology Officer (CTO) and is comprised of the following nine programs:

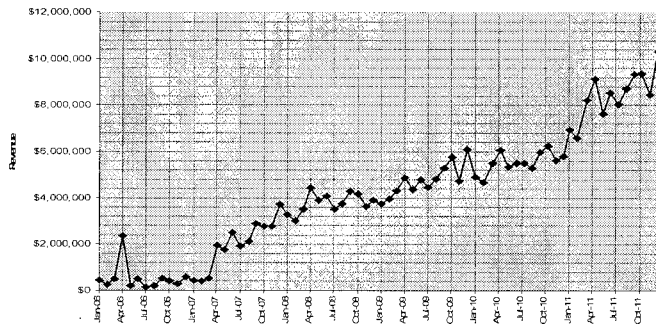
- **Administration:** Provides executive leadership and bureau-wide administrative support, as well as hardware and software order fulfillment and storekeeping services.
- **Business Solutions:** Provides application development and support, maintains the City's web and GIS infrastructure and electronic commerce platform, and designs new technology solutions in support of customer business needs.
- **Communications:** Maintains the City's voice, video, public safety radio, 9-1-1 dispatch, and network systems.
- **Customer Relations:** Works with customers to identify business requirements needed for technology solutions, and provides two-way communication and information sharing between BTS and its customers.
- **Information Security:** Ensures compliance with information security policies and procedures and implements effective controls to minimize risk.
- **Police IT:** Develops and maintains Portland Police Bureau applications and supporting systems, and provides all Police field and IT computing infrastructure support.
- **Production Services:** Maintains the City's data centers, supports the City's server, storage, email, calendaring, database and backup infrastructure, and the City's large mission critical production systems.
- **Project Management Office:** Implements consistent project management methodologies regardless of technology discipline.
- **Support Center:** Responsible for the Help Desk, onsite field support, installing new and replacement computers, managing computers with remote administration tools, and maintaining computing inventory.

### Significant Issues for BTS in FY 2012-13:

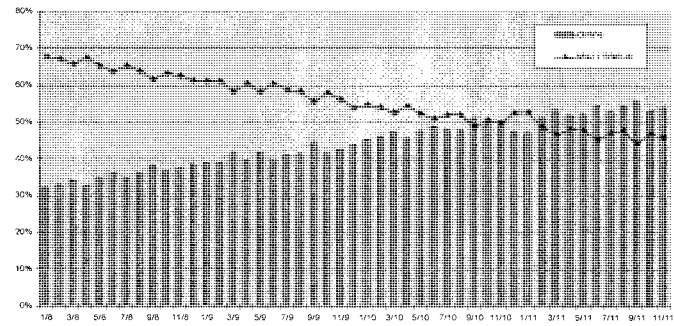
- Insufficient capital reserves available to fund ongoing technology replacements.
- Growing demand for BTS to deliver new services, while pressure to reduce budget continues.
- Increasingly complex safeguards needed to protect confidential data.

## Performance Dashboard

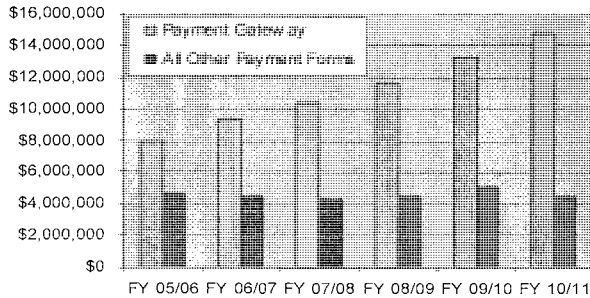
Monthly Revenue Collected Online (2006-2011)



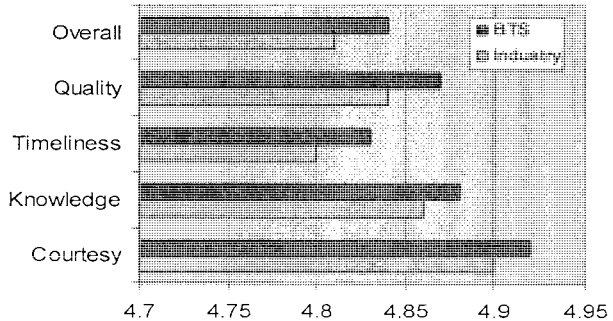
Utility Bill Payments 2008-2011 (Online vs Mail/Walk-in)



Parking Meter Revenue Processed



HelpDesk Customer Service Survey



### Operating and Capital Requirements

	FY 2010-11 Actuals	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Request	FY 2013-14 Estimate
Operating - Base	\$38,082,963	\$44,389,329	\$45,045,394	\$42,889,846	\$46,847,000
Operating - One-Time Initiatives	\$869,658	\$1,169,015	\$1,400,350	\$1,400,350	\$1,456,000
Capital - New Construction	\$0	\$126,000	\$500,000	\$500,000	\$520,000
Capital - Major Maintenance	\$1,279,062	\$2,472,000	\$2,819,506	\$2,819,506	\$2,932,000
Unappropriated Ending Balance	\$30,833,965	\$24,581,695	\$16,564,047	\$15,869,595	\$17,227,000
<b>Total</b>	<b>\$71,065,648</b>	<b>\$72,738,039</b>	<b>\$66,329,297</b>	<b>\$63,479,297</b>	<b>\$68,982,000</b>

### Overview of Major Projects and Initiatives

#### **Public Safety Systems Revitalization Program (PSSRP)**

BTS will continue to support the complex technology requirements of the PSSRP, a multi-year effort to replace and enhance the City's mission critical public safety technology systems.

#### **Bureau of Development Services Automation Project**

BTS will devote technical resources in support of the Bureau of Development Services' project to automate plan reviews and building inspections.

#### **Large CIP & Operational Projects**

Key activities include the technology refresh of the City's Local Area Network (LAN), phone system and office suite environment.

### Major Assets Managed

	5 Years Ago	Current	5 Years From Now
Percent in Good Condition	80.0%	90.0%	97.0%
Percent in Fair Condition	20.0%	10.0%	3.0%
Percent in Poor Condition	0.0%	0.0%	0.0%
Major Maintenance Backlog	\$3.2M ongoing and \$65M one-time	\$19.3M ongoing	\$19.3 ongoing
Replacement Value Total	\$108M	\$126M	\$126M

# Revenue Bureau

## **Management Data**

Commissioner in Charge: Mayor Adams  
 Bureau Director: Thomas W. Lannom  
 Website: [www.portlandonline.com/omf/revenue](http://www.portlandonline.com/omf/revenue)  
 Percent Administration: 5.56%  
 Percent M/W/ESB Contract \$:  
 Prime - 100% / Subprime - N/A

## **Workforce Data**

Total FTE: Fulltime - 66.00 / Limited term - 0.0  
 Percent Minorities: 18.18%  
 Percent Female: 74.24%  
 Percent Non-Represented: 33.9%  
 Management Span of Control: 6.50  
 Management Layers: 2 to 3

## **Resource Summary**

	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Reductions	FY 2012-13 Add Packages	FY 2012-13 Requested
GF Ongoing	\$4,030,937	\$4,149,389	(\$324,873)	\$0	\$3,824,516
GF One-Time	\$1,774	\$0	\$0	\$0	\$0
GF Overhead	\$0	\$0	\$0	\$0	\$0
IA Revenues	\$4,142,534	\$3,976,654	\$0	\$0	\$3,976,654
Other Revenues	\$10,465,732	\$10,907,577	\$17,200	\$0	\$10,924,777
<b>Total Revenues</b>	<b>\$18,640,977</b>	<b>\$19,033,620</b>	<b>(\$307,673)</b>	<b>\$0</b>	<b>\$18,725,947</b>
FTE	66.50	66.00	(1.50)	0.00	64.50

## **Bureau Overview and Significant Issues**

The Revenue Bureau is responsible for consolidated revenue collection efforts. The Revenue Bureau strives to provide outstanding service to efficiently and equitably collect revenues that fund essential City services, and to provide regulatory oversight to promote safety and livability. The Revenue Bureau is comprised of the following programs:

**Revenue Collections:** Provides revenue collection and administrative support for business license tax, transient lodging tax, business improvement districts, special assessment liens, and the utility billing system. Revenue collections totaled \$500 million in FY 2010-11 with direct collections of \$170 million and another \$330 million supported by maintaining databases and collection functions for other bureaus.

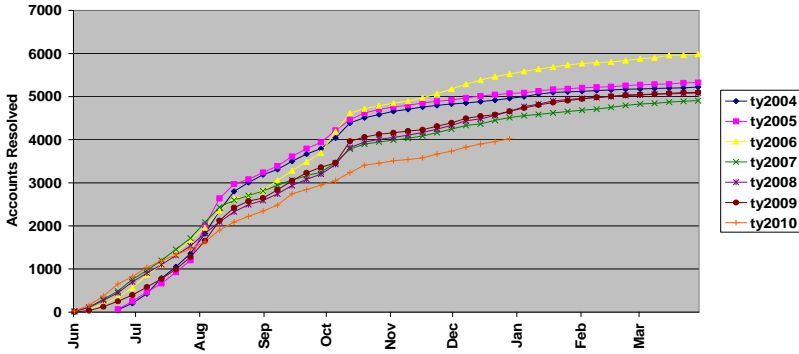
**Regulatory:** Issues permits and enforces regulations for variety of regulated businesses and events. Regulatory functions collected \$950,000 in FY 2010-11.

### **Significant Issues for the Revenue Bureau in FY 2012-13:**

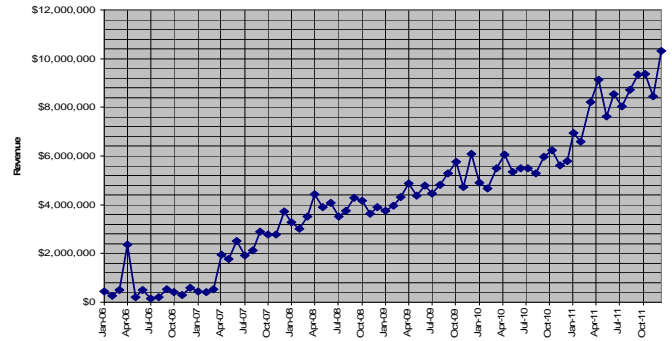
- Maintaining a high level of collections and compliance with the business license tax in a difficult economy.
- Working towards electronic solutions for several key functions, including paying liens and filing business license taxes. Phase 1 of the 2D barcode project will incorporate barcodes onto Revenue Bureau fill and print forms as of March 2012. Phase 2 is to have barcodes printed on forms that are generated through external tax-software providers.
- Moving the Regulatory program to full cost recovery. Several projects are expected to increase compliance, as well as increase permit and penalty revenue. Increased efficiencies will play an important role.
- Completing code and rule revisions in several Regulatory programs to reflect changes in the regulated businesses, improve consumer protections, and provide better enforcement tools.
- Continuing improvements in private-for-hire transportation. All programs have increased field inspections, and improved complaint processing. Will continue to increase coordination with Police, TriMet, the Port of Portland, and Bureau of Transportation concerning enforcement activities.

## Performance Dashboard

**Cumulative Paid Resolution**



**Monthly Revenue Collected Online (2006-2011)**



### Operating and Capital Requirements

	FY 2010-11 Actuals	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Request	FY 2013-14 Estimate
Operating - Base	\$17,325,194	\$18,401,706	\$18,990,270	\$18,682,597	\$19,750,000
Operating - One-Time Initiatives	\$0	\$0	\$0	\$0	\$0
Capital - New Construction	\$0	\$0	\$0	\$0	\$0
Capital - Major Maintenance	\$0	\$0	\$0	\$0	\$0
Unappropriated Ending Balance	\$531,167	\$239,271	\$43,350	\$43,350	\$45,000
<b>Total</b>	<b>\$17,856,361</b>	<b>\$18,640,977</b>	<b>\$19,033,620</b>	<b>\$18,725,947</b>	<b>\$19,795,000</b>

### Overview of Major Projects and Initiatives

**Direct Transmission of Tax Returns through Third Party Software:** While the bureau has actively worked on this initiative during the past fiscal year, we have been unable to achieve a breakthrough. The bureau has petitioned the IRS, which may take several years to complete. As an alternative, the bureau is focusing efforts on 2D bar-coding which adds barcodes to printed forms that when submitted will allow the bureau to scan the barcode and automatically upload the tax information into the Business License Information System (BLIS).

**Complete Regulatory Code Reforms and Rule Development:** Major code revisions are planned for the chapters regulating the towing, pay and park, and special events programs. The outdated code regarding social gaming will be thoroughly revised. Another significant code update is being prepared for the private for-hire transportation program, including additional company and vehicle types. Definitions of shuttle and tour businesses will be updated and clarified. The private for-hire transportation program is also preparing to report on taxi driver social and economic conditions, including a review of the regulations that pertain to driver working conditions.

# Office of the Chief Administrative Officer

## Management Data

Commissioner in Charge: Mayor Adams  
 Bureau Director: Jack D. Graham  
 Website: [www.portlandonline.com/omf](http://www.portlandonline.com/omf)  
 Percent Administration: 9.12%  
 Percent M/W/ESB Contract \$:  
 Prime - 0% / Subprime - N/A

## Workforce Data

Total FTE: Fulltime - 60.00 / Limited Term - 0.0  
 Percent Minorities: 15.09%  
 Percent Female: 60.38%  
 Percent Non-Represented: 86.23%  
 Management Span of Control: 4.67  
 Management Layers: 1 to 4

## Resource Summary

	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Reductions	FY 2012-13 Add Packages	FY 2012-13 Requested
GF Ongoing	\$5,180,055	\$2,454,020	(\$248,906)	\$0	\$2,205,114
GF One-Time	\$11,875,960	\$18,231,899	(\$519,074)	\$0	\$17,712,825
GF Overhead	\$1,265,211	\$1,490,001	\$0	\$0	\$1,490,001
IA Revenues	\$14,894,757	\$15,355,437	(\$645,000)	\$0	\$14,710,437
Other Revenues	\$33,375,804	\$32,934,898	\$0	\$0	\$32,934,898
<b>Total Revenues</b>	<b>\$66,591,787</b>	<b>\$70,466,255</b>	<b>(\$1,412,980)</b>	<b>\$0</b>	<b>\$69,053,275</b>
FTE	60.00	60.00	(1.00)	0.00	59.00

## Bureau Overview and Significant Issues

### **Office of the Chief Administrative Officer**

The Chief Administrative Officer (CAO) is responsible for providing oversight and direction to all five bureaus and two divisions of OMF, as well as Citywide projects; delivering cost-effective and responsive services, and providing accurate and timely information to the Mayor and City Council.

The Office of the CAO is comprised of:

#### **Business Operations**

The Business Operations Division provides an array of financial management, project management and communications services to OMF bureaus, City Council and OMF-wide initiatives. Business Operations manages OMF's \$260 million budget and serves 26 business groups.

#### **Enterprise Business Solution**

The Enterprise Business Solution (EBS) Division's mission is to coordinate and facilitate the City's efficient use of SAP and to support Citywide, standardized best business processes to improve City service delivery.

#### **Citywide Projects: Public Safety Systems Revitalization Program (PSSRP)**

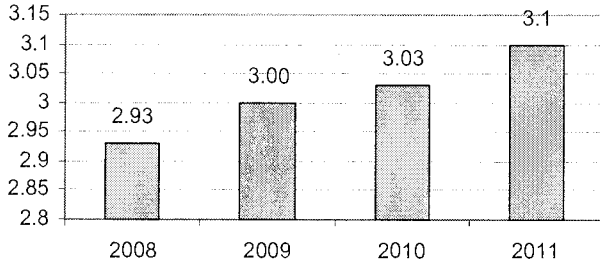
PSSRP is an initiative to replace and upgrade the emergency communication and information systems essential to public safety services provided by the City of Portland.

### Significant Issues for the Office of the CAO in FY 2012-13

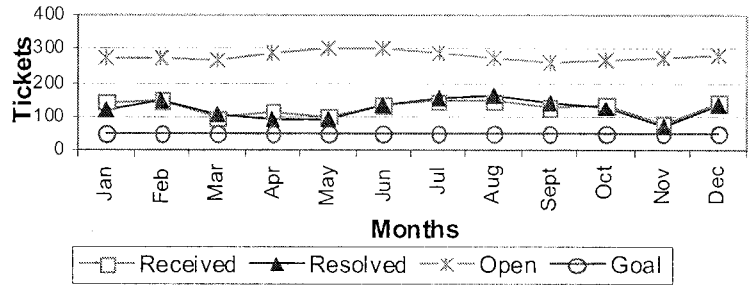
- **Workforce planning** – focusing on employee development and recruitment to plan for retirements.
- **Critical technology recovery in a disaster** – building backup systems to maintain critical City services.
- **Facilities asset management** – maintaining and preserving the City's essential facilities and property assets.
- **Technology asset replacement** – creating a funding mechanism for ongoing technology replacement.

## Performance Dashboard

### Business Operations Customer Service Ratings (Out of 4)



### Incident HelpDesk Tickets: 2011



## Operating and Capital Requirements

	FY 2010-11 Actuals	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Request	FY 2013-14 Estimate
Operating - Base	\$17,719,494	\$25,103,543	\$32,666,173	\$31,263,827	\$33,973,000
Operating - One-Time Initiatives	\$808,410	\$3,129,000	\$0	\$0	\$0
Capital - New Construction	\$7,979,525	\$8,333,164	\$3,215,675	\$3,215,675	\$3,344,000
Capital - Major Maintenance	\$5,224,543	\$927,496	\$5,772,991	\$5,772,991	\$6,004,000
Unappropriated Ending Balance	\$32,533,984	\$29,098,584	\$28,811,416	\$28,800,782	\$29,964,000
<b>Total</b>	<b>\$64,265,956</b>	<b>\$66,591,787</b>	<b>\$70,466,255</b>	<b>\$69,053,275</b>	<b>\$73,285,000</b>

## Overview of Major Projects and Initiatives

- Provide financial and investment advice for moving the City out of the recession.
- Coordinate the bi-annual review and update of Citywide Financial Management Policies.
- Complete updates of OMF-wide plans, such as the Continuity of Operations Plan.
- Lead OMF Strategic Planning initiative for 2012-17.
- Incorporate responsibilities for two Council-appointed independent citizen committees into core services.
- Develop and implement the migration of the OMF website refresh project.
- Delivery of initial phases of manager self-service (MSS).
- Expansion of the Business Objects (BOBJ) reporting tools.
- Initial implementation of the EBS Training Plan, approved in November 2011.
- Public Safety Emergency Radio System Replacement Project.
- Regional Justice Information Network (RegJIN) Project.
- Fire Information System (FIS) Replatform Project.

## Major Assets Managed

	5 Years Ago	Current	5 Years From Now
Percent in Good Condition	N/A	100.0%	100.0%
Percent in Fair Condition	N/A	0.0%	0.0%
Percent in Poor Condition	N/A	0.0%	0.0%
Major Maintenance Backlog	N/A	\$0	\$0
Replacement Value Total	N/A	\$50M	\$50M

**Bureau of Financial Services  
Program Summary Template**

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
Accounting Manager: Jane Kingston 823-4358	The Accounting Division provides accounting and financial reporting services and manages the City's corporate accounting systems and processes.	29.25	-	3,940,716	-	1.6%	3,892,031	48,685	-	-	Number of accounts receivables invoices issued FY 2010-11 Actuals: 201,106 FY 2012-13 Target: 213,353  Number of payroll checks without errors FY 2010-11 Actuals: 26,400 FY 2012-13 Target: 26,000	1	1
Financial Planning Manager: Andrew Scott 823-6845	Financial Planning includes the City's financial planning and grants administration functions. Financial Planning coordinates development of the City's budget, creates the City's published budget documents, analyzes City policies and ordinances for fiscal and policy impacts, provides fiduciary oversight of the General Fund, and performs special studies. Grants Administration assists with the application for grants, examines requests to grantors for reimbursement to ensure grant compliance, facilitates maximum cash flow from grantors, and coordinates and prepares federally required grant reports.	17.75	-	2,458,248	-	2.6%	2,428,248	30,000	-	-	Number of active grants (all types) FY 2010-11 Actuals: 468 FY 2012-13 Target: 475  Number of budget actions reviews and special studies completed FY 2010-11 Actuals: 137 FY 2012-13 Target: 135	2	2
Public Finance and Treasury Manager: Eric Johansen 823-6851	Public Finance and Treasury provides the City's Treasury (banking and investment), Debt Management, and Deferred Compensation operations. Public Finance and Treasury's daily activities are critical to the execution of the City's debt and investment policy and strategies, maintenance of Citywide capital financing programs and compliance with applicable Internal Revenue Service arbitrage rebate requirements.	13.5	-	2,374,090	-	5.3%	-	622,724	327,001	1,424,365	Debt under management (in billions) FY 2010-11 Actuals: 3.28 FY 2012-13 Target: 3.80  Investment portfolio yield (% of benchmark) FY 2010-11 Actuals: 213% FY 2012-13 Target: 100%	3	3
Fund Level Expenses	This line contains the total fund level expenses, which includes all debt service, cash transfers, contingency, and unappropriated fund balance.	NA	NA			NA					NA	NA	NA
<b>Total</b>		<b>60.50</b>	<b>-</b>	<b>8,773,054</b>	<b>-</b>		<b>6,320,279</b>	<b>701,409</b>	<b>327,001</b>	<b>1,424,365</b>			

## Bureau of Human Resources Program Summary Template

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
Operations and Strategic Support Manager: Yvonne Deckard Phone # 503-823-3506	Operations and Strategic Support consists of three functions: Director's Office, Benefits/Wellness, and Operations.	24	-	52,001,544	-	2.2%	2,388,228	500,000	-	48,197,990	Number of Fitness Center Visits FY 2010-11 Actuals: 22,400 FY 2012-13 Target: 24,000  Employee Personnel Transactions reviewed FY 2010-11 Actuals: 6,201 FY 2012-13 Target: 6,000	1	1
HR Corporate Services Manager: Yvonne Deckard Phone # 503-823-3506	HR Corporate Services consists of five functions: Classification/Compensation, Employment and Development, Diversity Development/Affirmative Action, Labor Relations, and Citywide Training.	26	-	2,947,808	-	2.2%	2,947,808				Number of classification actions annually FY 2010-11 Actuals: 445 FY 2012-13 Target: 450  Number of employment applications received annually FY 2010-11 Actuals: 18,864 FY 2012-13 Target: 17,000  Number of Labor Relations Training Sessions FY 2010-11 Actuals: 31 FY 2012-13 Target: 75	2	2
Site Teams and Police HR Manager: Anna Kanwit Phone # 503-823-5219	The Site Teams and Police HR provide human resources consultation, services, and training to City bureaus to ensure that bureau directors, managers, supervisors, and the entire City workforce have immediate access to BHR professionals in support of their business and work-related needs.	20	-	2,376,073	-	2.2%	2,376,073				Cost of Providing HR Service per City FTE FY 2010-11 Actuals: \$1,293 FY 2012-13 Target: \$1,293  City Employees per BHR Employee FY 2010-11 Actuals: 98 FY 2012-13 Target: 96	3	3
Fund Level Expenses	This line contains the total fund level expenses, which includes all debt service, cash transfers, contingency, and unappropriated fund balance.	NA	NA	17,774,054		NA	-			18,689,380	NA	NA	NA
<b>Total</b>		<b>70.00</b>	<b>-</b>	<b>75,099,479</b>	<b>-</b>		<b>7,712,109</b>	<b>500,000</b>	<b>-</b>	<b>66,887,370</b>			

**Bureau of Internal Business Services  
Program Summary Template**

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
CityFleet Manager: John Hunt 823-4302	CityFleet procures, maintains, and repairs all City vehicles and equipment with the exception of Portland Fire & Rescue's engines and ladder trucks.	77.00	0.00	22,451,750	7,962,858	2.1%	-	29,599,608	140,000	675,000	Instock parts fill rate FY 2010-11 Actuals: 82% FY 2012-13 Target: 80%  Percent of fleet purchases completed by 12/31 FY 2010-11 Actuals: 67% FY 2012-13 Target: 65%  Percentage of usage against availability FY 2010-11 Actuals: 82% FY 2012-13 Target: 80%	4	4
Facilities Services Manager: Bob Kieta 823-2039	Facilities Services operates four primary activities: Property Management, Project Management, Operation and Maintenance, and Spectator Facilities.	35.92	0.00	27,885,690	14,537,011	3.1%	-	26,754,263	1,101,353	14,567,085	Value of capital projects completed FY 2010-11 Actuals: \$13,251,664 FY 2012-13 Target: \$11,550,000  Number of work orders completed for scheduled maintenance FY 2010-11 Actuals: 3,511 FY 2012-13 Target: 3,550  Portfolio size - total square footage of facilities managed FY 2010-11 Actuals: 1,371,259 FY 2012-13 Target: 1,595,728	2	2
Printing & Distribution Manager: Ron Haddock 823-4452	Printing & Distribution (P&D) provides centralized, high quality, convenient, technologically current, and cost-effective reproduction and mailing services to City and external customers, as well as the public.	23.00	0.00	6,760,955	-	4.1%	-	5,273,545	1,487,410	-	Total number of work orders completed FY 2010-11 Actuals: 19,792 FY 2012-13 Target: 18,500  Percentage of work shipped on time FY 2010-11 Actuals: 99.6% FY 2012-13 Target: 99%  Total number of pieces mailed per distribution employee FY 2010-11 Actuals: 894,127 FY 2012-13 Target: 850,000	5	5
Procurement Services Manager: Christine Moody 823-1095	Procurement Services provides leadership, policy development, oversight and management of the City's procurement and contracting processes.	38.00	0.00	5,027,737	-	4.1%	4,620,088	176,000	120,000	111,649	Percent of formal prime contracts < \$200,000 awarded to M/W/ESB construction contractors FY 2010-11 Actuals: 39% FY 2012-13 Target: 18%  Number of formal and informal PTE contracts processed FY 2010-11 Actuals: 240 FY 2012-13 Target: 225	1	1

<p>Risk Management  Manager: Kate Wood  823-5277</p>	<p>The Risk Management section consists of five functional areas: Tort Liability Management; Workers' Compensation; Occupational Health &amp; Infectious Disease; Insurance and Self-Insurance; and Loss Prevention.</p>	<p>21.00</p>	<p>0.00</p>	<p>13,705,826</p>	<p>-</p>	<p>2.9%</p>	<p>-</p>	<p>13,705,826</p>	<p>-</p>	<p>-</p>	<p>incurred cost of general liability claims per \$100 payroll  FY 2010-11 Actuals: \$0.62  FY 2012-13 Target: \$0.62   Number of workers compensation claims per 200,000 hours worked  FY 2010-11 Actuals: 5.26  FY 2012-13 Target: 6.5   Number of employees trained in dealing with blood-borne pathogens  FY 2010-11 Actuals: 2,067  FY 2012-13 Target: 1,500   Incurred cost of works compensation claims per \$100 payroll  FY 2010-11 Actuals: \$0.63  FY 2012-13 Target: \$0.80</p>	<p>3</p>	<p>3</p>
<p>Fund Level Expenses</p>	<p>This line contains the total fund level expenses, which includes all debt service, cash transfers, contingency, and unappropriated fund balance.</p>	<p>NA</p>	<p>NA</p>	<p>89,793,236</p>	<p>15,443,717</p>	<p>NA</p>	<p>2,796,546</p>	<p>63,353,354</p>	<p>386,055</p>	<p>38,700,998</p>	<p>NA</p>	<p>NA</p>	<p>NA</p>
<p>Total</p>		<p>194.92</p>	<p>0.00</p>	<p>165,625,194</p>	<p>37,943,586</p>		<p>7,416,634</p>	<p>138,862,596</p>	<p>3,234,818</p>	<p>54,054,732</p>			

**Revenue Bureau  
Program Summary Template**

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
Regulatory Manager: Kathleen Butler 865-2486	The Regulatory program issues permits and enforces regulations for a variety of regulated businesses and events: private for-hire transportation (taxis, executive sedans, limousines, shuttles, tour vehicles, medical transportation), towing (companies, vehicles, drivers, private property impounds and City contracts), pay and park lot inspections, secondhand dealers, social games, amusement devices, payday lenders, and special events.	9.3	-	1,479,612	-	0.1%	17,200	1,237,940	-	1,400	Total Regulatory revenue collected FY 2010-11 Actuals: \$948,638 FY 2012-13 Target: \$1,200,000  Regulatory cost recovery (revenue/expediture) FY 2010-2011 Actuals: 90.50% FY 2012-13 Target: 100%	2	2
Revenue Collections Manager: Terri Williams 865-2469	The Revenue Collections program provides revenue collection and administrative support for business income tax, transient lodgings tax, business improvement districts, special assessment liens, and the utility billing system. The program identifies new revenue sources, enhancements to collection efforts, and improved use of information technology to complete work more efficiently.	56.7	-	17,510,658	-	2.3%	4,132,189	12,453,704	899,915	68,200	Bureau revenues collected (in millions) FY 2010-11 Actuals: \$168 FY 2012-13 Target: \$173  Business License Tax Gap-Estimated difference between business taxes paid/owed (in millions) FY 2010-11 Actuals: \$5.19 FY 2012-13 Target: \$5.68  Supported revenue collection (in millions) FY 2010-11 Actuals: \$330 FY 2012-13 Target: \$390	1	1
Fund Level Expenses  (Revenue Bureau Special Funds 204 and 209)	This line contains the total fund level expenses, which includes all debt service, cash transfers, contingency, and unappropriated fund balance.	0	-	43,350	-	NA	-	-	-	223,072	NA	NA	NA
<b>Total</b>		<b>66.00</b>	<b>-</b>	<b>19,033,620</b>	<b>-</b>		<b>4,149,389</b>	<b>13,691,644</b>	<b>899,915</b>	<b>292,672</b>			

**Bureau of Technology Services  
Program Summary Template**

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
Administration Manager: Amy Tuttle 823-7930	The Administration program delivers efficient and effective ordering, storekeeping, budget development, and clerical services. Administration is responsible for executing streamlined processes to deliver timely and efficient order fulfillment of technology products; delivering consistent and effective clerical services in support of all bureau staff needs, bureau policy development, timekeeping, payroll, and personnel administration; maintaining effective inventory controls of technology equipment and software; and budget coordination with staff from OMF Business Operations. Administration also includes the Office of the Chief Technology Officer (CTO). The CTO plans, organizes, integrates and directs the organization, financial management, administration, personnel and operations of the bureau.	13	-	4,470,954	-	100.0%	-	-	-	132,000	Number of bureau staff per clerical employee FY 2010-11 Actuals: 74 FY 2012-13 Target: 73  OMF Customer Service Survey average satisfaction rating for Office of the CTO (4=highest) FY 2010-11 Actuals: new measure FY 2012-13 Target: 3	9	9
Business Solutions Manager: Thanh Nguyen 823-6918	The Business Solutions program develops and supports corporate-wide and bureau specific business applications and services, advances e-government and e-commerce initiatives that address internal and public needs, and manages strategic planning efforts. Key responsibilities are to provide citywide application development, implementation, and support; develop and maintain the BTS strategic plan and technology roadmap; engineer new technology solutions to meet customer business needs; and provide oversight for any outsourced application development and selection of all third party applications and services.	61.63	2.00	10,017,859	-	0.0%	-	12,322,559	101,092	156,342	Yearly revenue processed electronically through the payment gateway (in millions) FY 2010-11 Actuals: \$79.2 FY 2012-13 Target: \$77.0  Average number of unique visitors per day served to PortlandOnline FY 2010-11 Actuals: 18,237 FY 2012-13 Target: 18,000	4	4
Communications Manager: Vinnie Puglia 823-7333	The Communications program maintains a robust public safety radio and emergency dispatch system as well as large telecommunications, video surveillance & network environments. The responsibilities of Communications are to rapidly respond to and resolve all voice, radio, dispatch technology and network support issues; effectively engineer and maintain the City's communications systems, and networks including the Integrated Regional Network Enterprise (IRNE) and Institutional Network (I-NET) serving government agencies throughout Multnomah County.	40	-	13,740,629	1,445,833	0.0%	-	16,477,398	5,393,366	377,184	Number of Pieces of Electronic Radio Equipment maintained FY 2010-11 Actuals: 7,616 FY 2012-13 Target: 6,950  Percentage of time Radio System operated without failure FY 2010-11 Actuals: 99.00% FY 2012-13 Target: 99.99%	1	1

Customer Relations Manager: Myndi Ferial 823-5572	Customer Relations works with BTS customers to identify business requirements in order to develop solutions and service level agreements aligned with their business needs. The responsibility of Customer Relations is to understand customer business needs and key challenges, gather customer business requirements to assist in the development of appropriate technology solutions, collaboratively develop technology work plans in concert with the yearly budget process, provide transparent and timely two-way communication and information sharing that builds strong partnerships between BTS and its customers, and provide ongoing management and revisions to the BTS Service Catalog and bureau specific Service Level Agreements.	5	-	820,285	-	0.0%	-	-	-	-	BTS Customer Service satisfaction average rating for Customer Relations (5=highest) FY 2010-11 Actuals: new measure FY 2012-13 Targets: 4	8	8
Information Security Manager: Logan Kleier 823-2311	The role of Information Security is to ensure the confidentiality, integrity, and availability of all City data and communications systems and assets. The responsibilities of this program are to develop and measure compliance with information policies and procedures; to minimize risk through implementation of effective technical, administrative and physical security controls; and develop and maintain the BTS business continuity and disaster recovery plan.	5	-	1,447,200	-	0.0%	-	964,951	-	-	Percentage of computers (workstations and servers) able to accept security patching FY 2010-11 Actuals: new measure FY 2012-13 Target: 99%  Average length of deployment cycle for major security software updates - servers (includes testing, approval, and deployment). FY 2010-11 Actuals: new measure FY 2012-13 Target: 90	5	5
Police IT Manager: Mark Ellwood 823-0301	Police IT supports effective application development and maintenance, and provides quality infrastructure and field support to the Police Bureau. The responsibilities of Police IT are to develop and maintain Police data applications and supporting systems, and rapidly respond to and resolve all Police field and infrastructure support requests.	15	-	2,161,013	-	0.0%	-	1,683,968	-	-	Field Reporting System Availability FY 2010-11: new measure FY 2012-13: 99.5%	3	3
Production Services Manager: Carolyn Glass 823-5722	Production Services effectively maintains the City's state of the art data center facilities; supports the City's server, email, storage and backup infrastructure; and effectively maintains the infrastructure of the City's mission critical technology systems (SAP, Cayenta, Synergen, Maximo, CAD, TRACS, PPDS and Email).	27	-	6,335,044	1,909,162	0.0%	-	6,812,206	48,926	-	Public Safety system availability - BOEC (excluding scheduled maintenance) FY 2010-11 Actuals: new measure FY 2012-13 Target: 99.99%  Mission critical production system availability - SAP FY 2010-11 Actuals: new measure FY 2012-13 Target: 99.99%	2	2
Project Management Office Manager: Dan Bauer 823-2313	The role of the Project Management Office (PMO) is to deliver effective and consistent bureau wide project management practices for all disciplines of technology services provided by each BTS program. The responsibilities of PMO are to implement consistent project management methodologies and approaches regardless of technology discipline or program, facilitate project oversight including priority and resource alignment across the organization, and facilitate effective technology governance to ensure BTS is working on the City's highest priority technology initiatives.	11	-	1,429,977	-	0.0%	-	132,386	-	-	Percentage of customers who agree that project management service provided rate as "Excellent" FY 2010-11 Actuals: 73% FY 2012-13 Target: 80%	7	7

Support Center Manager: Cloy Swartzendruber 823-1288	The Support Center acts as the first point of contact for the majority of customer support needs. It also implements and manages effective tracking systems and tools. The responsibilities of the Support Center are to respond to and resolve all desktop and laptop issues and provide the first level of support of printing issues; act as the central point for user account and access management; deliver new and replacement desktop computers in time to meet customer needs; effectively manage City desktop, laptop and server systems with robust, down-the-wire administration and deployment tools; and engineer, implement, and maintain the systems and tools needed for tracking service requests and computing assets.	40	-	7,284,408	-	0.0%	-	5,823,982	211,356	-	First Call Resolution FY 2010-11 Actuals: 75.07% FY 2012-13 Target: 75%  Number of email accounts supported FY 2010-11 Actuals: 6,456 FY 2012-13 Target: 6,500	6	6
Fund Level Expenses	This line contains the total fund level expenses, which includes all debt service, cash transfers, contingency, and unappropriated fund balance.	NA	NA	15,266,933	-	NA	-	-	-	15,691,581	NA	NA	NA
<b>Total</b>		<b>217.63</b>	<b>2.00</b>	<b>62,974,302</b>	<b>3,354,995</b>	<b>-</b>	<b>-</b>	<b>44,217,450</b>	<b>5,754,740</b>	<b>16,357,107</b>			

**Office of the Chief Administrative Officer  
Program Summary Template**

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
Business Operations Manager: Jane Braaten 823-5665	Business Operations provides strategic financial, communications, administrative, and project management services to all OMF bureaus and other City offices.	30	-	4,645,166	-	19.9%	2,175,167	2,303,459		166,540	Total budget managed annually ( in millions) FY 2010-11 Actuals: \$275 FY 2012-13 Target: \$250  Number of employee hours of diversity training conducted at OMF-wide training FY 2010-11 Actuals: 142 FY 2012-13 Target: 320	1	1
Enterprise Business Solution Manager: Satish Nath 823-7459	Enterprise Business Solution (EBS) implements, maintains, and continuously improves the City's SAP integrated resource planning system. EBS provides functional, technical, communications, change management, end user training, and administrative services in support of the SAP system.	20	-	8,576,074	-	6.4%	-	13,051,978	-	-	Number of training sessions delivered FY 2010-11 Actuals: 200 FY 2012-13 Target: 130  Customer Service satisfaction rating (scale 1 to 4) FY 2010-11 Actuals: 2.1 FY 2012-13 Target: 2.5	2	2
Fund Level Expenses	This line contains the total fund level expenses, which includes all debt service, cash transfers, contingency, and unappropriated fund balance.	NA	NA	8,555,166	-	NA	-	-	-	4,079,262	NA	NA	NA
<b>Total</b>		<b>50.00</b>	<b>-</b>	<b>21,776,406</b>	<b>-</b>		<b>2,175,167</b>	<b>15,355,437</b>	<b>-</b>	<b>4,245,802</b>			

**Citywide Projects  
Program Summary Template**

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
Public Safety Systems Revitalization Program (PSSRP) Manager: Andrew Carlstrom 823-5540	PSSRP manages the procurement and implementation of upgrades to the City of Portland's public safety systems used by the City and its regional partner agencies. PSSRP provides overall management and technical leadership for the projects in the PSSRP portfolio including staff needed to plan for and implement public safety system replacements and upgrades.	10	-	910,541	8,988,666	6.7%	1,405,863	-	-	8,493,344	N/A There are no performance measures associated with PSSRP in the budget. Quality and effectiveness of PSSRP are measured and reported monthly by an independent quality assurance (QA) services firm on contract with the City.	N/A	N/A
Fund Level Expenses	This line contains the total fund level expenses, which includes all debt service, cash transfers, contingency, and unappropriated fund balance.	N/A	N/A	20,195,752	-	N/A	-	-	-	20,195,752	N/A	N/A	N/A
<b>Total</b>		<b>10.00</b>	<b>-</b>	<b>21,106,293</b>	<b>8,988,666</b>		<b>1,405,863</b>	<b>-</b>	<b>-</b>	<b>28,689,096</b>			

Summary of Bureau Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	167,532,773	0	221,036	0	0
Personal Services	65,635,589	65,184,137	73,687,490	73,009,384	70,846,414
External Materials and Services	128,057,103	121,832,481	151,657,840	138,782,205	136,430,919
Internal Materials and Services	23,056,598	25,022,414	25,097,306	25,471,620	25,154,132
Capital Outlay	12,567,405	23,951,602	25,915,396	24,496,780	24,496,780
Debt Service	32,326,098	20,110,648	19,584,925	19,446,819	19,446,819
Fund Transfers - Expense	18,731,299	7,021,084	20,984,584	8,393,273	8,393,273
Contingency	0	0	148,560,865	153,670,137	152,820,867
<b>Total Expenditures</b>	<b>447,906,865</b>	<b>263,122,366</b>	<b>465,709,442</b>	<b>443,270,218</b>	<b>437,589,204</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	147,560,182	0	182,091,539	171,551,027	171,551,027
Taxes	2,287,477	3,131,679	3,049,720	3,412,000	3,412,000
Licenses & Permits	5,525,734	5,788,360	6,223,064	6,281,940	6,299,140
Charges for Services	47,039,280	52,223,008	46,994,404	51,638,509	52,260,509
Intergovernmental Revenues	11,853,591	12,924,057	16,308,139	11,457,452	11,344,617
Interagency Revenue	123,076,796	130,072,369	139,689,460	138,767,756	134,320,181
Fund Transfers - Revenue	36,154,037	7,270,965	17,925,955	7,690,938	7,661,107
Bond and Note Proceeds	24,128,397	29,558,875	4,879,213	0	0
Miscellaneous Sources	7,359,621	4,759,708	8,043,662	7,492,811	7,392,473
General Fund Discretionary	28,909,068	0	29,012,348	32,311,113	30,681,478
General Fund Overhead	14,012,682	0	11,491,938	12,666,672	12,666,672
<b>Total Resources</b>	<b>447,906,865</b>	<b>245,729,021</b>	<b>465,709,442</b>	<b>443,270,218</b>	<b>437,589,204</b>



# Customer Service Improvement Status Report

**Bureau: Office of Management and Finance**

**Staff Contact: Jane Braaten**

**Phone: 503-823-5665**

**Date: January 30, 2012**

**Bureau Mission and Goals:** Please attach copies of your bureau's mission, goals, and any workplans or other policy documents that specifically address customer service improvement efforts. Please describe how your strategic plans include customer service, and any plans for improvement.

The 2010-12 OMF Strategic Plan includes a primary goal on enhancing customer service. Each OMF bureau created action items and recent accomplishments around this goal, which are featured on pages 12-15 in the OMF Strategic Plan. These goals and action items were adopted by the OMF Leadership Team and guide the organization's strategic direction.

The OMF Strategic Plan can be viewed at  
<http://www.portlandonline.com/omf/index.cfm?c=25949&a=342790>

**Customer Service Assessment:** Please attach a copy of your most recent customer service survey and survey results. Please indicate how your bureau assesses timeliness, accuracy, helpfulness, expertise, and available information. If you do not currently survey bureau customers, please explain any future plans.

In the summer of 2011, OMF conducted its fifth annual customer survey. The survey asked City staff and key stakeholders to rate OMF's functional service areas on the following customer service factors:

- Overall Service
- Availability of Information
- Expertise
- Helpfulness
- Accuracy
- Timeliness

A series of interviews with Bureau chiefs, department heads, City Council members and staff was conducted at the same time.

The summary of results can be found using the following link:  
<http://www.portlandonline.com/omf/index.cfm?c=46147&a=365066>

Within OMF, several bureaus and divisions independently survey customers, with more focus on the specific areas of their operations. Those include the Bureau of Technology Services, Human Resources, CityFleet, and Risk Management.

**Workforce Development:** Please describe any efforts you have made to develop customer service competency within your workforce in the areas of recruitment, training, and evaluation. Please share any details you can provide regarding progress

in these areas over the past year (training program information, key bureau contacts, recruitment/evaluation material examples, etc.)

In 2011, OMF conducted several activities aimed at improving customer service competency in the workforce. The OMF Diversity Committee organized two trainings open to all OMF employees. One training was on Generational Differences in the Workplace, attended by 86 employees, and another was on Breaking Communication Barriers, attended by 120 employees.

Materials from the Generational Differences in the Workplace training can be found at: <http://www.portlandonline.com/omf/index.cfm?c=54903>

Materials from the Breaking Communication Barriers training can be found at: <http://www.portlandonline.com/omf/index.cfm?c=55190>

In FY 2011-12 the Bureau of Human Resources revised the Citywide training program to help bureaus build skills within their workforce to meet current and emerging business needs. Many of these new classes focused on elements of customer service, including Emotional Intelligence, Navigating Tough Conversations, Time Management, Performance Management, and Conflict Resolution. A new Training Manager was hired to develop a training plan to respond to Citywide training needs.

Full training class descriptions can be found at: <http://www.portlandonline.com/omf/index.cfm?c=27558>

In FY 2011-12, the Bureau of Human Resources implemented the NeoGov electronic recruitment system, which allows for a more streamlined online application processes for both internal and external job candidates. BHR has also implemented an online career center that provides tips on completing City applications. NeoGov will soon provide paperless reporting and communication tools for staff, increasing customer service and saving time.

The Bureau of Human Resource's new career center can be found at: <http://www.portlandonline.com/omf/index.cfm?c=54930>

In FY 2011-12, the organization also adopted the OMF Policies and Procedures, which standardizes activities and protocols across the organization. These cover areas of administration, communication, working environment, finance, purchasing, and safety. Because OMF is a large organization with diverse functions, standardizing activities and protocols will improve consistency and responsiveness to both our employees and our customers.

The OMF policies and procedures can be found at: <http://www.portlandonline.com/omf/index.cfm?c=54618>



# CITY OF PORTLAND

OFFICE OF MANAGEMENT AND FINANCE

Sam Adams, Mayor  
Jack D. Graham, Chief Administrative Officer  
1120 SW Fifth Ave., Suite 1250  
Portland, Oregon 97204-1912  
(503) 823-5288  
FAX (503) 823-5384  
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## OMF Bureau Advisory Committee Report FY 2012-13 Budget Process

### About the OMF Budget Advisory Committee

The Office of Management and Finance (OMF) implemented an Advisory Committee in 2006 comprised of primary customers and stakeholders. The committee includes six non-OMF bureau directors, two Mayor/Commissioner staff members, as well as three labor representatives and one community member (membership listed below). Chaired by OMF's Chief Administrative Officer, the committee meets monthly to advise OMF on project and program questions, customer service issues, and budget decisions. The Advisory Committee convenes as OMF's Budget Advisory Committee during the budget process.

### Budget Advisory Committee Recommendations for FY 2012-13 OMF Requested Budget

OMF Bureaus had to formulate cut packages at the 4%, 6%, and 8% level. The committee recognizes the critical choices OMF must make and does not disagree with the decisions, however, there are concerns about service level impacts and workload increases for existing staff. The main concerns of the cut packages are:

Securing renters for the 1900 Building.

- A cut package for Facilities Services included increased rents from filling current space vacancies. The committee questions whether this package is feasible if renters cannot be signed.

Impacts to BTS and EBS service levels, given the high priority of these services for City bureaus.

- Prior to this year's Fall BMP, BTS had 24/7 coverage in the Data Center. The coverage included monitoring of batch processing, SAP, facility issues, as well as basic problem-solving for users calling during non-business hours. Three positions were eliminated in the Fall BMP. With all of the cut packages, the last position in the data center would be eliminated. BTS plans to use existing on-call staff to handle emergencies.
- EBS still has several high priority issues related to existing and new functionality that City bureaus would like to see resolved.

Vendor payments made in a timely manner are very important to nonprofits.

The potential risk and cost associated with eliminating portions of the City's insurance policy.

- Risk Management is proposing eliminating the second layer of the City's insurance policy at the \$10-30 million threshold.
- Milwaukee had a claim over \$30 million so we should carefully consider making this cut.

*An Equal Opportunity Employer*

*To help ensure equal access to programs, services and activities, the Office of Management & Finance will reasonably modify policies/procedures and provide auxiliary aids/services to persons with disabilities upon request.*

The expected workload increase for remaining employees and work groups that are impacted by position reductions.

- At the 8% level, OMF is proposing reducing their workforce by 27.5 FTE. Though most of these positions are currently vacant or filled by temporary staff, the workload will remain the same and likely shift to existing staff.
- It is recommended that OMF put a plan into place to support workers impacted by the cut positions.

The theme of these cuts is deferring maintenance of our assets and postponing improvements.

### **Program Ranking**

Attached is the OMF Budget Advisory Committee ranking of OMF programs.

### **OMF Budget Advisory Committee Roster**

#### **Chairs**

Jack D. Graham, Chief Administrative Officer

Vacant

#### **Members**

Jeff Baer: Bureau of Internal Business Services

Jane Braaten: OMF Business Operations

Bob Carroll: IBEW

Tim Crail: Commissioner Fritz's Office

Yvonne Deckard: Bureau of Human Resources

Rich Goward: Bureau of Financial Services

Mike Greenfield: Public Member

Mark Greinke: Bureau of Technology Services

Debbie Hussey: AFSCME, Local 189

Warren Jimenez: Mayor's Office

John Klum: Portland Fire & Rescue

Thomas Lannom: Revenue Bureau

Traci Manning: Portland Housing Bureau

Carmen Merlo: Portland Bureau of Emergency Management

Satish Nath: Enterprise Business Solution

Mike Reese: Portland Police

Paul Scarlett: Bureau of Development Services

David Shaff: Portland Water Bureau

Gerry Verhoef: COPPEA

Vacant Public Member

Vacant Public Member

**RANKING WORKSHEET FOR BUREAU DIRECTORS & BAC  
OMF Advisory Committee Rankings  
FY 2012-2013**

	Bureau Directors' Rankings	Rankings Based on OMF Advisory Average
<b>BUREAU OF FINANCIAL SERVICES</b>		
Accounting	1	1
Financial Planning	2	2
Public Finance and Treasury Program	3	3
<b>BUREAU OF HUMAN RESOURCES</b>		
Operations and Strategic Support	1	1
HR Corporate Services	2	2
Site Teams/Police HR	3	3
<b>BUREAU OF INTERNAL BUSINESS SERVICES</b>		
Procurement Services	1	1
Facilities Services	2	2
Risk Management	3	3
CityFleet	4	4
Printing & Distribution	5	5
<b>BUREAU OF TECHNOLOGY SERVICES</b>		
Communications	1	1
Productions Services	2	2
Police IT	3	3
Business Solutions	4	4
Information Security	5	5
Support Center	6	6
Project Management Office	7	7
Customer Relations	8	8
Administrative Services	9	9
<b>OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER</b>		
Business Operations	1	1
Enterprise Business Solutions	2	2
<b>REVENUE BUREAU</b>		
Revenue Collections	1	1
Regulatory	2	2



# **Bureau of Financial Services**

## **OVERVIEW**

The Bureau of Financial Services (BFS) develops and communicates complex financial and policy information to elected officials, bureau managers, and the public; represents the City regarding financial management to external parties; provides technical support, business process advice, and policy interpretation services to City bureaus and the PDC; and provides a comprehensive range of complex financial services in support of City operations. BFS includes the following divisions: Accounting, Financial Planning, and Public Finance and Treasury.

Summary of Bureau Budget

MFFS

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Expenditures</b>					
Personal Services	6,091,810	5,573,124	6,561,129	6,674,097	6,452,151
External Materials and Services	694,483	611,100	958,513	843,080	728,989
Internal Materials and Services	1,244,759	1,326,066	1,200,832	1,255,877	1,227,155
Debt Service	0	21,913	0	0	0
<b>Total Expenditures</b>	<b>8,031,052</b>	<b>7,532,202</b>	<b>8,720,474</b>	<b>8,773,054</b>	<b>8,408,295</b>
<b>Resources</b>					
Charges for Services	214,082	103,647	312,002	317,002	317,002
Intergovernmental Revenues	268,534	220,156	326,399	327,001	312,314
Interagency Revenue	563,132	490,739	721,713	650,409	607,158
Miscellaneous Sources	1,035,943	1,029,845	1,169,520	1,158,363	1,058,025
General Fund Discretionary	3,334,994	0	2,541,002	2,650,629	2,444,146
General Fund Overhead	2,614,366	0	3,649,838	3,669,650	3,669,650
<b>Total Resources</b>	<b>8,031,052</b>	<b>1,844,386</b>	<b>8,720,474</b>	<b>8,773,054</b>	<b>8,408,295</b>

# Accounting

## Description

The Accounting program provides accounting and financial reporting services and manages the City's corporate accounting systems and processes. Program activities include:

- Ensuring City accounting operations result in accurate, complete, and timely information.
- Establishing and maintaining Citywide accounting standards.
- Assisting the bureaus in establishing a strong system of internal accounting control, and providing on-going review and assessment to ensure such controls are functioning as designed.
- Monitoring and processing payments, billings, accounting entries, and payroll.
- Helping City bureaus achieve fiscal compliance, accuracy, and timeliness.
- Monitoring accounting operations for compliance with City, State, and Federal regulations and Generally Accepted Accounting Principles (GAAP), to maintain the City's Aaa credit rating from Moody's Investors Service.
- Preparing financial reports, including the City's Comprehensive Annual Financial Report (CAFR), that comply with current accounting principles and regulatory requirements.

## Goals

Accounting supports the City goal to deliver efficient, effective, and accountable municipal services and the OMF goals of ensuring long-term financial health and continuously improving City business processes by maintaining a financially healthy City government.

## Performance

The program received the Government Finance Officers Certificate of Achievement for Excellence in Financial Reporting for the 30th consecutive year for the 2010 Comprehensive Annual Financial Report. The 2011 CAFR is currently in progress and is expected to be issued on schedule and to receive a clean audit opinion from the City's external auditors. Accounting provided key development and leadership roles in the implementation and integration of the City's EBS project, while continuing to deliver the same high level of financial and accounting services.

## Changes to Services and Activities

For FY 2008-09 through FY 2009-10, Accounting was a major contributing force in the EBS system implementation project to replace the City's financial and human resources systems. For FY 2010-11 through FY 2012-13, Accounting is leveraging the expanded resources of the new system to streamline and enhance accounting and payroll functions Citywide, and will continue to do so in the coming fiscal year.

# Financial Planning

## Description

Financial Planning includes the City's financial planning and grants administration functions. Financial Planning coordinates development of the City's budget, creates the City's published budget documents, analyzes City policies and ordinances for fiscal and policy impacts, provides fiduciary oversight of the General Fund, and performs special studies. The City Economist and Financial Planning analysts produce the General Fund revenue and financial forecasts. The analysts monitor bureau expenditures and revenues, coordinate budget amendments, and provide analysis of financial plans and operating and capital budgets. Financial Planning provides consultation, training, and technical assistance to City bureaus, hosts community budget forums, and assists the Mayor and Council with budgetary decision making.

The Grants office minimizes potential financial liability by ensuring only allowable costs are charged to grants and works to eliminate findings by grantors and auditors. The Grants office maximizes the City's cash flow from grantors, increasing interest earnings. Staff ensures new grant applications are well prepared and meet specific application requirements. The Grants office also coordinates and prepares the federally required Single Audit Report and the Federally Approved Indirect Cost Allocation Plan.

## Goals

Financial Planning supports the Citywide goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring the long-term financial health of the City by providing accurate and objective information to the Chief Financial Officer, the Chief Administrative Officer, the Mayor, and City Council.

## Performance

Performance is measured quantitatively by the accuracy of financial forecasts, the number of active federal grants, and the number of grant audit findings. The City's grants administration is recognized as a model for other jurisdictions. Other qualitative metrics include Financial Planning's ability to provide objective financial and policy recommendations to the Mayor and Council, and assist with the development and implementation of a balanced fiscal year budget. Financial Planning also plays an integral role in monitoring City revenues and expenditures and ensuring the City continues to be financially sustainable and resilient.

## Changes to Services and Activities

Financial Planning added several new projects over the past two years, including a budget mapping project, and continued integration of the Portland Plan as a performance tool into the budget process. These projects will continue into FY 2012-13. The Grants office continued its work with bureaus to increase compliance with grant billing deadlines and significantly reduce the billing backlog.

# Public Finance and Treasury

## **Description**

Public Finance and Treasury provides the City's Treasury (banking and investments), Debt Management and Deferred Compensation operations. Treasury actively manages the City's investment portfolio; reconciles all deposits and disbursements; manages the daily cash flow and forecasting; processes investment accounting journal entries; and negotiates and manages all banking, trust, and merchant service agreements. Debt Management's primary activities are debt transaction management, post-debt issuance compliance and management, continuing disclosure, issuance of conduit revenue bonds, investor and rating agency relations, and financial analysis for special projects. The City's deferred compensation plan is a Citywide supplemental retirement program currently serving more than 3,100 active and 2,000 inactive participants. Public Finance and Treasury's daily activities are critical to the execution of the City's debt and investment policy and strategies, maintenance of City-wide capital financing programs and compliance with applicable Internal Revenue Service arbitrage rebate requirements.

## **Goals**

Public Finance and Treasury supports the City's goal to deliver efficient, effective, and accountable municipal services, and supports the OMF goal of ensuring long-term financial health through responsible management of the City's investments and debt service.

## **Performance**

Treasury continues to provide effective stewardship of the City's investment portfolio. The City's investment earnings yield exceeded the investment policy benchmark by 213% in FY 2010-11, assets grew close to \$1 billion, and the transaction volume increased to almost 2,500 journal entries annually. One of the more visible accomplishments was coordinating the check processing automation at the Water Bureau. Treasury expects to complete an analysis of potential service providers for the implementation of Investment Accounting, Reporting, and Analysis software in FY 2012-13.

Debt Management continues to provide City bureaus with timely access to capital markets, low-cost financing and high credit ratings to ensure that cost-effective funding options are available to implement capital programs. Debt Management is working on enhanced communication of the City debt profile, primarily through a publication of an Annual Debt Report.

## **Changes to Services and Activities**

The City's long-term outstanding debt has grown steadily, although the number of long-term debt issues under management has remained relatively constant. Short-term borrowing programs have increased in number and complexity, requiring greater management and staff resources, however, no staffing changes are anticipated in response to these changes.

**Summary of Program Budgets**  
MFFS

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Accounting</b>					
Accounting	3,698,409	3,021,044	3,395,873	2,596,974	2,596,974
Accounting Administration	24,157	92,627	409,978	621,223	579,501
Processing and Payroll	0	171,503	19,636	314,437	314,437
Quality Assurance and Customer Relations	0	28,442	13,290	132,406	72,976
Technical Accounting	0	161,077	9,992	275,676	275,676
<b>Total Accounting</b>	<b>3,722,566</b>	<b>3,474,693</b>	<b>3,848,769</b>	<b>3,940,716</b>	<b>3,839,564</b>
<b>Administration &amp; Support</b>					
Administration & Support	(194,213)	(272,842)	0	0	0
<b>Total Administration &amp; Support</b>	<b>(194,213)</b>	<b>(272,842)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Management</b>					
Debt Management	986,808	828,650	902,273	0	0
Debt Management	0	167	0	0	0
<b>Total Debt Management</b>	<b>986,808</b>	<b>828,816</b>	<b>902,273</b>	<b>0</b>	<b>0</b>
<b>EBS Services</b>					
EBS Services	8,468	8,382	0	0	0
<b>Total EBS Services</b>	<b>8,468</b>	<b>8,382</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Financial Planning</b>					
Financial Planning	0	0	0	0	(1,440)
Budget & Economics	2,299,491	2,321,497	2,073,285	1,995,294	1,891,403
Grants Management	30,771	28,023	412,421	462,954	462,954
<b>Total Financial Planning</b>	<b>2,330,262</b>	<b>2,349,520</b>	<b>2,485,706</b>	<b>2,458,248</b>	<b>2,352,917</b>
<b>Public Finance and Treasury</b>					
Debt Management	0	0	0	895,107	837,169
Treasury	0	0	0	1,478,983	1,378,645
<b>Total Public Finance and Treasury</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,374,090</b>	<b>2,215,814</b>
<b>Procurement</b>					

Summary of Program Budgets

MFFS

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Procurement</b>					
Procurement	4,869	4,474	0	0	0
<b>Total Procurement</b>	<b>4,869</b>	<b>4,474</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Treasury</b>					
Treasury	0	0	(3,740)	0	0
Deferred Compensation	206,610	195,304	266,002	0	0
Treasury Operations	965,680	921,942	1,221,464	0	0
<b>Total Treasury</b>	<b>1,172,290</b>	<b>1,117,246</b>	<b>1,483,726</b>	<b>0</b>	<b>0</b>
<b>Total Programs</b>	<b>8,031,052</b>	<b>7,510,289</b>	<b>8,720,474</b>	<b>8,773,054</b>	<b>8,408,295</b>

## Financial Services Performance Measures

Performance Measure	Type	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13
		Year-End Actuals	Year-End Actuals	Revised Budget	Performance No Dec Pkg	Performance With Dec Pkg
MF_0001 - Number of accounts receivable invoices issued	WORKLOAD	28,464	26,400	23,500	26,000	26,000
MF_0002 - Number of Payroll Checks Without Error	EFFECTIVE	195,426	201,106	207,139	213,353	213,353
MF_0003 - Percent of Accounts Receivable Invoices Collected within 60 Days	EFFECTIVE	66%	44%	55%	55%	55%
MF_0004 - Percent of Payroll Checks Direct Deposited	EFFICIENCY	84%	89%	90%	92%	92%
MF_0005 - Number of Manual Payroll Checks Issued	EFFICIENCY	3,125	3,530	3,634	3,743	3,743
MF_0006 - Number of Manual Accounts Payable Checks Issued	EFFICIENCY	309	126	300	300	300
MF_0019 - Accuracy of Financial Forecasts (Percent within Actuals)	EFFECTIVE	1.3%	2.0%	2.0%	2.0%	2.0%
MF_0026 - Investment Portfolio (in millions)	WORKLOAD	\$795	\$964	\$980	\$975	\$975
MF_0028 - Percent of Employees Participating in Deferred Compensation Program	EFFECTIVE	55%	55%	58%	58%	58%
MF_0030 - Debt Under Management (in billions)	WORKLOAD	\$3.04	\$3.28	\$3.60	\$3.80	\$3.80
MF_0031 - Number of Long-Term Debt Issues Outstanding	WORKLOAD	72	81	85	90	90
MF_0032 - Number of Short-Term Borrowing Programs Managed	WORKLOAD	22	20	22	24	24
MF_0033 - City's Unlimited Tax General Obligation Bond Rating (1=Aaa)	EFFECTIVE	1.00	1.00	1.00	1.00	1.00
MF_1076 - Number of active grants - all types	WORKLOAD	462	376	475	475	475
MF_1077 - Investment portfolio yield - % of benchmark	EFFECTIVE	280%	213%	125%	100%	100%
MF_1130 - Percent of Bank Reconciliation Transactions Cleared	EFFICIENCY	100%	100%	100%	100%	100%
MF_1131 - Number of Journal Entries Processed	EFFICIENCY	1,948	2,439	2,475	2,500	2,500

**Total FTE and Salary by Class  
Office of Management & Finance  
MFFS**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	2.00	76,686	2.00	82,580	1.00	44,516
30000063	Accountant II	2.00	119,520	2.00	120,912	2.00	120,912
30000064	Accountant III	11.00	696,816	11.00	704,166	11.00	704,166
30000559	Accountant, Assistant Systems	2.00	90,144	2.00	90,144	2.00	90,144
30000560	Accountant, Systems	1.00	72,090	1.00	75,042	1.00	75,042
30000564	Accounting Compliance Manager	1.00	92,376	1.00	93,828	1.00	93,828
30000565	Accounting Policy Manager	1.00	82,272	1.00	85,644	1.00	85,644
30000561	Accounting Supervisor	1.00	80,472	1.00	80,472	1.00	80,472
30000562	Accounting Supervisor, Sr	2.00	150,204	2.00	152,444	2.00	152,444
30000061	Accounting Technician	1.00	43,956	1.00	43,956	1.00	43,956
30000433	Administrative Specialist, Sr	3.00	158,682	3.00	162,024	3.00	162,024
30000410	Chief Financial Officer	1.00	157,515	1.00	163,080	1.00	163,080
30000563	Controller	1.00	121,140	1.00	125,694	1.00	125,694
30000573	Debt Analyst, Principal	1.00	100,044	1.00	100,044	1.00	100,044
30000572	Debt Analyst, Sr	1.00	84,636	1.00	84,636	1.00	84,636
30000574	Debt Manager	1.00	118,764	1.00	123,636	1.00	123,636
30000578	Economist, City	1.00	97,542	1.00	102,570	1.00	102,570
30000576	Economist, Sr	1.00	89,112	1.00	89,112	1.00	89,112
30000567	Financial Analyst	2.00	137,712	2.00	142,414	2.00	142,414
30000569	Financial Analyst, Principal	4.00	338,604	4.00	349,809	4.00	349,809
30000568	Financial Analyst, Sr	8.00	574,604	8.00	602,127	7.00	538,755
30000570	Financial Planning Division Manager	1.00	127,224	1.00	130,296	1.00	130,296
30000856	Investment Officer	1.00	96,002	1.00	99,929	1.00	99,929
30000012	Office Support Specialist II	3.00	119,424	3.00	119,424	2.00	88,224
30000013	Office Support Specialist III	2.00	86,592	2.00	88,160	2.00	88,160
30000464	Program Coordinator	1.00	69,405	1.00	72,255	1.00	72,255
30000580	Treasurer, City	1.00	146,952	1.00	146,952	1.00	146,952
30000581	Treasury Analyst	1.00	57,456	1.00	57,456	1.00	57,456
30001358	Treasury Analyst, Principal	1.00	93,564	1.00	93,740	1.00	93,740
30001083	Treasury Analyst, Sr	1.00	84,636	1.00	84,636	1.00	84,636
<b>Total Full-Time Positions</b>		<b>60.00</b>	<b>\$4,364,146</b>	<b>60.00</b>	<b>\$4,467,182</b>	<b>57.00</b>	<b>\$4,334,546</b>
30000567	Financial Analyst	0.25	11,429	0.50	23,709	0.50	23,709
30000460	Policy Analyst	0.45	20,430	0.00	0	0.00	0
<b>Total Part-Time Positions</b>		<b>0.70</b>	<b>\$31,859</b>	<b>0.50</b>	<b>\$23,709</b>	<b>0.50</b>	<b>\$23,709</b>
<b>Grand Total</b>		<b>60.70</b>	<b>\$4,396,005</b>	<b>60.50</b>	<b>\$4,490,891</b>	<b>57.50</b>	<b>\$4,358,255</b>

**Decision Package Summary**  
MFFS

Bureau: Office of Management & Finance      Priority: 41      Type: Reductions

Decision Package: MF\_07 - BFS-8-Accounting Training Reduction      Program: Accounting

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	Ongoing DP	Requested	Total DP	Requested	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	
<b>EXPENDITURES</b>														
External Materials and Services	0	(15,000)	(15,000)	(15,000)	0	0	0	0	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	0	(15,000)	(15,000)	(15,000)	0	0	0	0	0	0	0	0	0	
<b>REVENUES</b>														
General Fund Discretionary	0	(15,000)	(15,000)	(15,000)	0	0	0	0	0	0	0	0	0	
<b>TOTAL REVENUES</b>	0	(15,000)	(15,000)	(15,000)	0	0	0	0	0	0	0	0	0	

**Description:**  
This decision package cuts \$15,000 from Accounting's Education and Out-of-Town Travel budgets.

**Expected Results:**

Reduces professional/certified staff access to continuing professional education, and other staff access to information that facilitates their work. The Accounting Division staff includes two certified payroll professionals and ten CPAs. Certified Payroll Professionals (CPP's) are required to complete 120 hours of training every five years. Certified Public Accountants (CPA's) are required to complete 80 hours of training every two years. It is in the City's best interest to support the continuing education needs of these individuals. Other staff have requirements as well, including ongoing software updates and the new MS Office 2007 software.

With regard to funding for professional education, the work in Accounting is often of an extremely technical nature, requiring regular professional development to keep up with changing requirements and accounting standards from external entities such as the Financial and Governmental Accounting Standards Boards. Maintaining a high level of technical ability helps to ensure the accuracy and timeliness of the City's financial statements. Many Accounting Division employees, including all managers, the Payroll supervisor, and virtually the entire Technical Accounting section are required to maintain professional certifications, and this reduction could impact the City's ability to pay for the required training. Further, due to an increased level of staff turnover, training is required to bring new staff who may have limited exposure to governmental accounting, a highly specialized area in the accounting field, up to speed. This reduction impacts the OMF Significant Issue related to Workforce Development/Succession Planning.

**Decision Package Summary**  
**MFFS**

Bureau: Office of Management & Finance

Priority: 38

Type: Reductions

Decision Package: MF\_08 - BFS-8-Accounting Temporary Employee Reduction

Program: Accounting

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(8,000)	(8,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	0	(8,000)	(8,000)	0	0	0	0
<b>REVENUES</b>							
General Fund Discretionary	0	(8,000)	(8,000)	0	0	0	0
<b>TOTAL REVENUES</b>	0	(8,000)	(8,000)	0	0	0	0

**Description:**

This decision package cuts \$8,000 from the Temporary Employee budget in Accounting.

**Expected Results:**

Currently, there are three temporary workers in Technical Accounting. The Technical Accounting temps are assisting in the preparation of the Comprehensive Annual Financial Report (CAFR) for the year ending June 30, 2011. Work to prepare the CAFR is of a cyclical nature and temporary employees are required every year in order to ensure timely and accurate completion. There is an ongoing need for this work each year.

**Decision Package Summary**  
**MFSS**

Bureau: Office of Management & Finance

Priority: 16 Type: Reductions

Decision Package: MF\_09 - BFS-4-Cut vacant Accountant 1

Program: Accounting

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(59,430)	(59,430)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(59,430)</b>	<b>(59,430)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(59,430)	(59,430)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(59,430)</b>	<b>(59,430)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This decision package cuts a vacant Accountant I from the Operations section in the Accounting Division.

**Expected Results:**

⓪ This position, vacant since July 1, 2011, provides: check disbursement review and monitoring support on Tuesday and Thursday each week; ongoing accounts payable SAP master vendor data maintenance; reconciliation and processing of monthly Azumano Travel billing (City-wide); accounts payable customer service to City bureaus. This work will need to be distributed to other staff in the Accounting Operations section which may create internal control issues. In particular, other operational staff may be asked to maintain vendor master data in SAP. It had been planned to upgrade this position to a higher technical capacity as part of the Accounting Division reorganization to improve processing quality and create efficiencies so that more support might be provided to the Technical Accounting team during the Comprehensive Annual Financial Report (CAFR) cycle. Mitigating action items should include automating the travel billing allocation (may require an interface) load into SAP.

**Decision Package Summary**  
**MFFS**

Bureau: Office of Management & Finance

Priority: 23

Type: Reductions

Decision Package: MF\_100 - PFT-Treasury, 6% 0.26 OSS II Reduction

Program: Public Finance and Treasury

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(13,987)	(13,987)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(13,987)</b>	<b>(13,987)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Miscellaneous Sources	0	(13,987)	(13,987)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(13,987)</b>	<b>(13,987)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-0.26	-0.26	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-0.26</b>	<b>-0.26</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This package cuts the remaining 0.26 FTE of an Office Support Specialist II position in Treasury.



**Expected Results:**

This cut generates no direct General Fund savings.

The reduction in the position will result in a loss of clerical and administrative services to Treasury staff and City bureaus. As a result, higher level positions will be required to continue to assume support tasks that could otherwise be performed by the OSS II. The higher level employees will have a reduced ability to effectively manage public assets.

**Decision Package Summary**  
**MFFS**

**Bureau:** Office of Management & Finance

**Priority:** 24      **Type:** Reductions

**Decision Package:** MF\_101 - PFT-Treasury 6% Reduce Professional Services

**Program:** Public Finance and Treasury

	FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	Ongoing DP	Requested	Total DP	Estimated	Budget	Estimated	Budget	Estimated	Budget	Estimated	Budget
<b>EXPENDITURES</b>												
Personal Services	0	0	0	0	0	0	0	0	0	0	0	0
External Materials and Services	0	(11,097)	(11,097)	(11,097)	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(11,097)</b>	<b>(11,097)</b>	<b>(11,097)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>												
Miscellaneous Sources	0	(11,097)	(11,097)	(11,097)	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(11,097)</b>	<b>(11,097)</b>	<b>(11,097)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts \$11,097 in Professional Services in External Materials & Services.

**Expected Results:**

This cut generates no direct General Fund savings. A reduction in this item may result in Treasury not seeking outside advice regarding investments. Further, by not receiving appropriate legal and financial advice, this reduction could result in a diminished ability to effectively invest City funds and optimize opportunities for strategic investment management. Due to the magnitude of the dollars involved (approximately \$1 billion in the City's investment portfolio), the exposure could be significant.

**Decision Package Summary  
MFFS**

Bureau: Office of Management & Finance      Priority: 37      Type: Reductions

Decision Package: MF\_102 - PFT-Treasury 8% Reduce Professional Services      Program: Public Finance and Treasury

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	0	0	0	0	0	0
External Materials and Services	0	(25,085)	(25,085)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(25,085)</b>	<b>(25,085)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Miscellaneous Sources	0	(25,085)	(25,085)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(25,085)</b>	<b>(25,085)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
This package cuts an additional \$25,085 from Professional Services in Treasury's External Materials & Services budget.

**Expected Results:**  
This cut generates no direct General Fund savings.

**CA** A reduction in this item may result in Treasury not seeking outside advice regarding investments. Further, by not receiving appropriate legal and financial advice, this reduction could result in a diminished ability to effectively invest City funds and optimize opportunities for strategic investment management. Due to the magnitude of the dollars involved (approximately \$1 billion in the City's investment portfolio), the exposure could be significant.

Decision Package Summary  
MFSS

Bureau: Office of Management & Finance

Priority: 13 Type: Reductions

Decision Package: MF\_103 - PFT - Debt 4% Professional Services Reduction

Program: Public Finance and Treasury

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(28,969)	(28,969)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(28,969)</b>	<b>(28,969)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Intergovernmental Revenues	0	(7,343)	(7,343)	0	0	0	0
Interagency Revenue	0	(21,626)	(21,626)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(28,969)</b>	<b>(28,969)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts the Professional Services budget within Debt Management by \$28,969.

**Expected Results:**

Only 5.49% of this reduction would benefit the General Fund.

This budget item primarily pays for legal and financial advice requested by the City and which is not assignable to other City bureaus due to the nature of the work. Debt Management attempts to assign legal costs directly to benefiting bureaus. Some requests, however, are city-wide in nature and Debt Management currently pays these costs out of its budget.

A reduction in this item may result in Debt Management not seeking outside advice and may result in requests from elected officials and others to go unfulfilled. Further, by not receiving appropriate legal and financial advice, this reduction could result in a diminished ability to effectively manage City debt, optimize opportunities for strategic debt management, and address compliance issues. Due to the magnitude of the dollars involved (approximately \$3.3 billion in the City's debt portfolio), the exposure could be significant.

**Decision Package Summary**  
**MFSS**

**Bureau:** Office of Management & Finance

**Priority:** 22      **Type:** Reductions

**Decision Package:** MF\_104 - PFT - Debt 6% Professional Services Reduction

**Program:** Public Finance and Treasury

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(14,485)	(14,485)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(14,485)</b>	<b>(14,485)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Intergovernmental Revenues	0	(3,672)	(3,672)	0	0	0	0
Interagency Revenue	0	(10,813)	(10,813)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(14,485)</b>	<b>(14,485)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts the Professional Services budget within Debt Management by \$14,485.

**Expected Results:**

Only 5.49% of this reduction would benefit the General Fund.

5 This budget item primarily pays for legal and financial advice requested by the City and which is not assignable to other City bureaus due to the nature of the work. Debt Management attempts to assign legal costs directly to benefiting bureaus. Some requests, however, are city-wide in nature and Debt Management currently pays these costs out of its budget.

A reduction in this item may result in Debt Management not seeking outside advice and may result in requests from elected officials and others to go unfulfilled. Further, by not receiving appropriate legal and financial advice, this reduction could result in a diminished ability to effectively manage City debt, optimize opportunities for strategic debt management, and address compliance issues. Due to the magnitude of the dollars involved (approximately \$3.3 billion in the City's debt portfolio), the exposure could be significant.

Decision Package Summary  
MFFS

Bureau: Office of Management & Finance

Priority: 32 Type: Reductions

Decision Package: MF\_105 - PFT - Debt 8% Professional Services Reduction

Program: Public Finance and Treasury

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(14,484)	(14,484)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(14,484)</b>	<b>(14,484)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Intergovernmental Revenues	0	(3,672)	(3,672)	0	0	0	0
Interagency Revenue	0	(10,812)	(10,812)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(14,484)</b>	<b>(14,484)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts the Professional Services budget within Debt Management by \$14,484.

**Expected Results:**

Only 5.49% of this reduction would benefit the General Fund.

This budget item primarily pays for legal and financial advice requested by the City and which is not assignable to other City bureaus due to the nature of the work. Debt Management attempts to assign legal costs directly to benefitting bureaus. Some requests, however, are city-wide in nature and Debt Management currently pays these costs out of its budget.

A reduction in this item may result in Debt Management not seeking outside advice and may result in requests from elected officials and others to go unfulfilled. Further, by not receiving appropriate legal and financial advice, this reduction could result in a diminished ability to effectively manage City debt, optimize opportunities for strategic debt management, and address compliance issues. Due to the magnitude of the dollars involved (approximately \$3.3 billion in the City's debt portfolio), the exposure could be significant.

**Decision Package Summary**  
**MFFS**

Bureau: Office of Management & Finance

Priority: 01

Type: Reductions

Decision Package: MF\_18 - BFS-4-Accounting Rent Savings

Program: Accounting

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Internal Materials and Services	0	(18,722)	(18,722)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(18,722)</b>	<b>(18,722)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(18,722)	(18,722)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(18,722)</b>	<b>(18,722)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts the Space Rent budget within the Accounting budget by a total of \$18,722.

**Expected Results:**

Had the funding remained in the Accounting Division budget, it would have been used in support of the Accounting Division restructuring project and contributed to staff classification upgrades and professional training. Accounting has been significantly challenged by not having its workforce properly aligned after the implementation of SAP. This has resulted in higher staff turnover and significant employee dissatisfaction. These resources would have been used to assist in rebalancing staffing levels and address staff training issues.

**Decision Package Summary**  
MFFS

**Bureau:** Office of Management & Finance

**Priority:** 04 **Type:** Reductions

**Decision Package:** MF\_89 - PFT - Treasury 4% Space Rent Reduction

**Program:** Financial Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Internal Materials and Services	0	(10,000)	(10,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Miscellaneous Sources	0	(10,000)	(10,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts the Space Rent budget within Treasury by \$10,000. This savings is the result from reduced space in moving from City Hall to the 12th Floor of the Portland Building.

**Expected Results:**

This cut generates no direct General Fund savings.

Had the funding remained in the Treasury budget, it would have been used to acquire Investment Management software.

**Decision Package Summary  
MFFS**

**Bureau:** Office of Management & Finance

**Priority:** 11      **Type:** Reductions

**Decision Package:** MF\_94 - BFS-4-Cut FPD .25 Pos Funding

**Program:** Financial Planning

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(25,090)	(25,090)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(25,090)</b>	<b>(25,090)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(25,090)	(25,090)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(25,090)</b>	<b>(25,090)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-0.25	-0.25	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-0.25</b>	<b>-0.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

In FY 2011-12, Financial Planning received additional ongoing funding for a 0.4 FTE limited term Financial Analyst position to increase our capacity for the Mayor's budget mapping program; the 0.4 FTE was added to an existing 0.6 permanent FTE in FY 2010-11 to create a fully funded Financial Analyst. Since this is a Mayoral priority, if this cut is taken Financial Planning will reallocate resources to ensure that the mapping work is done accurately and completely.

This decision package cuts funding for 0.25 FTE of the position. Since this portion of the position has been limited term, this decision package only cuts the funding for the position and is not reflected in the FTE counts displayed.

**Expected Results:**

This funding was added to Financial Planning's budget in order to increase capacity for the budget mapping program, a Mayoral initiative that started in FY 2010-11. The budget mapping program requires FPD to work with bureaus to map all of their operating and capital expenses as well as certain sources of revenue. As the program has expanded, bureaus are now required to develop and map metrics that indicate the level of service being provided in a particular neighborhood. The mapping process requires extensive gathering, verification, and manipulation of bureau data, as well as the use of GIS to accurately map the information. The process is complex and consumes significant staff time.

Although this position is currently vacant, a portion of the funding has been used to increase the hours of a part-time FPD Senior Financial Analyst who is heavily involved in the budget mapping process. The plan is to use the remainder of the funding to bring in a graduate student to assist the lead analysts as we move to the next phase of budget mapping. Bureaus are being asked to recalibrate their budget and level of service data to match new neighborhood "sub-areas" that are being established by the Bureau of Planning and Sustainability. To date, the mapping program has proven very popular with neighborhood groups and other associations, as well as with Council. The information provided is unique and our research shows it is only being done in Portland.

Since this is a Mayoral priority, if this cut is taken Financial Planning will reallocate resources to ensure that the mapping work is done accurately and completely. However, that reallocation of resources will hamper our ability to perform our other duties, such as routine revenue and expenditure monitoring and in-depth programmatic analysis. Financial Planning will also have limited ability to take on other large special projects.

**Decision Package Summary**  
**MFSS**

Bureau: Office of Management & Finance      Priority: 20      Type: Reductions

Decision Package: MF\_95 - BFS-6-FPD Cut EM&S      Program: Financial Planning

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	Ongoing DP	Requested	Total DP	Estimated	Budget	Estimated	Budget	Estimated	Budget	Estimated	Budget	Estimated	Budget
<b>EXPENDITURES</b>														
External Materials and Services	0	(1,440)	(1,440)	(1,440)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(1,440)</b>	<b>(1,440)</b>	<b>(1,440)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>														
General Fund Discretionary	0	(1,440)	(1,440)	(1,440)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(1,440)</b>	<b>(1,440)</b>	<b>(1,440)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

In FY 2011-12, Financial Planning received additional ongoing funding for a 0.4 FTE limited term Financial Analyst position to increase our capacity for the Mayor's budget mapping program; the 0.4 FTE was added to an existing 0.6 permanent FTE in FY 2010-11 to create a fully funded Financial Analyst. This decision package cuts associated materials and services (\$1,440).

**Expected Results:**

Since this is a Mayoral priority, if this cut is taken Financial Planning will reallocate resources to ensure that the mapping work is done accurately and completely. However, that reallocation of resources will hamper our ability to perform our other duties, such as routine revenue and expenditure monitoring and in-depth programmatic analysis. Financial Planning will also have limited ability to take on other large special projects.

The EM&S reduction will impact the Division's ability to produce maps in partnership with BTS at a time when the demand for maps from the Mayor's Office and the public is increasing. More of the work may be done electronically.

**Decision Package Summary  
MFFS**

Bureau: Office of Management & Finance

Priority: 25 Type: Reductions

Decision Package: MF\_96 - BFS-6-Cut FPD .5 Pos Funding (Budget Mapping)

Program: Financial Planning

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(50,180)	(50,180)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	0	(50,180)	(50,180)	0	0	0	0
<b>REVENUES</b>							
General Fund Discretionary	0	(50,180)	(50,180)	0	0	0	0
<b>TOTAL REVENUES</b>	0	(50,180)	(50,180)	0	0	0	0
<b>FTE</b>							
Full-Time Positions	0.00	-0.50	-0.50	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	0.00	-0.50	-0.50	0.00	0.00	0.00	0.00

**Description:**

In FY 2011-12, Financial Planning received additional ongoing funding for a 0.4 FTE limited term Financial Analyst position to increase our capacity for the Mayor's budget mapping program; the 0.4 FTE was added to an existing 0.6 permanent FTE in FY 2010-11 to create a fully funded Financial Analyst. This decision package cuts an additional 0.50 FTE (\$50,180). Since 0.4 FTE has been limited term, and the 4% reduction package already reduced the position by 0.25 FTE, this decision package cuts the funding for the remainder of the limited term position (0.15 FTE) and 0.35 FTE of the permanent position (reducing the permanent position to 0.25 FTE). Only the reductions to the permanent FTE counts are reflected in the decision package.

**Expected Results:**

This funding was added to Financial Planning's budget in order to increase capacity for the budget mapping program, a Mayoral initiative that started in FY 2010-11. The budget mapping program requires FPD to work with bureaus to map all of their operating and capital expenses as well as certain sources of revenue. As the program has expanded, bureaus are now required to develop and map metrics that indicate the level of service being provided in a particular neighborhood. The mapping process requires extensive gathering, verification, and manipulation of bureau data, as well as the use of GIS to accurately map the information. The process is complex and consumes significant staff time.

Although this position is currently vacant, a portion of the funding has been used to increase the hours of a part-time FPD Senior Financial Analyst who is heavily involved in the budget mapping process. The plan is to use the remainder of the funding to bring in a graduate student to assist the lead analysts as we move to the next phase of budget mapping. Bureaus are being asked to recalibrate their budget and level of service data to match new neighborhood "sub-areas" that are being established by the Bureau of Planning and Sustainability. To date, the mapping program has proven very popular with neighborhood groups and other associations, as well as with Council. The information provided is unique and our research shows it is only being done in Portland.

Since this is a Mayoral priority, if this cut is taken Financial Planning will reallocate resources to ensure that the mapping work is done accurately and completely. However, that reallocation of resources will hamper our ability to perform our other duties, such as routine revenue and expenditure monitoring and in-depth programmatic analysis. Financial Planning will also have limited ability to take on other large special projects.

**Decision Package Summary**  
**MFSS**

Bureau: Office of Management & Finance      Priority: 34      Type: Reductions

Decision Package: MF\_97 - BFS-8-Cut FPD EMS      Program: Financial Planning

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(3,531)	(3,531)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(3,531)</b>	<b>(3,531)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(3,531)	(3,531)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(3,531)</b>	<b>(3,531)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This decision package cuts \$3,531 in External Materials and Services from the Financial Planning Division.

**Expected Results:**

This reduction in FPD's materials and services budget is relatively small. However, given the cuts to M&S that have occurred over the last three years, there is very little capacity left in the budget. This reduction will likely result in reduced training opportunities for staff, at a time when FPD -- like all City bureaus -- needs to be ramping up training in anticipation of upcoming retirements. The reduced training may impact our ability to retain our top performing analysts. This reduction impacts the OMF Significant Issue related to Workforce Development/Succession Planning.

**Decision Package Summary  
MFFS**

**Bureau:** Office of Management & Finance

**Priority:** 40 **Type:** Reductions

**Decision Package:** MF\_98 - BFS-8-Cut FPD .25 Pos Funding (Budget Mapping)

**Program:** Financial Planning

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(25,090)	(25,090)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(25,090)</b>	<b>(25,090)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(25,090)	(25,090)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(25,090)</b>	<b>(25,090)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-0.25	-0.25	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-0.25</b>	<b>-0.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

In FY 2011-12, Financial Planning received additional ongoing funding for a 0.4 FTE limited term Financial Analyst position to increase our capacity for the Mayor's budget mapping program; the 0.4 FTE was added to an existing 0.6 permanent FTE in FY 2010-11 to create a fully funded Financial Analyst. This decision package cuts funding for the remaining 0.25 FTE profit for the position after the 4% and 6% reduction packages are taken.

**Expected Results:**

This funding was added to Financial Planning's budget in order to increase capacity for the budget mapping program, a Mayoral initiative that started in FY 2010-11. The budget mapping program requires FPD to work with bureaus to map all of their operating and capital expenses as well as certain sources of revenue. As the program has expanded, bureaus are now required to develop and map metrics that indicate the level of service being provided in a particular neighborhood. The mapping process requires extensive gathering, verification, and manipulation of bureau data, as well as the use of GIS to accurately map the information. The process is complex and consumes significant staff time.

Although this position is currently vacant, a portion of the funding has been used to increase the hours of a part-time FPD Senior Financial Analyst who is heavily involved in the budget mapping process. The plan is to use the remainder of the funding to bring in a graduate student to assist the lead analysts as we move to the next phase of budget mapping. Bureaus are being asked to recalibrate their budget and level of service data to match new neighborhood "sub-areas" that are being established by the Bureau of Planning and Sustainability. To date, the mapping program has proven very popular with neighborhood groups and other associations, as well as with Council. The information provided is unique and our research shows it is only being done in Portland.

Since this is a Mayoral priority, if this cut is taken Financial Planning will reallocate resources to ensure that the mapping work is done accurately and completely. However, that reallocation of resources will severely hamper our ability to perform our other duties, such as routine revenue and expenditure monitoring, in-depth programmatic analysis, and general budget and BMP analysis. Financial Planning will also have very limited ability to take on other special projects.

**Decision Package Summary**  
**MFFS**

**Bureau:** Office of Management & Finance      **Priority:** 12      **Type:** Reductions  
**Decision Package:** MF\_99 - PFT-Treasury 4% 0.74 OSS II Reduction      **Program:** Public Finance and Treasury

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(40,169)	(40,169)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(40,169)</b>	<b>(40,169)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Miscellaneous Sources	0	(40,169)	(40,169)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(40,169)</b>	<b>(40,169)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-0.74	-0.74	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-0.74</b>	<b>-0.74</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**  
This package cuts 0.74 FTE of an Office Support Specialist II position in Treasury.

**Expected Results:**  
This cut generates no direct General Fund savings.

The reduction in the position will result in a loss of clerical and administrative services to Treasury staff and City bureaus. As a result, higher level positions will be required to continue to assume support tasks that could otherwise be performed by the OSS II. The higher level employees will have a reduced ability to effectively manage public assets.

# Bureau of Human Resources

## OVERVIEW

The Bureau of Human Resources (BHR) provides strategic leadership and management for Citywide human resources systems, which link to the overall business strategies of the Council and bureaus as they relate to administration and support services, benefits and wellness, classification and compensation, employment, training and development, diversity development and affirmative action, and labor relations. BHR is responsible for the development, refinement, and oversight of the City's Human Resources administrative rules and procedures, civil service board, citywide Family Medical Leave Act and Oregon Family Leave Act, Health Insurance Portability and Accountability Act, and SAP HCM business process owner. BHR also is responsible, through its corporate-level activities and site teams, for helping City bureaus to recruit, develop, and retain a competent and high-quality workforce representative of the communities we serve.

BHR also manages the Police Bureau's Personnel Division, the City's health insurance programs, and provides leadership and expertise to the City Council and the Labor Management Benefit Committee in developing strategic direction for the City's benefits and wellness programs.

BHR is responsible for implementation of the following initiatives: workplace harassment and discrimination training, manager and supervisor core competency training, cultural competency training, bias reduction training, and the metro regional diversity conference in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and the Portland Development Commission. In addition, the bureau conducts ongoing outreach recruitment efforts for the City.

**Summary of Bureau Budget**

MFHR

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	15,705,501	0	0	0	0
Personal Services	6,917,602	6,982,448	7,510,232	7,625,762	7,445,547
External Materials and Services	40,550,304	41,092,463	42,991,145	48,442,674	48,398,739
Internal Materials and Services	1,232,566	1,241,749	1,335,662	1,230,329	1,230,329
Debt Service	19,728	21,272	26,660	26,660	26,660
Fund Transfers - Expense	314,059	369,053	759,985	600,638	600,638
Contingency	0	0	17,178,533	17,173,416	17,173,416
<b>Total Expenditures</b>	<b>64,739,761</b>	<b>49,706,985</b>	<b>69,802,217</b>	<b>75,099,479</b>	<b>74,875,329</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	16,525,785	0	18,689,380	18,689,380	18,689,380
Charges for Services	38,838,837	43,943,951	39,071,924	44,071,924	44,071,924
Interagency Revenue	1,434,792	783,970	532,076	0	0
Fund Transfers - Revenue	255,892	325,543	375,500	500,000	500,000
Miscellaneous Sources	1,277,355	458,173	4,126,066	4,126,066	4,126,066
General Fund Discretionary	3,162,636	0	3,743,204	3,020,672	2,796,522
General Fund Overhead	3,244,464	0	3,264,067	4,691,437	4,691,437
<b>Total Resources</b>	<b>64,739,761</b>	<b>45,511,637</b>	<b>69,802,217</b>	<b>75,099,479</b>	<b>74,875,329</b>

# Operations and Strategic Support

## **Description**

Operations and Strategic Support consists of three functions:

The Director's Office develops and maintains the City's administrative rules and policies and provides human resources consultation to bureau directors and Council. The Director's Office manages the Benefits/Wellness program budget and finances, is the Business Process Owner of SAP HCM, and administers the Citywide family leave, pre-employment medical programs, and targeted severance programs.

Benefits/Wellness manages and administers the City's employee benefit plans including medical, dental, vision, life, long-term disability, dependent care and medical expense reimbursement, and employee assistance plans. Additionally, this program promotes the physical and emotional well-being of City employees through coordinating a variety of physical activities, maintaining fitness centers, and conducting educational classes on a variety of wellness-related topics.

The Operations program manages, administers, and coordinates the City's human resources systems. This program is the Business Process Owner of SAP HCM and is responsible for business process oversight to the Organization Management, Personnel Administration, and Time Administration programs. The program administers and manages the central human resources information systems and provides internal communication to employees and process stakeholders on HCM related issues and concerns. The program also administers and manages the City's college work-study program, the contract for the Child Development Center, the City's pre-employment medical program, as well as maintains central employee data and coordinates with Payroll on employee pay related issues.

## **Goals**

Operations supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of enhancing customer service by offering employees and their eligible dependents health and welfare coverage that protects them against significant healthcare expenses.

## **Performance**

Workload performance measures include employee personnel transactions reviewed, central time management transactions (payroll off-cycle check requests, quota adjustments/payouts and time pay override switch requests), organizational management transactions administered, and the percentage of employee basic pay records unlocked by the final payroll run. Benefits/Wellness performance measurements are related to obesity, cardiovascular disease, cancer structural health (back/joint health) and stress/depression.

## **Changes to Services and Activities**

The City continues its efforts to moderate health care costs through collaboration with the City's unions by seeking input on plan design, disease management, wellness, and other health plan initiatives.

# HR Corporate Services

## **Description**

HR Corporate Services consists of the following functions:

Classification/Compensation plans, designs, implements, monitors, and maintains citywide classification and compensation plans, programs, policies, and systems.

Employment and Development provides consultative services with regard to the design and implementation of citywide talent acquisition strategies and processes and programs.

Diversity Development/Affirmative Action supports the development of a diverse and culturally competent workforce.

Labor Relations oversees labor negotiations, responds to grievances and acts as the official representative of the City with nine employee bargaining units.

Citywide Training will develop and implement training programs for City bureaus, managers, supervisors, and employees.

## **Goals**

HR Corporate Services supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of fostering a knowledgeable and diverse workforce by providing the legal framework for compensation, seeking high-quality candidates who can effectively do the jobs specified by City bureaus, educating the workforce to be respectful of diversity and cultural differences, planning thoughtful labor negotiation strategies, and providing Citywide training.

## **Performance**

The number of annual classification actions submitted to Class/Comp is indicative of the number of items reviewed and processed through classification requests and other reviews.

The number of employment applications is projected to increase from 14,000 in FY 2011-12 to 17,000 in FY 2012-13. Streamlining work processes and implementation of NEOGOV, a new recruitment system, will allow analysts to absorb an increased recruitment workload.

Diversity Development/Affirmative Action's is the percentage of diverse applicants per recruitment. The percentage is expected to continue to remain constant in FY 2012-13 at 30% for female applicants and 20% in FY 2012-13 for minority applicants.

## **Changes to Services and Activities**

Classification/Compensation will undertake a District Council of Trade Unions (DCTU) market survey and review the non-represented compensation structure in FY 2012-13.

Employment and Development will continue to be responsible for training recruitment analysts and BHR business partners in the proper use of the new NEOGOV system.

## **Site Teams and Police HR**

### **Description**

The Site Teams and Police HR provide human resources consultation, services, and training to City bureaus to ensure that bureau directors, managers, supervisors, and the entire City workforce have immediate access to BHR professionals in support of their business and work-related needs. These HR professionals facilitate bureaus' use of all human resources programs and coordinate a Citywide approach to the application of rules, policies, and best practices.

### **Goals**

Site Teams support the City's goal to deliver efficient, effective, and accountable municipal services and the OMF goal of fostering a knowledgeable and diverse workforce through developing and conducting training for managers and supervisors, as well as providing guidance on performance management and workforce development. The Site Teams also assist bureaus in attracting, managing, developing, and retaining their workforce so that bureau managers have the resources needed to achieve citywide goals and priorities.

### **Performance**

The performance measures for the Site Teams and Police HR indicate the level of investment of the City in managing its workforce, and are used as a standard comparison with other organizations. The Site Teams completed revisions and are implementing Manager and Supervisory Training. They also developed and implemented Workplace Violence Prevention Training, Performance Evaluation Training, and have introduced a Mentorship Program in OMF. In early 2012, they will introduce a Talent Development Program to assist with building bench strength for key positions likely to be vacated through retirements.

### **Changes to Services and Activities**

The Site Teams and Police HR are focusing on improved customer service through a variety of activities in FY 2012-13. These include collaboration with customer bureaus and stakeholders to design human resources programs that recognize the contributions of their workforce, maximize service to the public, and meet the Council's community involvement and budgetary goals. They will continue assisting Diversity Development/Affirmative Action in delivering training to customer bureaus.

**Summary of Program Budgets**  
MFHR

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
Accounting					
Accounting	59,484	67,298	0	0	0
<b>Total Accounting</b>	<b>59,484</b>	<b>67,298</b>	<b>0</b>	<b>0</b>	<b>0</b>
Administration & Support					
Administration & Support	1,599,275	1,836,214	2,501,406	0	0
<b>Total Administration &amp; Support</b>	<b>1,599,275</b>	<b>1,836,214</b>	<b>2,501,406</b>	<b>0</b>	<b>0</b>
Benefits					
Benefits	40,948,280	41,842,523	1,593,787	0	0
<b>Total Benefits</b>	<b>40,948,280</b>	<b>41,842,523</b>	<b>1,593,787</b>	<b>0</b>	<b>0</b>
Class/Compensation					
Class/Compensation	540,041	513,052	531,461	0	0
<b>Total Class/Compensation</b>	<b>540,041</b>	<b>513,052</b>	<b>531,461</b>	<b>0</b>	<b>0</b>
Diversity Development/Affirmative Action					
Diversity Development/Affirmative Action	561,764	408,105	467,916	0	0
<b>Total Diversity Development/Affirmative Action</b>	<b>561,764</b>	<b>408,105</b>	<b>467,916</b>	<b>0</b>	<b>0</b>
Employment & Development					
Employment & Development	1,058,009	1,018,646	1,204,027	0	0
<b>Total Employment &amp; Development</b>	<b>1,058,009</b>	<b>1,018,646</b>	<b>1,204,027</b>	<b>0</b>	<b>0</b>
Health Insurance					
Health Insurance	0	0	42,458,904	0	0
<b>Total Health Insurance</b>	<b>0</b>	<b>0</b>	<b>42,458,904</b>	<b>0</b>	<b>0</b>
HR Corporate Services					
Class/Compensation	0	0	0	565,761	565,761
Diversity/Affirmative Action	0	0	0	372,404	365,470
Employment/Development	0	0	0	1,015,848	851,477
Labor Relations	0	0	0	703,097	650,252
Citywide Training	0	0	0	290,698	290,698
<b>Total HR Corporate Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,947,808</b>	<b>2,723,658</b>

Summary of Program Budgets

MFHR

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Labor Relations</b>					
Labor Relations	699,795	722,629	770,565	0	0
<b>Total Labor Relations</b>	<b>699,795</b>	<b>722,629</b>	<b>770,565</b>	<b>0</b>	<b>0</b>
<b>Operations</b>					
Operations	85,422	66,045	0	0	0
Benefits/Wellness	0	0	0	187,099	187,099
Health Insurance	0	0	0	49,056,656	49,056,656
HR Systems & Records	0	0	0	2,731,129	2,731,129
<b>Total Operations</b>	<b>85,422</b>	<b>66,045</b>	<b>0</b>	<b>51,974,884</b>	<b>51,974,884</b>
<b>Procurement</b>					
Procurement	0	51,117	0	0	0
<b>Total Procurement</b>	<b>0</b>	<b>51,117</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Special Appropriation - City Support Services</b>					
Special Appropriation - City Support Services	651,885	195,856	0	0	0
<b>Total Special Appropriation - City Support Services</b>	<b>651,885</b>	<b>195,856</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Site Teams</b>					
Site Teams	2,496,519	2,595,175	2,308,973	2,376,073	2,376,073
<b>Total Site Teams</b>	<b>2,496,519</b>	<b>2,595,175</b>	<b>2,308,973</b>	<b>2,376,073</b>	<b>2,376,073</b>
<b>Total Programs</b>	<b>48,700,473</b>	<b>49,316,660</b>	<b>51,837,039</b>	<b>57,298,765</b>	<b>57,074,615</b>

## Human Resources Performance Measures

Performance Measure	Type	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13
		Year-End Actuals	Year-End Actuals	Revised Budget	Performance No Dec Pkg	Performance With Dec Pkg
MF_0007 - Number of Participants in Benefits Program	WORKLOAD	5,610	5,576	5,576	5,576	5,576
MF_0008 - Number of Classification Actions Annually	WORKLOAD	491	445	450	450	450
MF_0009 - Total Number of Grievances Received by the LR System	WORKLOAD	158	106	100	100	100
MF_0010 - Employment Exams Posted	WORKLOAD	149	232	300	325	275
MF_0011 - Number of Participant Training Hours Coordinated or Presented by BHR	WORKLOAD	8,019	5,698	8,500	7,500	8,500
MF_0013 - Number of Employment Applications Received	WORKLOAD	11,825	18,864	17,000	14,000	14,000
MF_0014 - Percentage of Recruitments Meeting Original or Renegotiated Timelines	EFFECTIVE	96%	96%	98%	98%	90%
MF_0016 - City Employees per BHR Employee	EFFICIENCY	95	98	96	96	96
MF_0017 - Cost of Providing HR Service per City FTE	EFFICIENCY	\$1,097	\$1,293	\$1,293	\$1,293	\$1,293
MF_1078 - Number of Interim & Successor Agreement Negotiations	WORKLOAD	7	11	35	34	35
MF_1079 - Number of Labor Relations Training Sessions	WORKLOAD	15	31	75	70	75
MF_1080 - Number of Fitness Center Enrollees	WORKLOAD	1,165	1,400	1,400	1,400	1,400
MF_1081 - Number of Fitness Center Visitors	WORKLOAD	22,800	22,400	24,000	24,000	24,000
MF_1122 - Percentage of female applicants per recruitment	EFFECTIVE	22%	28%	30%	30%	30%
MF_1123 - Percentage of minority applicants per recruitment	EFFECTIVE	20%	21%	20%	20%	20%
MF_1159 - Employee Personnel Transactions Reviewed	WORKLOAD	8,075	6,201	6,000	6,000	6,000
MF_1160 - Central Time Management Transactions	WORKLOAD	4,891	8,669	9,000	9,000	9,000
MF_1161 - OM Transactions Administered	WORKLOAD	4,023	6,346	7,000	7,000	7,000
MF_1162 - % of Average Basic Pay Records Unlocked by Final Payroll Run	EFFICIENCY	100%	100%	100%	100%	100%

**Total FTE and Salary by Class  
Office of Management & Finance  
MFHR**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
3000063	Accountant II	1.00	49,752	1.00	55,212	1.00	55,212
3000434	Administrative Assistant	1.00	72,924	1.00	72,924	1.00	72,924
3000436	Administrative Supervisor I	1.00	72,924	1.00	72,924	1.00	72,924
3001586	Affirmative Action/Diversity Analyst, Sr	1.00	60,523	1.00	63,004	1.00	63,004
3000530	Affirmative Action/Diversity Manager	1.00	69,096	1.00	71,928	1.00	71,928
3000539	Benefits Analyst	2.00	153,168	2.00	153,168	2.00	153,168
3001535	Benefits Coordinator	1.00	74,916	1.00	77,476	1.00	77,476
3000541	Benefits Manager	1.00	102,048	1.00	106,224	1.00	106,224
3000538	Benefits Specialist	2.00	129,672	2.00	134,558	2.00	134,558
3000533	Classification/Compensation Analyst, Sr	2.00	138,876	2.00	141,432	2.00	141,432
3000534	Classification/Compensation Coordinator	1.00	84,636	1.00	84,636	1.00	84,636
3000535	Classification/Compensation Manager	1.00	107,556	1.00	107,556	1.00	107,556
3000527	Employment & Development Coordinator	1.00	84,636	1.00	84,636	1.00	84,636
3000528	Employment & Development Manager	1.00	104,100	1.00	107,268	0.00	26,484
3000569	Financial Analyst, Principal	1.00	98,784	1.00	100,044	1.00	100,044
3000521	Human Resources Analyst	1.00	72,924	1.00	72,924	1.00	72,924
3000522	Human Resources Analyst, Sr	6.00	446,409	6.00	452,009	6.00	452,009
3000523	Human Resources Coordinator	13.00	1,065,124	13.00	1,073,879	13.00	1,073,879
3000409	Human Resources Director	1.00	181,920	1.00	181,920	1.00	181,920
3000526	Human Resources Director, Assistant	1.00	146,952	1.00	146,952	1.00	146,952
3000525	Human Resources Manager, Police	1.00	107,556	1.00	107,556	1.00	107,556
3000524	Human Resources Site Team Manager	3.00	322,668	3.00	322,668	3.00	322,668
3001633	Human Resources System Manager	1.00	110,052	1.00	115,084	1.00	115,084
3000520	Human Resources Technician	10.00	564,284	10.00	580,057	10.00	580,057
3000536	Labor Relations Coordinator	4.00	313,590	4.00	318,291	4.00	318,291
3000537	Labor/Employee Relations Manager	1.00	80,784	1.00	83,820	1.00	83,820
3000451	Management Analyst	1.00	76,584	1.00	76,584	1.00	76,584
3000011	Office Support Specialist I	1.00	33,102	1.00	35,001	1.00	35,001
3000012	Office Support Specialist II	4.00	175,824	4.00	175,824	4.00	175,824
3000013	Office Support Specialist III	1.00	51,900	1.00	51,900	1.00	51,900
3000464	Program Coordinator	1.00	75,792	1.00	78,382	1.00	78,382
3000463	Program Specialist	1.00	54,732	1.00	56,415	1.00	56,415
3001708	Training & Development Manager	1.00	100,044	1.00	100,044	1.00	100,044
<b>Total Full-Time Positions</b>		<b>70.00</b>	<b>\$5,383,852</b>	<b>70.00</b>	<b>\$5,462,300</b>	<b>69.00</b>	<b>\$5,381,516</b>
<b>Grand Total</b>		<b>70.00</b>	<b>\$5,383,852</b>	<b>70.00</b>	<b>\$5,462,300</b>	<b>69.00</b>	<b>\$5,381,516</b>

**Decision Package Summary  
MFHR**

**Bureau:** Office of Management & Finance Priority: 07 Type: Reductions

**Decision Package:** MF\_48 - BHR-4-Cut EM&S Program: HR Corporate Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(6,624)	(6,624)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(6,624)</b>	<b>(6,624)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(6,624)	(6,624)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(6,624)</b>	<b>(6,624)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
This is a \$6,624 cut within External Materials and Services. This cut will reduce the amount of educational conferences and trainings BHR staff will attend.

**Expected Results:**  
This cut will significantly reduce BHR's overall training, education, and travel. Employee development is a key factor in recruitment and retention, but due to past cuts in external materials and services, the Bureau is unable to cut in other areas.

**Decision Package Summary  
MFHR**

**Bureau:** Office of Management & Finance

**Priority:** 17 **Type:** Reductions

**Decision Package:** MF\_49 - BHR-4-Reclass Labor Position

**Program:** HR Corporate Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(36,000)	(36,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(36,000)</b>	<b>(36,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(36,000)	(36,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(36,000)</b>	<b>(36,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This is a reduction of \$36,000 in personal services due to underfilling a position within the HR Corporate Services program.

**Expected Results:**

\$36,000 will be reduced in personal services based on an underfill of a Labor Relations Coordinator position within the HR Corporate Services program. This section has been reevaluated in order to allocate more administrative support to the labor relations function, removing more routine administrative tasks from higher level labor relations staff in order to provide more effective service.

**Decision Package Summary  
MFHR**

**Bureau:** Office of Management & Finance

**Priority:** 18 **Type:** Reductions

**Decision Package:** MF\_50 - BHR-4-Cut 0.5 Senior Mgr Position

**Program:** HR Corporate Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(78,076)	(78,076)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	0	<b>(78,076)</b>	<b>(78,076)</b>	0	0	0	0
<b>REVENUES</b>							
General Fund Discretionary	0	(78,076)	(78,076)	0	0	0	0
<b>TOTAL REVENUES</b>	0	<b>(78,076)</b>	<b>(78,076)</b>	0	0	0	0
<b>FTE</b>							
Full-Time Positions	0.00	-0.50	-0.50	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	0.00	<b>-0.50</b>	<b>-0.50</b>	0.00	0.00	0.00	0.00

**Description:**

This cut reduces .5 FTE of a Senior Manager within the HR Corporate Services program.

**76 Expected Results:**

The .5 FTE reduction will have a negative impact in that it will increase response time to requests from customer bureaus and stakeholders. The remaining .5 FTE of the position will be realigned to fund a Training Analyst to support the Citywide Training Program and the reestablishment of the tuition reimbursement program.

**Decision Package Summary  
MFHR**

**Bureau:** Office of Management & Finance

**Priority:** 21 **Type:** Reductions

**Decision Package:** MF\_51 - BHR-6-Cut EM&S

**Program:** HR Corporate Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(586)	(586)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(586)</b>	<b>(586)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(586)	(586)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(586)</b>	<b>(586)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This cut reduces External Materials & Services in the HR Corporate Services program by \$586.

**Expected Results:**

This cut will further reduce BHR's overall training, education, and travel. Employee development is a key factor in recruitment and retention, but due to past cuts in external materials and services, the Bureau is unable to cut in other areas.

**Decision Package Summary**  
**MFHR**

**Bureau:** Office of Management & Finance

**Priority:** 31 **Type:** Reductions

**Decision Package:** MF\_52 - BHR-6-Cut 0.5 Senior Mgr Position

**Program:** HR Corporate Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(66,139)	(66,139)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(66,139)</b>	<b>(66,139)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(66,139)	(66,139)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(66,139)</b>	<b>(66,139)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-0.50	-0.50	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-0.50</b>	<b>-0.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This cut reduces the 2nd .5 FTE of a Senior Manager within the HR Corporate Services program. The first 0.5 FTE was submitted as decision package MF\_50 BHR-4-Cut 0.5 Senior Mgr Position.

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**Expected Results:**

The additional reduction of .5 FTE within HR Corporate Services would negatively affect training support for the Citywide Training Program. BHR would not be able to create the Training Analyst position to provide strong support for workforce and career development, diversity trainings, and knowledge transfer as one third of the City's workforce is eligible to retire within two years. In addition, the ability of BHR to take on unanticipated projects such as trainings, investigations, mediation, compensation surveys, and short term contracts would be further reduced.

**Decision Package Summary  
MFHR**

Bureau: Office of Management & Finance      Priority: 33      Type: Reductions

Decision Package: MF\_53 - BHR-8-Cut EM&S      Program: HR Corporate Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(3,036)	(3,036)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(3,036)</b>	<b>(3,036)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(3,036)	(3,036)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(3,036)</b>	<b>(3,036)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This cut reduces External Materials & Services within the HR Corporate Services program by \$3,036.

**Expected Results:**

This cut will further reduce BHR's overall training, education, and travel. Employee development is a key factor in recruitment and retention, but due to past cuts in external materials and services, the Bureau is unable to cut in other areas.

**Decision Package Summary**  
**MFHR**

**Bureau:** Office of Management & Finance

**Priority:** 44      **Type:** Reductions

**Decision Package:** MF\_54 - BHR/CBO-8-Cut EM&S

**Program:** HR Corporate Services/CAO Business Operations

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	0	0	0	0	0	0
External Materials and Services	0	(63,689)	(63,689)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(63,689)</b>	<b>(63,689)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(63,689)	(63,689)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(63,689)</b>	<b>(63,689)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This cut reduces External Materials and Services within the Bureau of Human Resources by \$33,689 and reduces External Materials and Services within the CAO/Business Operations program by \$30,000.

**Expected Results:**

The \$33,689 reduction in the Bureau of Human Resources will limit the Bureau's ability to provide materials and services support for any and all special projects required by Council or customer bureaus from the functions within the HR Corporate Services program. These functions include Labor Relations, Classification and Compensation, Employment and Development, and Diversity Development/Affirmative Action. The Bureau has taken incremental cuts in materials and services for several years and this will continue to limit day-to-day operations.

The \$30,000 reduction in Business Operations will impact the CAO and Business Operations Division's ability to support OMF-wide strategic initiatives. In the previous years, strategic investments have been made in process improvement projects, customer service improvement initiatives, and technology projects in support of efficiency and improved service delivery. The loss of this funding reduces OMF's ability to implement improvements with outside expertise and reduces the ability to leverage a technology investment to achieve overall efficiency.

## **FUND OVERVIEW**

### **Fund Purpose**

The Health Insurance Operating Fund is used to pay medical and prescription claims for City employees, dependents, retirees, and other participants in the City's self-insured medical plans.

### **Expenditures**

Health Insurance Operating Fund expenses include medical claims, dental claims, (self insured as of July 1, 2011) prescription claims, third party administration costs, a variety of fees, miscellaneous benefits administration costs, and General Fund overhead charges. Small subsidies for life and long-term disability insurance premiums for certain groups are also paid from the fund. The City's benefits administration staff and related materials and services are budgeted within the fund as well.

### **Reserves**

The fund's reserve must be sufficient to cover Incurred But Not Reported (IBNR) claims (those claims incurred but submitted for payment in another plan year) and large claims between \$100,000 and \$350,000. Stop-loss insurance is purchased to cover large claims exceeding \$350,000. Reserves include a medical IBNR of \$4,419,213, a dental IBNR of \$339,404, medical large claims reserves of \$3,408,050, and medical contingency reserve of \$3,620,803 at a 99% confidence interval. Any additional reserves are used to offset future plan increases within the Health Fund five year forecast.

### **Managing Agency**

Office of Management and Finance, Human Resources

## **SIGNIFICANT CHANGES FROM PRIOR YEAR**

### **FY 2012-13 Assumptions**

Health Insurance Operating Fund claims expenditures are projected to be \$40 million in FY 2011-12. Through collective bargaining agreements, health premiums are paid 95% by the City and 5% by the employee.

The medical component of the Consumer Price Index (CPI) continues to outpace the general CPI for wage earners. The City's medical claim trend inflation rate is 10.1% in FY 2011-12 and is expected to decrease to 9.71% for FY 2012-13. The prescription drug trend is estimated to be 8.86% in FY 2012-13, which is largely unchanged from the prior year. The Oregon Medical Insurance Pool rates charged by the State to the fund continue to increase. The overall cost for FY 2011-12 is estimated to be \$441,588. The FY 2012-13 estimated costs are \$472,499.

### **Other Changes**

The City continues its efforts to moderate costs through collaboration with the City's unions seeking input on plan design, disease management, wellness, and other health plan initiatives. The City will continue working to educate employees about program costs and individual responsibility to make decisions about health and healthcare that will improve the overall health status of plan participants.

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Health Insurance Operating Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	15,705,501	0	0	0	0
Personal Services	893,336	955,105	1,105,888	1,082,839	1,082,839
External Materials and Services	39,954,485	40,647,778	42,244,911	47,497,477	47,497,477
Internal Materials and Services	469,444	416,981	541,393	476,340	476,340
Debt Service	19,728	21,272	26,660	26,660	26,660
Fund Transfers - Expense	314,059	369,053	759,985	600,638	600,638
Contingency	0	0	17,178,533	17,173,416	17,173,416
<b>Total Expenditures</b>	<b>57,356,554</b>	<b>42,410,189</b>	<b>61,857,370</b>	<b>66,857,370</b>	<b>66,857,370</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	16,525,785	0	18,689,380	18,689,380	18,689,380
Charges for Services	38,838,837	43,943,951	39,071,924	44,071,924	44,071,924
Interagency Revenue	792,029	335,984	0	0	0
Miscellaneous Sources	1,199,903	454,854	4,096,066	4,096,066	4,096,066
<b>Total Resources</b>	<b>57,356,554</b>	<b>44,734,789</b>	<b>61,857,370</b>	<b>66,857,370</b>	<b>66,857,370</b>

# **Bureau of Internal Business Services**

## **OVERVIEW**

The Bureau of Internal Business Services (BIBS) is the central provider for an array of internal services, programs and activities to support all City bureau operations, which include: CityFleet, Facilities Services, Printing & Distribution, Procurement Services, and Risk Management. Each program provides a variety of services that operate efficiently and economically, meets or exceeds federal, state and local standards, and provide superior customer satisfaction. BIBS staff members are instrumental in developing and implementing City policies and procedures that reflect the city's leading edge approach to social, environmental, and economic goals.

**Summary of Bureau Budget**  
Bureau of Internal Business Services

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	99,598,613	0	0	0	0
Personal Services	16,975,011	17,065,178	19,080,504	18,985,751	19,016,519
External Materials and Services	42,869,386	41,714,784	65,790,969	48,145,172	47,737,136
Internal Materials and Services	8,414,622	9,045,414	10,252,289	9,982,412	9,982,412
Capital Outlay	12,380,426	23,274,136	23,408,120	19,292,513	19,292,513
Debt Service	12,615,848	12,952,109	13,283,821	13,733,979	13,733,979
Fund Transfers - Expense	4,251,509	3,762,911	4,187,023	2,027,432	2,027,432
Contingency	0	0	78,855,018	91,401,521	91,257,337
<b>Total Expenditures</b>	<b>197,105,415</b>	<b>107,814,532</b>	<b>214,857,744</b>	<b>203,568,780</b>	<b>203,047,328</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	101,536,135	0	107,278,546	108,446,755	108,446,755
Charges for Services	7,895,169	7,990,277	7,426,831	7,055,903	7,677,903
Intergovernmental Revenues	5,407,152	6,171,916	9,423,781	4,475,796	4,475,796
Interagency Revenue	68,844,500	70,823,923	75,772,327	74,537,806	73,530,334
Fund Transfers - Revenue	3,503,163	4,988,011	3,716,599	2,796,546	2,766,715
Bond and Note Proceeds	2,298,786	17,629,366	4,879,213	0	0
Miscellaneous Sources	3,598,890	2,494,233	1,756,545	1,635,886	1,635,886
General Fund Discretionary	1,246,495	0	1,291,080	1,804,504	1,698,355
General Fund Overhead	2,775,125	0	3,312,822	2,815,584	2,815,584
<b>Total Resources</b>	<b>197,105,415</b>	<b>110,097,725</b>	<b>214,857,744</b>	<b>203,568,780</b>	<b>203,047,328</b>

# CityFleet

## **Description**

CityFleet procures, maintains, and repairs City vehicles and equipment. Maintenance is performed on a technologically diverse fleet ranging from Police patrol cars, dump trucks, hybrid and all electric vehicles, and construction equipment. CityFleet manages over 2,950 vehicles and pieces of equipment, operates eight fueling stations and seven maintenance facilities, provides new vehicle outfitting, repair, maintenance, auto body work, welding, machining, project design, and metal fabrication. CityFleet is also responsible for maintaining emergency generators, renting construction equipment, and disposing of vehicles at the end of the economic lifecycles. Additionally, CityFleet operates a central motor pool shared by bureaus that only have an occasional need for vehicles.

## **Goals**

CityFleet supports the City goals of delivering efficient, effective, and accountable municipal services and the OMF goals of enhancing customer service, fostering a knowledgeable and diverse workforce, and continuously improving business processes by managing the City's vehicles and equipment in a cost effective and efficient manner.

## **Performance Measures**

CityFleet's performance and achievements were recognized nationally by being named the #1 fleet in North America for 2011. CityFleet's numerous accomplishments include maintaining cost effective and competitive services with labor rates and fuel charges below the Portland market, 95 percent fleet availability, 95 percent customer service satisfaction, and completing 70 percent of vehicle and equipment repairs within 24 hours. CityFleet continues to implement green initiatives, including using B-20 biodiesel for the entire diesel fleet and implementing hybrid technologies. CityFleet focuses on inter-bureau communication and problem solving, and supports employee safety, training, and job satisfaction.

## **Changes to Services and Activities**

CityFleet is an Internal Service Fund and service levels are driven by customer demand. FY 2012-13 activities include efforts to respond to City Council policy to transition 20% of the City's fleet to electrical vehicles by 2030. CityFleet is continually looking at ways to increase efficiencies and optimize the fleet to lower operational costs.

# Facilities Services

## **Description**

Facilities Services provides four primary activities: Property Management, Project Management, Operation and Maintenance, and Spectator Facilities. Property Management evaluates real property transactions and negotiates the acquisition and disposal of real property. Project Management provides services for the development of new buildings, major maintenance projects, Fire General Obligation Bond construction projects, parking garage major maintenance projects, and other tenant improvement projects requested by bureaus. Operations and Maintenance provides 24/7 building operation, maintenance and repair including preventive maintenance of HVAC, electrical, and plumbing in City-owned facilities. Spectator Facilities oversees the operation of key City-owned spectator properties including Jeld-Wen Field, Memorial Coliseum, Rose Quarter parking structures, and the City's business interests in other Rose Quarter facilities, including the Rose Garden, that are operated by companies under long-term agreements with the City.

## **Goals**

Facilities Services supports the City goals of delivering efficient, effective, and accountable municipal services and the OMF goal of strengthening stewardship of the City's resources through preserving infrastructure and ensuring a safe community by upgrading facilities to better survive natural disasters.

## **Performance**

Property Management manages over 700,000 square feet owned by the City and leased to others, with an annual rent of \$2.3 million. There is also approximately 250,000 square feet of privately-owned property leased by the City for City use. Property managers administer occupancy agreements for bureaus in City-owned buildings. Project Management manages projects with a total value of over \$8.6 million in FY 2011-12. Facilities Operations and Maintenance completed over 8,800 scheduled and requested work orders during FY 2010-11. The square foot per maintenance FTE was 275,770. Buildings in the Facilities portfolio are maintained in good or better condition (based on annual inspections) according to the facility condition index.

## **Changes to Services and Activities**

Facilities added new major maintenance projects for FY 2012-13, including construction on the Emergency Coordination Center. Work continues on securing stimulus grant funds for the Union Station projects. Facilities completed Fire Station 31 and Station 18, and the Station 21 project is underway. Facilities will add the Kelly Building to their portfolio of City-owned buildings in June 2012.

Renovation plans for the Veterans Memorial Coliseum began in partnership with the Portland Development Commission (PDC), the operator of the Rose Quarter facilities, and the Portland Winter Hawks. If the project moves forward, a major phase of construction will occur in the summer and early fall 2012, with the reopening of the renovated facility in October of 2012.

# Printing and Distribution

## Description

Printing & Distribution (P&D) provides centralized, high quality, convenient, technologically current, and cost-effective reproduction and mailing services to City and external customers, as well as the public. P&D supports each bureau's unique workflow with products and services configured to maximize efficiency and effectiveness. All services are available electronically through the City's website, the interoffice mail system, and at the two downtown P&D customer service counters.

P&D supports bureaus' cost-control efforts through ongoing consultation services and by using the City's current printing and mailing standards for all projects. P&D also supports the City's sustainability efforts by ensuring bureaus comply with the City's sustainability paper policy, stocking and encouraging the use of environmentally preferable papers, using vegetable-based inks, and minimizing the amount of waste generated by the reproduction processes. Through centralized paper purchasing, P&D provides bureaus with the lowest cost, ensures environmental content standards are enforced, and gives bureaus the statistical information necessary to measure progress toward the City's sustainability goals. P&D's mission is to be the printer of choice for all City operations.

## Goals

P&D's supports the City's goal of delivering efficient, effective and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support the goal of continuously improving business practices through competitive pricing and services.

## Performance

P&D continues to keep its main copy center rate at a very competitive rate of \$.031 per sheet. With increased public outreach, the mail volume per Distribution employee is expected to be over 900,000 pieces for FY 2011-12.

## Changes to Services and Activities

P&D is continuing to work closely with our Microfilm customers. This area of our program may experience a loss of revenue due to changed business processes in other bureaus.

# Procurement Services

## **Description**

Procurement Services provides leadership, policy development, oversight and management of the City's procurement and contracting processes and supports the Fair Contracting and Employment Strategy. Reporting to the BIBS Director, the Chief Procurement Officer (CPO) provides operational management and strategic planning for the division. CPO responsibilities include awarding and executing contracts and price agreements of \$500,000 or less, recommending contract awards to City Council for contracts in excess of \$500,000, authorizing contract amendments and final payments, adopting procedures and administrative rules, and resolving protests of contract award decisions. Three teams report to the Chief Procurement Officer: Administrative Services, Procurement and Outside Services. Administrative Services oversees budget development, internal business and operational needs, policy and procedure development, and management of the Minority Evaluator and Sustainable Procurement programs. Procurement teams work with City bureaus to develop, solicit and contract public improvement projects; acquire commodities and services while incorporating sustainability and best practices and advanced procurement methodologies; procure and negotiate contracts for information technology hardware, software and systems; and provide expertise and oversight for the acquisition of Professional, Technical and Expert (PTE) services. The Outside Services team provides program and procedure development for the Fair Contracting and Employment Strategy, the City's foundation for providing opportunities to minority-owned, women-owned and emerging small business (M/W/ESB) firms. Members of the Outside Services team manage the workforce, project manager training, PTE marketing and outreach and Sheltered Market Program. In addition, staff perform subcontractor and workforce compliance services for the Portland Development Commission and Home Forward through intergovernmental agreements.

## **Goals**

Federal and state laws, City Code, and Council directives mandate the services and oversight functions provided by Procurement Services. Activities link to all City goals and further support the OMF goal of long-term financial health, in addition to supporting economic development strategies through the promotion of opportunities for women-owned, minority-owned and emerging small businesses.

## **Performance**

Program efficiency is measured by the number of procurements successfully completed during the fiscal year. Effectiveness is measured by the use of M/W/ESB firms as prime and sub contractors, as well as having a diverse workforce by requiring the use of minority and women workers on City construction projects. The efficiency of the procurement card program is measured by the number of cards issued and annual expenditures.

## **Changes to Services and Activities**

During FY 2012-13, Procurement will be implementing programmatic and procedural updates resulting from stakeholder recommendations related to the Disparity Study. In FY 2012-13, continued funding is requested for the Minority Evaluator Program and one-time funding will allow a temporary staff increase to provide crucial compliance services under the FY 2009-10 Local Stimulus initiative.

# Risk Management

## **Description**

Risk Management consists of five functional areas: Tort Liability Management, Workers' Compensation, Occupational Health & Infectious Disease, Insurance and Self-Insurance, and Loss Prevention.

Tort Liability Management oversees the City's self-insured and self-administered general tort and fleet liability operations, evaluating and adjusting all tort claims filed against the City. Workers' Compensation manages the City's self-insured, self-administered workers' compensation services consisting of claims payments, legal expenses, and the cost of the workers' compensation excess claims policy. Occupational Health & Infectious Disease manages services including immunizations, 24/7 follow-up of blood-borne pathogen exposures, and leads the citywide point of distribution (POD) program in the event of a public health emergency. Insurance is responsible for administering, coordinating and controlling all activities related to commercial and self-insurance policies. Loss Prevention provides leadership and coordination of citywide efforts to prevent and control losses due primarily to tort liability, fleet accidents, fidelity, and workforce injuries.

## **Goals**

Risk Management supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goals of ensuring long-term financial health and continuously improving business processes by providing reliable and timely risk management services.

## **Performance**

Risk Management completed insured value appraisals of \$1.7 billion of insured City property in FY 2011-12. Risk Management also helped the Portland Police Bureau successfully establish an OSHA-compliant hearing conservation program, which included workplace noise surveys, audiometric testing, and hearing protection training for 960 police officers in the fall of 2011. Ergonomic services helped City employees remain on the job by accessing \$93,000 worth of equipment and service through their disability insurance benefits. Over \$140,000 in equipment and wage recovery has been returned to bureaus through services to help employees stay working on the job through state workers' compensation benefits.

## **Changes to Services and Activities**

The point of dispensing (POD) program is in the final stage of development and implementation in FY 2011-12. The next phase of the City Property Program will entail improved covered content inventory and establishing an executive level stakeholder advisory group. In FY 2012-13, Risk Management continues the process of acquiring and implementing a modern risk management information system (RMIS) to replace the current aging claims transaction database.

**Summary of Program Budgets**  
**Bureau of Internal Business Services**

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Neighborhood Resource Center</b>					
Neighborhood Outreach & Support	0	0	0	0	0
<b>Total Neighborhood Resource Center</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Special Appropriations - Community Development</b>					
Special Appropriations - Community Development	81,162	0	0	0	0
<b>Total Special Appropriations - Community Development</b>	<b>81,162</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New &amp; Replacement Acquisitions</b>					
New & Replacement Acquisitions	4,318,625	6,381,284	14,311,188	0	0
Leases & Rentals	862,136	541,865	1,142,345	0	0
Replacement Vehicles	1,941,700	2,649,950	0	0	0
<b>Total New &amp; Replacement Acquisitions</b>	<b>7,122,461</b>	<b>9,573,099</b>	<b>15,453,533</b>	<b>0</b>	<b>0</b>
<b>Administration &amp; Support</b>					
Administration & Support	4,698,676	3,311,048	891,003	0	0
Management Services	178	29	0	0	0
<b>Total Administration &amp; Support</b>	<b>4,698,854</b>	<b>3,311,078</b>	<b>891,003</b>	<b>0</b>	<b>0</b>
<b>Commercial Insurance</b>					
Commercial Insurance	78,671	151,343	161,524	0	0
Insurance Policies	1,657,278	1,094,461	1,351,807	0	0
<b>Total Commercial Insurance</b>	<b>1,735,949</b>	<b>1,245,804</b>	<b>1,513,331</b>	<b>0</b>	<b>0</b>
<b>Duplicating</b>					
Duplicating	1,565,952	1,822,468	0	0	0
Customer Service	164,649	154,066	202,988	0	0
Main Print Shop	804,915	722,002	2,609,099	0	0
1900 Building Service Center	213,433	141,649	225,354	0	0
Vended Printing	1,011,783	839,880	873,888	0	0
<b>Total Duplicating</b>	<b>3,760,731</b>	<b>3,680,065</b>	<b>3,911,329</b>	<b>0</b>	<b>0</b>
<b>Copy Services</b>					
Copy Services	186	0	0	0	0

**Summary of Program Budgets**  
Bureau of Internal Business Services

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Copy Services</b>					
Copier/Printer Services	189,403	209,054	266,242	0	0
New Equipment	128,165	288,391	161,250	0	0
<b>Total Copy Services</b>	<b>317,754</b>	<b>497,445</b>	<b>427,492</b>	<b>0</b>	<b>0</b>
<b>Distribution</b>					
Distribution	63,949	(5,640)	0	0	0
Interoffice Mail	410,353	427,371	444,876	0	0
Postage	1,632,103	1,408,507	1,860,507	0	0
Special Delivery	2,943	3,335	23,693	0	0
US Mail	150,955	135,330	159,830	0	0
<b>Total Distribution</b>	<b>2,260,304</b>	<b>1,968,904</b>	<b>2,488,906</b>	<b>0</b>	<b>0</b>
<b>Enterprise Operations Management</b>					
Enterprise Operations Management	145,482	147,265	222,575	0	0
<b>Total Enterprise Operations Management</b>	<b>145,482</b>	<b>147,265</b>	<b>222,575</b>	<b>0</b>	<b>0</b>
<b>Facilities Services</b>					
Support Services	0	0	0	1,061,924	1,423,637
Operations and Maintenance	0	0	0	22,839,850	22,495,738
Project Management	0	0	0	15,446,490	15,446,490
Property Management	0	0	0	248,630	248,630
Spectator Facilities	0	0	0	2,825,807	2,825,807
<b>Total Facilities Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,422,701</b>	<b>42,440,302</b>
<b>Fleet Services</b>					
New and Replacement Acqs	0	0	0	10,254,758	10,254,758
Maintenance and Repair	0	0	0	18,177,264	18,040,664
Vehicle Pool	0	0	0	56,607	56,607
<b>Total Fleet Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,488,629</b>	<b>28,352,029</b>
<b>Fuel Management</b>					

**Summary of Program Budgets**  
Bureau of Internal Business Services

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Fuel Management</b>					
Fuel Management	(38,065)	(23,292)	0	0	0
<b>Total Fuel Management</b>	<b>(38,065)</b>	<b>(23,292)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Microfilm</b>					
Microfilm	86	0	0	0	0
Microfilming	164,637	137,625	128,756	0	0
<b>Total Microfilm</b>	<b>164,723</b>	<b>137,625</b>	<b>128,756</b>	<b>0</b>	<b>0</b>
<b>Liability</b>					
Liability	6,539,507	5,868,778	12,403,334	0	0
Subrogation	94,961	97,552	108,165	0	0
<b>Total Liability</b>	<b>6,634,469</b>	<b>5,966,330</b>	<b>12,511,499</b>	<b>0</b>	<b>0</b>
<b>Loss Prevention</b>					
Loss Prevention - Liability	320,025	267,982	351,198	0	0
Loss Prevention - Workers Comp	255,320	329,817	374,662	0	0
<b>Total Loss Prevention</b>	<b>575,345</b>	<b>597,799</b>	<b>725,860</b>	<b>0</b>	<b>0</b>
<b>Maintenance &amp; Repair</b>					
Maintenance & Repair	7,995,706	7,976,334	8,534,008	0	0
Fuel Management Program	4,875,033	5,855,984	6,368,329	0	0
Parts Room	3,476,742	3,252,184	2,765,656	0	0
<b>Total Maintenance &amp; Repair</b>	<b>16,347,480</b>	<b>17,084,502</b>	<b>17,667,993</b>	<b>0</b>	<b>0</b>
<b>Occupational Health &amp; Infectious Disease</b>					
Occupational Health & Infectious Disease	147,099	143,667	196,364	0	0
Employee Flu Vaccination	26,968	42,458	25,749	0	0
Infectious Disease	9,256	0	0	0	0
<b>Total Occupational Health &amp; Infectious Disease</b>	<b>183,323</b>	<b>186,125</b>	<b>222,113</b>	<b>0</b>	<b>0</b>
<b>Operations and Maintenance</b>					
Operations and Maintenance	13,908,663	14,328,966	27,871,627	0	0
<b>Total Operations and Maintenance</b>	<b>13,908,663</b>	<b>14,328,966</b>	<b>27,871,627</b>	<b>0</b>	<b>0</b>

**Summary of Program Budgets**  
Bureau of Internal Business Services

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Project Management Office</b>					
Project Management	5,229,138	6,207,165	18,485,620	0	0
<b>Total Project Management Office</b>	<b>5,229,138</b>	<b>6,207,165</b>	<b>18,485,620</b>	<b>0</b>	<b>0</b>
<b>Property Management</b>					
Property Management	341,732	923,157	322,188	0	0
<b>Total Property Management</b>	<b>341,732</b>	<b>923,157</b>	<b>322,188</b>	<b>0</b>	<b>0</b>
<b>Procurement</b>					
Procurement	2,875,397	4,067,305	4,173,835	0	0
Procurement Services	0	0	0	4,157,243	4,346,622
Outside Services	0	0	0	870,494	870,494
<b>Total Procurement</b>	<b>2,875,397</b>	<b>4,067,305</b>	<b>4,173,835</b>	<b>5,027,737</b>	<b>5,217,116</b>
<b>Printing &amp; Distribution</b>					
Duplicating	0	0	0	3,764,931	3,673,931
Copy Services	0	0	0	386,387	341,387
Distribution	0	0	0	2,436,833	2,391,833
Imaging	0	0	0	172,804	172,804
<b>Total Printing &amp; Distribution</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,760,955</b>	<b>6,579,955</b>
<b>Risk Management</b>					
Commercial Insurance	0	0	0	1,495,566	1,495,566
Liability	0	0	0	7,697,457	7,464,133
Loss Prevention	0	0	0	696,081	696,081
Occupational Health	0	0	0	194,754	194,754
Workers' Comp	0	0	0	3,621,968	3,588,644
<b>Total Risk Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,705,826</b>	<b>13,439,178</b>
<b>Outside Services</b>					
Outside Services	1,074,211	1,035,656	1,113,263	0	0
<b>Total Outside Services</b>	<b>1,074,211</b>	<b>1,035,656</b>	<b>1,113,263</b>	<b>0</b>	<b>0</b>
Vehicle Pool					

**Summary of Program Budgets**  
Bureau of Internal Business Services

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Vehicle Pool</b>					
Vehicle Pool	64,436	65,158	75,167	0	0
<b>Total Vehicle Pool</b>	<b>64,436</b>	<b>65,158</b>	<b>75,167</b>	<b>0</b>	<b>0</b>
<b>Workers' Compensation</b>					
Workers' Compensation	3,704,619	3,725,447	4,100,903	0	0
Risk Management - Worker's Comp MCOs	24,745	0	0	0	0
<b>Total Workers' Compensation</b>	<b>3,729,364</b>	<b>3,725,447</b>	<b>4,100,903</b>	<b>0</b>	<b>0</b>
<b>Administration &amp; Support</b>					
Administration & Support	11,890	0	0	0	0
<b>Total Administration &amp; Support</b>	<b>11,890</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PGE Park</b>					
PGE Park	4,137	0	0	0	0
<b>Total PGE Park</b>	<b>4,137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Recreation</b>					
Sports and Games	3,735	765	0	0	0
<b>Total Recreation</b>	<b>3,735</b>	<b>765</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Rose Quarter</b>					
Memorial Coliseum	2,284,699	9,840,146	0	0	0
Parking Garages	(0)	0	0	0	0
<b>Total Rose Quarter</b>	<b>2,284,699</b>	<b>9,840,146</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Spectator Facilities</b>					
Spectator Facilities Administration	(478,811)	371,244	847,164	0	0
Spectator Facilities - PGE Park	1,634,638	1,404,337	1,113,616	0	0
Spectator Facilities - Rose Quarter	798,401	1,094,107	880,000	0	0
<b>Total Spectator Facilities</b>	<b>1,954,228</b>	<b>2,869,688</b>	<b>2,840,780</b>	<b>0</b>	<b>0</b>
<b>Administration &amp; Support</b>					
Administration & Support	5,167,594	3,576,480	127,600	0	0
<b>Total Administration &amp; Support</b>	<b>5,167,594</b>	<b>3,576,480</b>	<b>127,600</b>	<b>0</b>	<b>0</b>

**Summary of Program Budgets**  
Bureau of Internal Business Services

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Fire Station Renovation &amp; Construction</b>					
Fire Station Renovation & Construction	0	0	114,368	0	0
Fire Station New Construction	0	86,831	1,618,031	0	0
Fire Station Renovations	250	0	1,524,110	0	0
<b>Total Fire Station Renovation &amp; Construction</b>	<b>250</b>	<b>86,831</b>	<b>3,256,509</b>	<b>0</b>	<b>0</b>
<b>Administration &amp; Support</b>					
Administration & Support	(0)	0	0	0	0
<b>Total Administration &amp; Support</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Programs</b>	<b>80,639,445</b>	<b>91,099,512</b>	<b>118,531,882</b>	<b>96,405,848</b>	<b>96,028,580</b>

## Internal Business Services

### Performance Measures

Performance Measure	Type	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Performance No Dec Pkg	FY 2012-13 Performance With Dec Pkg
MF_0021 - Number of formal and informal PTE contracts processed	WORKLOAD	300	240	220	225	225
MF_0022 - Percent of apprenticeship hours worked on City contracts	EFFECTIVE	17.91%	18.80%	19.50%	19.00%	19.00%
MF_0023 - Percent of formal prime contracts less than \$200,000 awarded to M/W/ESB contractors	EFFECTIVE	61.5%	39.0%	14.0%	18.0%	18.0%
MF_0024 - Percent of minority/women contractor hours worked on City construction contracts	EFFECTIVE	22.6%	26.1%	29.0%	26.0%	26.0%
MF_0025 - Total procurement card expenditures (in millions)	EFFICIENCY	\$13.51	\$13.10	\$13.00	\$13.40	\$13.40
MF_1001 - Total number of in-bureau copies	WORKLOAD	18,230,000	16,500,000	18,000,000	15,500,000	15,500,000
MF_1002 - Total number of work orders completed	WORKLOAD	20,542	19,792	20,000	18,500	18,500
MF_1003 - Total number of copy center sheets	WORKLOAD	11,840,000	10,800,000	11,000,000	10,800,000	10,800,000
MF_1004 - Total number of press impressions	WORKLOAD	9,600,000	7,250,000	8,000,000	7,000,000	7,000,000
MF_1005 - Percentage of work shipped on time	EFFECTIVE	99.0%	99.6%	99.0%	99.0%	99.0%
MF_1006 - Basic Copy Center Rate	EFFICIENCY	\$0.0300	\$0.0300	\$0.0310	\$0.0300	\$0.0300
MF_1007 - Work shipped on time	EFFECTIVE	100.0%	100.0%	100.0%	100.0%	100.0%
MF_1008 - Total number of pieces mailed per distribution employee	EFFICIENCY	1,253,498	894,127	900,000	850,000	1,000,000
MF_1038 - Average availability of the fleet	EFFECTIVE	95%	96%	95%	95%	90%
MF_1040 - Percentage of usage against availability	EFFICIENCY	82%	82%	80%	80%	80%
MF_1041 - Percentage of total fleet vehicles that are leased	EFFECTIVE	5.0%	0.5%	5.0%	5.0%	5.0%
MF_1045 - Instock parts fill rate (goal to have parts available for efficient repair process)	EFFICIENCY	80%	82%	80%	80%	80%
MF_1046 - Number of new vehicles purchased	WORKLOAD	324	299	300	225	225
MF_1047 - Percent of fleet purchase completed by 12/31	WORKLOAD	65%	67%	65%	65%	65%
MF_1048 - Percent of acquisition projects under budget	EFFICIENCY	95%	95%	90%	90%	90%
MF_1049 - Percent of customers rating acquisition service satisfaction "usually" or "always"	EFFECTIVE	93%	98%	95%	95%	95%
MF_1050 - Percent of customers rating repair service satisfaction "usually" or "always"	EFFECTIVE	96%	98%	95%	95%	95%
MF_1052 - Percent of CityFleet vehicles that utilize alternate fuel and hybrid technology	EFFICIENCY	35%	40%	40%	40%	40%
MF_1053 - Incurred cost of general liability claims per \$100 payroll	EFFECTIVE	\$0.90	\$0.62	\$1.75	\$0.62	\$0.62
MF_1054 - Incurred cost of fleet liability claims per 100,000 miles driven	EFFECTIVE	\$4,120	\$2,303	\$4,750	\$2,600	\$2,600
MF_1055 - Number of general liability claims per 200,000 hours worked	EFFICIENCY	8.80	8.23	9.50	8.23	8.23
MF_1056 - Number of fleet liability claims per 100,000 miles driven	EFFICIENCY	0.76	0.82	1.12	0.82	0.82
MF_1057 - Annual cost of City's property premium based on market conditions	EFFECTIVE	\$959,000	\$869,100	\$1,149,924	\$132,500	\$1,322,500
MF_1059 - Incurred cost of workers' compensation claims per \$100 payroll	EFFECTIVE	\$0.54	\$0.63	\$1.25	\$0.80	\$0.80
MF_1060 - Number of workers' compensation claims per 200,000 hours worked	EFFICIENCY	5.00	5.26	6.00	6.50	6.50
MF_1061 - Number of bodily fluid exposure incidents managed	WORKLOAD	23	19	26	26	26
MF_1062 - Number of employees trained to deal with bloodborne pathogens	WORKLOAD	1,399	2,067	1,250	1,500	1,500
MF_1066 - Portfolio size - Total square footage of facilities managed	WORKLOAD	1,371,259	1,371,259	1,553,162	1,595,728	1,595,728
MF_1067 - Number of internal leases	WORKLOAD	91	90	137	140	140
MF_1068 - Number of external leases	WORKLOAD	50	50	51	52	52

## Internal Business Services

### Performance Measures

Performance Measure	Type	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Performance No Dec Pkg	FY 2012-13 Performance With Dec Pkg
MF_1069 - Portfolio management - Total square footage per property management employee	EFFICIENCY	685,529	685,629	776,581	797,864	797,864
MF_1070 - Value of capital projects completed	WORKLOAD	\$8,260,000	\$13,251,664	\$9,000,000	\$11,550,000	\$11,550,000
MF_1071 - Number of work orders completed for scheduled maintenance	WORKLOAD	3,361	3,511	3,528	3,550	3,550
MF_1072 - Number of work orders completed for customer service requests	WORKLOAD	5,966	5,364	6,123	6,200	6,200
MF_1073 - Percentage of City facilities maintained in good or better condition	EFFECTIVE	95%	95%	93%	94%	94%
MF_1075 - Square foot of portfolio per maintenance FTE	EFFICIENCY	275,000	275,000	275,770	277,089	277,089
MF_1163 - Total Number of Digital Color Prints (in millions)	WORKLOAD	0.00	1.45	1.40	0.00	0.00

**Total FTE and Salary by Class  
Office of Management & Finance**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	3.00	153,000	3.00	157,345	3.00	157,345
30000433	Administrative Specialist, Sr	1.00	53,512	1.00	55,710	1.00	55,710
30000436	Administrative Supervisor I	1.00	72,924	1.00	72,924	1.00	72,924
30000437	Administrative Supervisor II	1.00	76,584	1.00	76,584	0.00	19,128
30000125	Auto Body Restorer	4.00	221,400	4.00	221,400	4.00	221,400
30000448	Business Systems Analyst	1.00	76,584	1.00	76,584	1.00	76,584
30001208	Chief Procurement Officer	1.00	126,132	1.00	129,255	1.00	129,255
30000477	Claims Analyst	1.00	64,296	1.00	66,705	1.00	66,705
30000478	Claims Analyst, Sr	3.00	234,048	3.00	237,048	3.00	237,048
30000066	Claims Technician	2.00	106,920	2.00	106,920	2.00	106,920
30000470	Contractor Dev Program Coordinator	3.00	252,874	3.00	253,908	3.00	253,908
30000472	Contractor Development Supervisor	1.00	89,112	1.00	89,112	1.00	89,112
30000469	Contracts Compliance Specialist	5.00	368,012	5.00	370,380	6.00	430,380
30000041	Distribution Technician	4.00	179,772	4.00	179,772	3.00	132,660
30000042	Distribution Technician, Lead	1.00	49,464	1.00	49,464	1.00	49,464
30000368	Engineer-Mechanical	1.00	98,388	1.00	98,388	1.00	98,388
30000719	Facilities Construction Proj Mgr,Supvsg	1.00	100,044	1.00	100,044	1.00	100,044
30000718	Facilities Construction Project Manager	3.00	253,908	3.00	253,908	3.00	253,908
30000717	Facilities Construction Project Spec	2.00	127,644	2.00	127,644	2.00	127,644
30000456	Facilities Contracts Coordinator	1.00	76,584	1.00	76,584	1.00	76,584
30000711	Facilities Maint Dispatch/Scheduler	2.00	100,218	2.00	104,322	2.00	104,322
30000713	Facilities Maintenance Supervisor	1.00	72,924	1.00	72,924	1.00	72,924
30000071	Facilities Maintenance Technician	14.00	840,720	14.00	847,864	14.00	847,864
30000715	Facilities Services Division Manager	1.00	116,316	1.00	117,342	1.00	117,342
30000712	Facilities Services Specialist	2.00	138,732	2.00	140,982	2.00	140,982
30001108	Internal Business Services Director	1.00	146,952	1.00	146,952	1.00	146,952
30000721	Mail/Micrographics Supervisor	1.00	76,584	1.00	76,584	1.00	76,584
30000452	Management Analyst, Sr	1.00	78,000	1.00	80,670	1.00	80,670
30000450	Management Assistant	2.00	116,249	2.00	121,018	2.00	121,018
30000129	Motorcycle Mechanic	1.00	56,472	1.00	56,472	1.00	56,472
30000475	Occupational Health Program Manager	1.00	75,132	1.00	78,204	1.00	78,204
30000011	Office Support Specialist I	1.00	39,828	1.00	39,828	1.00	39,828
30000012	Office Support Specialist II	3.00	106,980	3.00	109,793	2.00	65,849
30000013	Office Support Specialist III	2.00	92,208	2.00	92,208	2.00	92,208
30000722	Print Shop Supervisor	1.00	80,472	1.00	80,472	1.00	80,472
30000044	Printing & Distrib Custmr Svc Rep, Lead	1.00	59,244	1.00	59,244	1.00	59,244
30000043	Printing & Distrib Customer Svc Rep	3.00	148,584	3.00	151,052	3.00	151,052
30000723	Printing & Distribution Manager	1.00	100,044	1.00	100,044	1.00	100,044
30000059	Procurement Specialist	3.00	162,564	3.00	169,660	3.00	169,660

**Total FTE and Salary by Class  
Office of Management & Finance**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000058	Procurement Specialist, Assistant	4.00	170,928	4.00	178,244	5.00	221,444
30000060	Procurement Specialist, Sr	3.00	189,051	3.00	194,133	3.00	194,133
30000471	Procurement Supervisor	4.00	303,025	4.00	311,474	4.00	311,474
30000464	Program Coordinator	5.00	365,377	5.00	375,319	6.00	459,319
30000463	Program Specialist	1.00	70,956	1.00	72,596	1.00	72,596
30000698	Property Acquisition & Services Manager	2.00	163,956	2.00	165,853	2.00	165,853
30000473	Purchasing Manager	1.00	97,992	1.00	100,664	1.00	100,664
30000047	Reprographic Operator I	5.00	217,680	5.00	217,680	5.00	217,680
30000048	Reprographic Operator II	4.00	195,408	4.00	195,408	3.00	143,988
30000049	Reprographic Operator III	2.00	118,488	2.00	118,488	2.00	118,488
30000484	Risk Manager	1.00	108,290	1.00	112,726	1.00	112,726
30000481	Risk Specialist	2.00	127,632	2.00	131,076	2.00	131,076
30000482	Risk Specialist, Sr	2.00	152,832	2.00	155,610	2.00	155,610
30000483	Risk Supervisor	3.00	272,508	3.00	282,735	3.00	282,735
30000716	Spectator Facilities Manager	1.00	107,556	1.00	107,556	1.00	107,556
30000055	Storekeeper/Acquisition II:Auto Part Spec	4.00	210,912	4.00	210,912	4.00	210,912
30000467	Stores System Supervisor I	1.00	69,684	1.00	72,302	1.00	72,302
30000457	Technology Svcs Contracts Coordinator	1.00	80,472	1.00	80,472	1.00	80,472
30000131	Vehicle & Equipment Mechanic	48.00	2,682,606	48.00	2,701,680	48.00	2,701,680
30000132	Vehicle & Equipment Mechanic, Lead	2.00	113,748	2.00	116,130	2.00	116,130
30000706	Vehicle Acquisition Analyst	1.00	76,584	1.00	76,584	1.00	76,584
30000709	Vehicle Maintenance Superintendent	1.00	93,576	1.00	93,765	1.00	93,765
30000707	Vehicle Maintenance Supervisor I	4.00	255,252	4.00	259,925	4.00	259,925
30000708	Vehicle Maintenance Supervisor II	1.00	79,692	1.00	82,968	1.00	82,968
30000705	Vehicle Program Specialist	1.00	45,072	1.00	45,072	1.00	45,072
30001360	Vehicle Services Administration Supvr	1.00	65,976	1.00	67,558	1.00	67,558
30000710	Vehicle Services Manager	1.00	117,684	1.00	117,684	1.00	117,684
30000123	Welder	3.00	167,688	3.00	167,688	3.00	167,688
30000480	Workers Comp/Disability Analyst, Sr	2.00	149,922	2.00	152,772	2.00	152,772
30000479	Workers Compensation/Disability Analyst	1.00	68,285	1.00	71,021	1.00	71,021
<b>Total Full-Time Positions</b>		<b>194.00</b>	<b>\$12,328,257</b>	<b>194.00</b>	<b>\$12,481,409</b>	<b>193.00</b>	<b>\$12,468,677</b>
30000718	Facilities Construction Project Manager	1.00	80,016	0.92	75,259	0.92	75,259
30000060	Procurement Specialist, Sr	1.00	70,968	0.00	0	0.00	0
<b>Total Limited Term Positions</b>		<b>2.00</b>	<b>\$150,984</b>	<b>0.92</b>	<b>\$75,259</b>	<b>0.92</b>	<b>\$75,259</b>
<b>Grand Total</b>		<b>196.00</b>	<b>\$12,479,241</b>	<b>194.92</b>	<b>\$12,556,668</b>	<b>193.92</b>	<b>\$12,543,936</b>

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 09      **Type:** Reductions

**Decision Package:** MF\_01 - Procurement 4% EMS Reduction      **Program:** Procurement Services

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	Ongoing DP	Requested	Total DP	Requested	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	
<b>EXPENDITURES</b>														
External Materials and Services	0	(55,575)	(55,575)	(55,575)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(55,575)</b>	<b>(55,575)</b>	<b>(55,575)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>														
General Fund Discretionary	0	(55,575)	(55,575)	(55,575)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(55,575)</b>	<b>(55,575)</b>	<b>(55,575)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Procurement Services' management has determined that reducing Personnel Services would not be advantageous to the City because staffing resources are at the utmost of importance in order to support the City's efforts in procurement and contracting. In addition, no reductions will be taken in the Internal Materials and Services expenditure category.

This decision package reduces various accounts in external materials and services to accomplish the 4% reduction scenario.

**Expected Results:**

This reduction will have an overall impact on Procurement's ability to function at its current level.

The reduction will reduce the ability to pay for technology service and upgrades. Extra care and diligence will be necessary on the part of staff when replacing equipment or purchasing software. Additional reporting requirements resulting from Council initiatives and actions will have to be assessed for financial feasibility before compliance can happen.

It will reduce the amount of advertising dollars available to announce outreach functions and partake in special editions of community newspapers in conjunction with landmarks such as holidays, monthly ethnic celebrations and other events.

Because management advocates the continued professional certification and education of its staff, this reduction will result in a requirement to prioritize staff needing to obtain certification or recertification credits and may reduce educational opportunities for others.

The number of local trips made to conduct business will need to be reduced, and Procurement staff will need to look into alternative forms of transportation, such as city fleet vehicles.

The City's contribution to the Port of Portland Mentor-Protégé program will be reduced by \$15,000, which means one of the protégés will no longer be sponsored. The City will only continue to sponsor one protégé with a contribution of \$15,000.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 28      **Type:** Reductions

**Decision Package:** MF\_02 - Procurement 6% EMS Reduction      **Program:** Procurement Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
				Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget		
<b>EXPENDITURES</b>											
External Materials and Services	0	(25,287)	(25,287)	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(25,287)</b>	<b>(25,287)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>											
General Fund Discretionary	0	(25,287)	(25,287)	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(25,287)</b>	<b>(25,287)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
This decision package in combination with the 4% reduction scenario accomplishes the 6% scenario reduction. This decision package further reduces various accounts in the external materials and services category.

Procurement staff will further prioritize expenditures to meet the cut target with the least impact on the community and business operations.

**Expected Results:**

This additional reduction to external materials and services reduces the ability for use of professional services contracts in support of mission-critical programs. It will require more care and diligence on the part of staff when replacing equipment or purchasing software for reporting and compliance purposes. Actions and or initiatives requiring equipment or software upgrades may have to be accompanied by added budget dollars or cuts to other line items depending on the scope of the requirements.

The reduction of the office supply budget will result in a careful examination of requests for supplies and equipment. Surplus supplies will be utilized whenever possible.

This reduction will result in a continued requirement to prioritize staff needs in obtaining certification or recertification credits and will reduce educational opportunities for others. Additionally, it will result in the curtailment of travel related to training and business.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 35      **Type:** Reductions

**Decision Package:** MF\_03 - Procurement 8% EMS Reduction

**Program:** Procurement Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(25,287)	(25,287)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(25,287)</b>	<b>(25,287)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(25,287)	(25,287)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(25,287)</b>	<b>(25,287)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This decision package in combination with the 4% and 6% reduction scenarios accomplish the 8% scenario reduction. This decision package further reduces various accounts in the external materials and services category.

**Expected Results:**

Taking an additional reduction to external materials and services will greatly reduce Procurement's ability to conduct or implement any ad hoc initiatives that might be requested. It also further impacts the use of professional services contracts in support of mission-critical programs.

All expenditures will be carefully examined. Requests for new equipment may be denied. When economically advantageous, equipment and furniture will be repaired rather than replaced. Their will be a continued need to prioritize staff for out of town training related to certification credits.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance

Priority: 02 Type: Bureau Adds

Decision Package: MIF\_10 - Procurement - Minority Evaluator Staffing

Program: Procurement Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	118,526	118,526	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>118,526</b>	<b>118,526</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	118,526	118,526	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>118,526</b>	<b>118,526</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	1.00	1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This is a request for additional one-time funding of a mandated existing program. It has been funded by interagency agreements with City bureaus since FY 2010-11. The Minority Evaluator Program was adopted by City Council through Resolution 36757 in December 2009. The Resolution mandates that all evaluation panels for Requests for Proposals include at least one minority evaluator. The program is managed by a Program Coordinator who conducts outreach activities to recruit minority panel members; maintains and publishes a current list of available members; works with City bureaus to make sure evaluators have the technical expertise to review and score proposals; reports program results to bureaus, stakeholders and Council; and provides training to City employees and community evaluators. Since the inception of the program 342 evaluators have been added to the database and 170 proposal evaluation committees have been successfully filled with minority evaluators.

Additional duties for this position include bureau support management for the Mayor's Summer Youth Connect Program through SummerWorks. This position acts as a point of contact for City bureaus to secure internship placements for approximately 100 local youth ages 16-24.

**Expected Results:**

Current goals are to expand the number of available evaluators; recruit more evaluators with strong technical backgrounds; market services to other local government agencies; and initiate greater involvement with minority chambers of commerce to help provide candidates for the program. FY 2012-13 funding will be provided by interagency agreement with City bureaus.

BUDGET NOTE: Council directs Financial Planning to add the Minority Evaluator Program to the General Fund Overhead Recovery Model beginning in FY 2013-14.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance

Priority: 01 Type: Bureau Adds

Decision Package: MF\_11 - Procurement - Local Stimulus / ARRA Compliance

Program: Procurement Services

	FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	Ongoing DP	Requested	Total DP	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
<b>EXPENDITURES</b>												
Personal Services	0	177,002	177,002	177,002	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>177,002</b>	<b>177,002</b>	<b>177,002</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>												
Interagency Revenue	0	177,002	177,002	177,002	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>177,002</b>	<b>177,002</b>	<b>177,002</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>												
Full-Time Positions	0.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This is a request to extend existing one-time funding for an additional year. In 2009 Council introduced an economic stimulus package as a proactive approach to inject resources into the local economy. As a result the City contracted nearly 500 million dollars worth of capital improvement projects between January of 2009 and December of 2010. The value of these contracts represented a 29% increase over previous years and, as a result of the weak local economy, resulted in increased bidding activity from contractors and increased interest from subcontractors. Procurement Services responded to the increased activity by requesting funding for additional buying staff during the effective period of the stimulus package. Following completion of the procurement phase of the stimulus effort and the beginning of construction, Procurement Services released the additional buying staff but was faced the need for increased contract compliance staff due to the substantial number of contracts in force and the need to track a larger number of subcontracts. In FY 2011-12 Procurement Services requested and received funding for an additional Contract Compliance Specialist and a Procurement Assistant, with the understanding that the multi-year construction projects may require further funding in out years.

Between December of 2010 and today, compliance staff members successfully met compliance monitoring requirements on the existing contracts and were assigned an additional 53 contracts with a value exceeding \$127 million. Because many of the stimulus contracts were multi-year, the staff is still dealing with an increased workload that will be untenable if the additional Compliance Specialist and Procurement Assistant are not funded in FY 2012-13.

**Expected Results:**

This one-time extension of funding will allow Procurement Services compliance staff to remain timely on its compliance monitoring activities. Compliance monitoring is a time-sensitive and labor-intensive undertaking that requires trained specialists and is crucial to Council's mandate to include minority-owned, women -owned and emerging small businesses in City contracting. The City recognizes compliance monitoring as a mission-critical effort because it insures that timely payments are made to subcontractors; that MWESB businesses are utilized as contractually agreed by the prime contractors; that workforce diversity and apprentice training is provided according to the contract terms; that final payments are made when the project is completed and all contract terms are met; and that damages are collected as a means of contract enforcement.

Funding for this decision package is through interagency agreements with the City's construction bureaus (BES, Water, PBOT, Parks and Facilities), and the amount of each agreement is proportionate to the number of contracts in effect for each bureau. Procurement Services will revisit the need for additional funding during the FY 2013-14 budget process depending on the term length of existing contracts coupled with addition of more contracts.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance      Priority: 04      Type: Reductions

Decision Package: MF\_115 - Facilities-4-Mayor's Security Reductions      Program: Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(3,143)	(3,143)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(3,143)</b>	<b>(3,143)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Fund Transfers - Revenue	0	(3,143)	(3,143)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(3,143)</b>	<b>(3,143)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This decision package would reduce the Mayor's contracted security by four percent.

**Expected Results:**

This decision package would reduce the Mayor's contracted security by four percent most likely decreasing the number of hours included under the contract. Specific service level reductions have not been identified at this time.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 05      **Type:** Reductions  
**Decision Package:** MF\_116 - Facilities-6-Mayor's Security Reductions      **Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(1,572)	(1,572)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(1,572)</b>	<b>(1,572)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Fund Transfers - Revenue	0	(1,572)	(1,572)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(1,572)</b>	<b>(1,572)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
This decision package would reduce the Mayor's contracted security by six percent.

**Expected Results:**  
This decision package would reduce the Mayor's contracted security by six percent most likely decreasing the number of hours included under the contract. Specific service level reductions have not been identified at this time.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 06      **Type:** Reductions

**Decision Package:** MF\_117 - Facilities-8-Mayor's Security Reductions

**Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(1,572)	(1,572)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(1,572)</b>	<b>(1,572)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Fund Transfers - Revenue	0	(1,572)	(1,572)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(1,572)</b>	<b>(1,572)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This decision package would reduce the Mayor's contracted security by eight percent.

**Expected Results:**

This decision package would reduce the Mayor's contracted security by eight percent most likely decreasing the number of hours included under the contract. Specific service level reductions have not been identified at this time.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 01      **Type:** Reductions  
**Decision Package:** MF\_118 - Facilities-4-City Hall Major Maintenance      **Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(11,772)	(11,772)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(11,772)</b>	<b>(11,772)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Fund Transfers - Revenue	0	(11,772)	(11,772)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(11,772)</b>	<b>(11,772)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This decision package would reduce funding for the City Hall Major Maintenance reserve by four percent.

**Expected Results:**

The City Hall Major Maintenance fund has a projected deficit over the next five years due primarily to HVAC replacement projects. The current City Hall HVAC units have reached the end of their useful life. Delaying replacement of these units will most likely result in increased repair costs to keep the units operating.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance

Priority: 02 Type: Reductions

Decision Package: MF\_119 - Facilities-6-City Hall Major Maintenance

Program: Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(5,886)	(5,886)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(5,886)</b>	<b>(5,886)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Fund Transfers - Revenue	0	(5,886)	(5,886)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(5,886)</b>	<b>(5,886)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This decision package would reduce funding for the City Hall Major Maintenance reserve by six percent.

**Expected Results:**

The City Hall Major Maintenance fund has a projected deficit over the next five years due primarily to HVAC replacement projects. The current City Hall HVAC units have reached the end of their useful life. Delaying replacement of these units will most likely result in increased repair costs to keep the units operating.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 03      **Type:** Reductions

**Decision Package:** MF\_120 - Facilities-8-City Hall Major Maintenance

**Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(5,886)	(5,886)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(5,886)</b>	<b>(5,886)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Fund Transfers - Revenue	0	(5,886)	(5,886)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(5,886)</b>	<b>(5,886)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This decision package would reduce funding for the City Hall Major Maintenance reserve by eight percent.

**Expected Results:**

The City Hall Major Maintenance fund has a projected deficit over the next five years due primarily to HVAC replacement projects. The current City Hall HVAC units have reached the end of their useful life. Delaying replacement of these units will most likely result in increased repair costs to keep the units operating.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 07      **Type:** Reductions

**Decision Package:** MF\_20 - RIS-4-Eliminate excess liability second layer

**Program:** Risk Management

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(134,000)	(134,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(134,000)</b>	<b>(134,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(134,000)	(134,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(134,000)</b>	<b>(134,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

The City limits its Tort Liability financial exposure by purchasing Excess Insurance. Under the current program, the City retains the first \$1 million of loss for each tort occurrence. Amounts above the \$1 million self-insured retention (SIR) become the responsibility of the insurer. The City's program is layered. One insurance company insures the first \$10million above the City's Self Insured Retention. A second company insures the layer from \$11million to the maximum limit of \$30 million in loss.

Based on the 2011-12 cost of the second layer of excess insurance, this cut would eliminate the second layer of excess liability coverage estimated at \$198,000 and add back \$69,000 to External M&S for a total cut of \$134,000.

**Expected Results:**

The city would decrease the amount of excess liability coverage from \$30,000,000 million to \$10,000,000. The city has never experienced a claim near \$10,000,000.

The City has tapped its excess policy only twice in 20 years. Other Oregon public entities either have no excess coverage (State of Oregon) or carry \$5 or \$10 million over their self-insured retention.

There is a very small probability a liability claim could exceed the first layer of its excess liability coverage limits.

**Decision Package Summary  
Bureau of Internal Business Services**

Bureau: Office of Management & Finance

Priority: 24

Type: Reductions

Decision Package: MF\_21 - RIS-6-Eliminate excess liability second layer

Program: Risk Management

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested 1 Time DP	Requested Ongoing DP	Requested Total DP	Requested Total DP	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	
<b>EXPENDITURES</b>														
External Materials and Services	0	(66,000)	(66,000)	(66,000)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(66,000)</b>	<b>(66,000)</b>	<b>(66,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>														
Interagency Revenue	0	(66,000)	(66,000)	(66,000)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(66,000)</b>	<b>(66,000)</b>	<b>(66,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

The City limits its Tort Liability financial exposure by purchasing Excess Insurance. Under the current program, the City retains the first \$1 million of loss for each tort occurrence. Amounts above the \$1 million self-insured retention (SIR) become the responsibility of the insurer. The City's program is layered. One insurance company insures the first \$10million above the City's Self Insured Retention. A second company insures the layer from \$1 million to the maximum limit of \$30 million in loss.

Based on the 2011-12 cost of the second layer of excess insurance, this cut would eliminate the second layer of excess liability coverage estimated at \$198,000. In addition to the 4% cut of \$134,000 involving the second layer of excess liability insurance, this additional 2% cut would represent another \$66,000 of that \$198,000, leaving \$2,000 to be added back to the external M&S budget.

**Expected Results:**

The city would decrease the amount of excess liability coverage from \$30,000,000 million to \$10,000,000. However, the city has never experienced a claim near \$10,000,000.

The City has tapped its excess policy only twice in 20 years. Other Oregon public entities either have no excess coverage (State of Oregon) or carry \$5 or \$10 million over their self-insured retention.

There is a very small probability a liability claim could exceed the first layer of its excess liability coverage limits.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 57 **Type:** Reductions

**Decision Package:** MF\_22 - RIS-8-Cut Office Support Specialist position

**Program:** Risk Management

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(66,648)	(66,648)	0	0	0	0
External Materials and Services	0	0	0	0	0	0	0
Contingency	0	(352)	(352)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(67,000)</b>	<b>(67,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(67,000)	(67,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(67,000)</b>	<b>(67,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

The Strategic Support Team consists of one Administrative Supervisor 1 (non-rep) and two, represented OSS 2's. In addition to Front Desk reception and handling general line calls from the public, this team provides administrative program support to Risk Management's five citywide programs including managing office supplies, timekeeping, bill pay, and SAP input. One OSS 2 position is currently open because of a medical retirement.

**Expected Results:**

- Entire SAP bill paying process would be absorbed by the remaining OSS II with only emergency backup from outside of Risk Management. Bills would not be paid during sick or vacation leave. Current workload: 350 to 400 bills paid per month. Two time studies have shown bill pay takes, on average 30 hours/week.
- Eliminate front desk reception that currently handles about 8 to 10 walk-ins each day. Call bell is available. Transfer responsibility to greet walk-ins to shared back office responsibility.
- Eliminate answering general Risk Management office phone line, directing calls and answering questions from employees & the public. Divert calls to voice mail. Require each program team to monitor voice messages regularly throughout the day.
- Mail: continue to pick up, open, stamp and sort incoming mail (claims, bills, and general correspondence.) Eliminate processing of incoming WC team bills and outgoing Liability claim letters. Require each program to process their own mail.
- Filing: Eliminate closed claim filing for Liability and all filing for WC. Require each program to handle their own filing.
- Registration services: delayed registration for driving classes, ergonomic appointments and annual safety committee conference.
- Required Driver Record Checks: limited or delayed processing of driver suspensions notices to bureaus.
- Training Record Database for driver records: delayed in updating employee training records
- Delayed processing monthly paperwork for Fleet/Accident Review Board: enter accidents into database, produce letters, set up appointments for employees who wish to appear before the board, produce & send out follow-up letters.

**Decision Package Summary  
Bureau of Internal Business Services**

Bureau: Office of Management & Finance      Priority: 08      Type: Reductions

Decision Package: MF\_23 - P&D-4-Eliminate Reproduction Operator II positio      Program: Printing & Distribution

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(70,000)	(70,000)	0	0	0	0
External Materials and Services	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(70,000)	(70,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This package eliminates a currently vacant Reproduction Operator 2 position, and updates the division's digital color workflow.

When the RO-2 position was vacated last year the division was unable to quickly hire a replacement. It had to reorganize the duties of existing staff and create efficiencies to meet continuing service requirements. These efficiencies can be continued into the future. Savings - \$70,000.

**Expected Results:**

Reduces hourly Printing rate salary and benefits expense by \$70,000.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 09 **Type:** Reductions

**Decision Package:** MF\_24 - P&D-4-Reduction in Equipment Maintenance

**Program:** Printing & Distribution Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(21,000)	(21,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(21,000)</b>	<b>(21,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(21,000)	(21,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(21,000)</b>	<b>(21,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package is a companion to the package that eliminates a currently vacant Reproduction Operator 2 position, and updates the division's digital color workflow.

**Expected Results:**

When the RO-2 position was vacated last year the division was unable to quickly hire a replacement. It had to reorganize the duties of existing staff and create efficiencies to meet continuing service requirements. With the replacement of aging digital printing equipment, the division can update and consolidate. This will increase efficiency and decrease per copy maintenance costs. Savings - \$21,000.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance **Priority:** 28 **Type:** Reductions

**Decision Package:** MF\_25 - P&D-6-Increase copier/printer replacement cycles **Program:** Printing & Distribution Services

	FY 2012-13	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Requested 1 Time DP	Requested Ongoing DP	Requested Total DP	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(45,000)	(45,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(45,000)</b>	<b>(45,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(45,000)	(45,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(45,000)</b>	<b>(45,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package increases the expected life of City copier/printers by 1 to 2 years, depending upon each device's usage. P&D charges bureaus a per click charge for each copy and print made on it's devices. That rate covers all costs associated with the device including capital replacement. For FY 2011-12 the capital replacement component of the click charge is \$.0075.

This package would reduce the capital charge to \$.005 per click, thus increasing the length of time each machine must be in service to fully fund it's replacement.

At an estimated 18 million billable clicks, a savings of .0025 per click would yield \$45,000 in savings.

- **Expected Results:**
- 16 Increasing maintenance frequencies as equipment ages.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance

Priority: 41 Type: Reductions

Decision Package: MF\_27 - P&D-8-Interoffice mail efficiencies

Program: Printing & Distribution Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(45,000)	(45,000)	0	0	0	0
Contingency	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(45,000)</b>	<b>(45,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(45,000)	(45,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(45,000)</b>	<b>(45,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This package streamlines the City's interoffice mail delivery system. It eliminates a Distribution Tech position, that has a total cost of approximately \$70,000, and adds the difference to Distribution's Part-time line item.

**Expected Results:**

For all agencies outside the core area it mandates no more than once a day pick-up and delivery (this is currently the case for most agencies, but not all), and decreases delivery frequency to low volume one stop per day generators.

**Decision Package Summary  
Bureau of Internal Business Services**

Bureau: Office of Management & Finance

Priority: 04

Type: Reductions

Decision Package: MF\_55 - CityFleet-4-Optimize Utilization of Police Fleet

Program: CityFleet

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Internal Materials and Services	0	0	0	0	0	0	0
Contingency	0	(137,000)	(137,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(137,000)</b>	<b>(137,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(137,000)	(137,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(137,000)</b>	<b>(137,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package addresses utilization and optimization of the Police Bureau fleet for three separate equipment classifications. 1) General purpose sedans (Class 1001) assigned to the Portland Police Bureau are presently on a eight-year replacement schedule. After review, CityFleet staff recommends extending the lifecycle of these sedans as the mileage driven per year does not meet minimum best Fleet practices for replacement. CityFleet has identified seven sedans assigned to the Police Bureau that would meet this criteria for a reduction of \$13,000. Additionally, should these sedans be determined to be underutilized, the Police Bureau could turn-in the sedan and use the City's shared Motor Pool located at the 1st and Jefferson Garage which is in close proximity to the Central Precinct. 2) Patrol sedans assigned to the Transit Division in the Portland Police Bureau are presently on a five-year replacement schedule. CityFleet staff recommends changing the life-cycle to six years for a reduction of 25,000 to the interagency agreement. 3) Standard Patrol sedans assigned to the Portland Police Bureau are presently on a five-year replacement schedule. Prior to replacement, CityFleet conducts mechanical assessments and mileage reviews on each unit. CityFleet recommends extending the replacement schedule on patrol sedans that do not meet mileage minimums and where the mechanical assessments do not indicate cause for replacement and this action would reduce the interagency by \$99,000.

**Expected Results:**

Results for part 1: The current 8 year, 80,000 mile, and a mechanical assessment replacement criteria meets best fleet management practices and the bureaus needs and therefor the life-cycles would not be extended for the administrative sedans. Because of low use some vehicles have less than the required 80,000 miles at 8 year criteria. Therefore, the life of these specific vehicles can be extended. Results for part 2 & 3: The current 5 year, 100,000 mile, and a mechanical assessment replacement criteria meets best fleet management practices and the bureaus needs. Because of location, some vehicles have less than 100,000 miles at 5 years. Therefor, the life of these specific vehicles can be extended. The impact on this decision package is that costly repairs could still occur if the vehicles require major repairs within the extended life, which would be a cost that PPB would pay out of the repair and maintenance budget.

This package will not adversely affect FTE's, but could have an effect on CityFleet's performance measure of 95% vehicle availability.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 10 **Type:** Reductions

**Decision Package:** MF\_56 - CityFleet-4-Extend Police Vehicle Lifecycles

**Program:** CityFleet

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(238,000)	(238,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(238,000)</b>	<b>(238,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(238,000)	(238,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(238,000)</b>	<b>(238,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package is to assign vehicles into the proper replacement schedules based on results of focused analysis by CityFleet for utilization by the Police Bureau. Presently, the sedans assigned to Police Commander Lieutenant Sert (CLS) and are classified as Patrol Sedans (1013) and on a five-year replacement cycle. The Lieutenant sedans have been determined to not endure the same level of severe duty that the patrol sedans experience. For this reason, CityFleet is proposing to create a new vehicle class for CLS sedans that would be on a seven year replacement schedule. This action will reduce the interagency with Police by \$108,000. The Portland Police Bureau has sedans in the undercover program that previously were leased and in FY 2009-10 converted to City-owned vehicles. As this was a pilot program to own the under-cover vehicles, the equipment was originally set to a 3 year life cycle replacement. At this point in time, CityFleet is recommending a five-year life cycle replacement reducing the interagency by \$130,000.

**Expected Results:**

The impact on this decision package is that costly repairs could still occur if a Command/Lieutenant/Sert vehicle is used in a severe application, which would be a cost that PPB would pay out of the Bureau's repair and maintenance budget. The Portland Police Bureau has historically rotated undercover vehicles for their covert operations. In the past, this process was accomplished through a lease vehicle program, and the vehicles were traded in every year. To lower the City's costs, CityFleet loaned PPB the funds necessary to purchase undercover vehicles and put them on a 3 year life cycle. The vehicles are maintained by CityFleet at a significant savings compared to leasing. PPB agreed to rotate vehicles within the operation, which still provides covert operations. The program is working well and in collaboration with PPB, it was decided that the purchased undercover vehicles can be extended out to five years.

The impact on this decision package is that the cars are on the road longer, and can be identified. Frequent rotation improves officer safety. Also, these vehicles are used hard, and PPB may see a cost per mile increase in later years.

This package will not adversely affect FTE's, but could effect CityFleet's performance measure of 95% vehicle availability for these units.

**Decision Package Summary  
Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 22      **Type:** Reductions

**Decision Package:** MF\_57 - CityFleet-6-Reduction Police Internal Fueling

**Program:** CityFleet

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(81,000)	(81,000)	0	0	0	0
Internal Materials and Services	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(81,000)</b>	<b>(81,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(81,000)	(81,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(81,000)</b>	<b>(81,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Presently the vehicles assigned to the Portland Police Bureau's North Precinct obtain fuel through purchases on the City's contract with external fuel providers. CityFleet has fueling stations that are close to the North Precinct where the Bureau could procure fuel with less cost. The fuel in the inventory system is procured on bulk pricing contracts which are consistently below the market rate that the Police Bureau pays to outside vendors. By using the inventory-managed fuel system where applicable, the Police Bureau could save an estimated \$81,000 on fuel each year.

CityFleet has prepared a location, time of fueling, and gallons consumed analysis of all Police fueling and presented the materials to the Police Bureau budget contact and discussed operational impacts with the North Precinct staff. CityFleet is still in discussion with the customer to ensure that the safety-specific and operational requirements of the Police Bureau will be met and at this time, the Police Bureau is reviewing this analysis.

**Expected Results:**

PPB has a large geographical area to cover. The distance is roughly between the Saint John's Bridge and the Airport. Additional fueling stations are needed to provide thorough coverage. Adding fuel stations will provide for emergency fueling, lower the City's cost, and improve accountability.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 23 **Type:** Reductions

**Decision Package:** MF\_58 - CityFleet-6- PBOT Fleet Utilization

**Program:** CityFleet

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(69,000)	(69,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(69,000)</b>	<b>(69,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(69,000)	(69,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(69,000)</b>	<b>(69,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

CityFleet has reviewed data detailing average miles traveled per month, age of equipment and cost per mile to operate. Based upon this data review and by-vehicle research, CityFleet has identified equipment assigned to the Portland Bureau of Transportation (PBOT) that is costly to maintain and pay for future replacement given the low-miles driven on an annual basis. Annual expenses are defined as repair and maintenance, fuel, and depreciation paid into the Fleet fund for future replacement.

- EQ 86143 (Truck/Crane) annual expenses are estimated at \$26,120
- EQ 86205 (Hydra) annual expenses are estimated at \$23,272
- EQ 86385 (Small dump truck) annual expenses are estimated at \$6,800
- EQ 003203 (Cargo van) annual expenses are estimated at \$5,287
- EQ 031020 (Standard sedan) annual expenses are estimated at \$4,400

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CityFleet is in collaboration with PBOT to address Bureau concerns and operational requirements for the Bureau. This preliminary list came from Fleet analysis and is subject to change due to Bureau changes and requirements.

**Expected Results:**

The impact of reducing this identified equipment to the Bureau is that the Bureau may still have operational requirements that would necessitate vehicle or equipment on a short-term basis. In some cases, such as sedans or vans, the City's shared motor pool may provide a cost-effective option. Where the motor pool is not a viable solution, short term vehicle and equipment leases could be available to the Bureau. However, there is complex equipment that is not readily available for the Bureau to rent. In this case, there would be a significant operational impact to the Bureau. For this reason, CityFleet is in constant communication with the bureaus to fill their vehicle and equipment needs.

This package will not adversely affect FTE's.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 31

**Type:** Reductions

**Decision Package:** MF\_59 - CF-6-Fire Bureau Internal Fueling

**Program:** CityFleet

	FY 2012-13	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Requested 1 Time DP	Requested Ongoing DP	Requested Total DP	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(38,000)	(38,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(38,000)</b>	<b>(38,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(38,000)	(38,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(38,000)</b>	<b>(38,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Presently the Fire Bureau obtains fuel for apparatus and for Fleet maintained vehicles through purchases on the City's contract with external fuel providers. CityFleet has fueling stations throughout the City that are in proximity to some Fire Bureau stations where vehicles and equipment could purchase fuel. The fuel in the inventory system is procured on bulk pricing contracts which are consistently below the market rate that the Fire Bureau pays to outside vendors. By using the inventory-managed fuel system where applicable, the Fire Bureau could save an estimated \$38,000 annually on fuel.

CityFleet has prepared a location and gallons consumed analysis of all Fire fueling and presented the materials to the Fire Bureau budget contact. CityFleet is in discussion with the customer to ensure that the safety-specific and operational requirements of the Fire Bureau will be met and at this time, the Fire Bureau is reviewing this analysis.

**Expected Results:**

The impact on this decision package should be minimal to achieve the \$38,000 savings. The savings is based upon vehicles currently fueling at retail stations in close proximity to City-owned stations.

City-wide fueling infrastructure is an unfunded need and will be addressed in the future.

This change will also provide City fueling capability during an emergency.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance

Priority: 42 Type: Reductions

Decision Package: MF\_60 - CityFleet-8-Assess rent to Home Forward

Program: CityFleet

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(9,600)	(9,600)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(9,600)</b>	<b>(9,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(9,600)	(9,600)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(9,600)</b>	<b>(9,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Presently, Home Forward utilizes 13,300 sq. feet of parking space at the Kerby Garage facility. This space is leased by the City from ODOT at a rate of \$.06/sq. foot. CityFleet pays the state to lease this space and the City does not charge HAP to sub-lease the space from CityFleet.

This proposal would assess rent of \$.06/sq. foot to HAP to collect \$9,600 for Home Forward to utilize the space.

**Expected Results:**

This package would reduce CityFleet's hourly rate by \$9,600 as the revenue would off-set the expenses by this amount.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 43      **Type:** Reductions

**Decision Package:** MF\_61 - CityFleet-8-Police Bureau Low Utilization Review      **Program:** CityFleet

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(69,000)	(69,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(69,000)</b>	<b>(69,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(69,000)	(69,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(69,000)</b>	<b>(69,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

CityFleet has reviewed data detailing average miles traveled per month, age of equipment and cost per mile to operate for equipment assigned to the Police Bureau. Based upon this data review and by-vehicle research, CityFleet has identified equipment assigned to Police that is costly to maintain and pay for future replacement given the low-miles driven on an annual basis. Annual expenses are defined as repair and maintenance, fuel, and depreciation paid into the Fleet fund for future replacement.

There are 12 vehicles and equipment that meet the criteria set by CityFleet for low utilization. The total annual expenses associated with these units amount to \$69,000.

CityFleet is in collaboration with Police to address Bureau concerns and operational requirements for the Bureau. This preliminary list came from Fleet analysis and is subject to change due to Bureau changes and requirements.

**Expected Results:**

The impact of reducing this identified equipment to the Bureau is that the Bureau may still have operational requirements that would necessitate vehicle or equipment on a short-term basis. In some cases, such as sedans or vans, the City's shared motor pool may provide a cost-effective option. Where the motor pool is not a viable solution, short term vehicle and equipment leases could be available to the Bureau. However, there is complex equipment that is not readily available for the Bureau to rent. In this case, there would be a significant operational impact to the Bureau. For this reason, CityFleet is in constant communication with the bureaus to fill their vehicle and equipment needs.

This package will not adversely affect FTE's, but could have an effect on CityFleet's performance measure of 95% vehicle availability.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance      Priority: 44      Type: Reductions

Decision Package: MF\_62 - CityFleet-8-Police Bureau PM Cycle change      Program: CityFleet

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(8,000)	(8,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(8,000)	(8,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

CityFleet has reviewed preventative maintenance intervals for the CLS sedans at the Portland Police Bureau to determine the proper intervals for service. Based on repair history, manufacturer guidelines and industry standards, CityFleet has determined that the scheduled preventative maintenance for this classification of vehicles could be decreased by two service intervals per year.

The package would reduce the amount of supplies required to perform this service by \$8,000.

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CityFleet is in collaboration with Police to address Bureau concerns and operational requirements for the Bureau. This preliminary list came from Fleet analysis and is subject to change due to Bureau changes and requirements.

**Expected Results:**

Deferring preventative maintenance (PM) will reduce inspections of the CLS vehicles. The goal of a good PM program is to catch problems before they occur, improving officer and citizen safety.

This package will not adversely affect FTE's, but could have an effect on CityFleet's performance measure of 95% vehicle availability.

**Decision Package Summary  
Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 45      **Type:** Reductions  
**Decision Package:** MF\_63 - CityFleet-8-Parks Bureau Low Vehicle Utilization      **Program:** CityFleet

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(75,000)	(75,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(75,000)</b>	<b>(75,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(75,000)	(75,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(75,000)</b>	<b>(75,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

CityFleet has reviewed data detailing average miles traveled per month, age of equipment and cost per mile to operate for equipment assigned to the Parks Bureau. Based upon this data review and by-vehicle research, CityFleet has identified equipment assigned to Parks that is costly to maintain and pay for future replacement given the low-miles driven on an annual basis. Annual expenses are defined as repair and maintenance, fuel, and depreciation paid into the Fleet fund for future replacement.

There are 14 vehicles and equipment that meet the criteria set by CityFleet for low utilization. The total annual expenses associated with these units amount to \$75,000.

CityFleet is in collaboration with Parks to address Bureau concerns and operational requirements for the Bureau. This preliminary list came from Fleet analysis and is subject to change due to Bureau changes and requirements.

**Expected Results:**

The impact of reducing this identified equipment to the Bureau is that the Bureau may still have operational requirements that would necessitate vehicle or equipment on a short-term basis. In some cases, such as sedans or vans, the City's shared motor pool may provide a cost-effective option. Where the motor pool is not a viable solution, short term vehicle and equipment leases could be available to the Bureau. However, there is complex equipment that is not readily available for the Bureau to rent. In this case, there would be a significant operational impact to the Bureau. For this reason, CityFleet is in constant communication with the bureaus to fill their vehicle and equipment needs.

This package will not adversely affect FTE's.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance **Priority:** 46 **Type:** Reductions

**Decision Package:** MF\_64 - CityFleet-8-PBOT Utilization Inventory Reduction **Program:** CityFleet

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(25,400)	(25,400)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(25,400)</b>	<b>(25,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(25,400)	(25,400)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(25,400)</b>	<b>(25,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

CityFleet has reviewed data detailing average miles traveled per month, age of equipment and cost per mile to operate. Based upon this data review and by-vehicle research, CityFleet has identified equipment assigned to the Portland Bureau of Transportation (PBOT) that is costly to maintain and pay for future replacement given the low-miles driven on an annual basis. Annual expenses are defined as repair and maintenance, fuel, and depreciation paid into the Fleet fund for future replacement.

EQ 84057 (Flatbed Truck) annual expenses are estimated at \$6,868  
 EQ 84867 (Step Van) annual expenses are estimated at \$7,308  
 EQ 013404 (Step Van) annual expenses are estimated at \$9,933

CityFleet is in collaboration with PBOT to address Bureau concerns and operational requirements for the Bureau. This preliminary list came from Fleet analysis and is subject to change due to Bureau changes and requirements.

**Expected Results:**

The impact of reducing this identified equipment to the Bureau is that the Bureau may still have operational requirements that would necessitate vehicle or equipment on a short-term basis. In some cases, such as sedans or vans, the City's shared motor pool may provide a cost-effective option. Where the motor pool is not a viable solution, short term vehicle and equipment leases could be available to the Bureau. However, there is complex equipment that is not readily available for the Bureau to rent. In this case, there would be a significant operational impact to the Bureau. For this reason, CityFleet is in constant communication with the bureaus to fill their vehicle and equipment needs.

This package will not adversely affect FTE's.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 01 **Type:** Reductions

**Decision Package:** MF\_75 - Facilities-4-Eliminate Comcast Cable in 1900 Bid

**Program:** Facilities

	FY 2012-13	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Requested	Requested	Requested	Estimated	Estimated	Estimated	Estimated
	1 Time DP	Ongoing DP	Total DP	Budget	Budget	Budget	Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(15,000)	(15,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(15,000)	(15,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

When the 1900 building was built, it was designed to allow for BTS to do cable TV expansion into any area without having to increase the cable TV charges. The plan required a premium be paid to Comcast. The actual number of Cable subscribers within the building currently, and through the history of the 1900 building, does not come close to supporting the current arrangement.

An additional recommendation for other bureaus would be to review contracts with Comcast and determine if cable TV contracts are needed or if online streaming is an acceptable alternative.

**Expected Results:**

Cancellation of the current plan and allow each user to subscribe directly with the Comcast for current needs.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 02      **Type:** Reductions

**Decision Package:** MF\_76 - Facilities-4-Lease 1900 Building Vacant Space

**Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	622,000	622,000	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>622,000</b>	<b>622,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Charges for Services	0	622,000	622,000	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>622,000</b>	<b>622,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package generates new revenue by leasing floor space at the 1900 building that has been held vacant for years. The space would be leased to outside agencies or City agencies currently paying for space in privately held properties. There is 21,793 sq ft of space available on one floor. The current lease rate is \$31.67/sq ft.

**Expected Results:**

Building operations costs will go up due to increased occupancy and additional demand and services.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance      Priority: 03      Type: Reductions

Decision Package: MF\_77 - Facilities-4-LEED-EB Savings      Program: Facilities

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	Ongoing DP	Requested	Total DP	Requested	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	
<b>EXPENDITURES</b>														
External Materials and Services	0	(10,000)	(10,000)	(10,000)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>														
Interagency Revenue	0	(10,000)	(10,000)	(10,000)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

The process of retro commissioning the Portland Building, as part of the LEED-EB certification, has produced efficiencies in the operations of HVAC, elevators, and lighting systems. Retro commissioning is a process that analyzes how an existing building is operating and maintained and seeks to improve how equipment and systems function together. Through the LEED EBOM process The Portland Building is going through the retro commissioning program. Several Retro-Commissioning measures have been identified that will create operating efficiencies, including sequence of operation changes, eliminating simultaneous heating and cooling issues, and restoring the lighting sweep system to it original design intent. Through these efficiency measures, savings will be created.

**Expected Results:**

Improved operation of building systems. Savings would not be re-allocated to building operations but would be offered as a cut.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance      Priority: 25      Type: Reductions

Decision Package: MF\_78 - Facilities-6-Eliminate Desk-side Trash Service      Program: Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(24,000)	(24,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(24,000)</b>	<b>(24,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(24,000)	(24,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(24,000)</b>	<b>(24,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
This decision package would eliminate deskside trash pickup. Staff would be required to empty their trash into a common collection point centralized on each floor.

**Expected Results:**

Due to increased recycling efforts, on average there is little trash contained at each individual desk location. Staff already are responsible for emptying recycle containers so there should not be a significant increase of time involved. Restroom and lunchroom trash will continue to be emptied by custodial staff on a daily basis.

**Decision Package Summary  
Bureau of Internal Business Services**

Bureau: Office of Management & Finance      Priority: 26      Type: Reductions  
 Decision Package: MF\_79 - Facilities-6-Eliminate Paper Towels in Port Bldg      Program: Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(14,000)	(14,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(14,000)	(14,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Remove paper towels in all restrooms where hand dryers exist. Savings would be from the reduction of purchasing paper towels, and the reduction in trash pickup by janitorial staff and trash removal.

Savings encourages the movement towards installing hand dryers at all buildings so the standard could be applied City-wide.

**Expected Results:**

Restrooms will see more water around the sink and floors. Likely will result in a lower employee satisfaction level with restroom services.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance

Priority: 27 Type: Reductions

Decision Package: MF\_80 - Facilities-6-City Hall HVAC Reductions

Program: Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(6,000)	(6,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(6,000)	(6,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Shut down HVAC (condenser pumps and heat pumps) at City Hall during nights and weekends. Savings will be through energy reductions.

**Expected Results:**

Would have some effect on employees who are working late or on weekends. This condition already exists at the Portland and 1900 Buildings.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 29      **Type:** Reductions  
**Decision Package:** MF\_81 - Facilities-6-Reduce 1900 Bldg MM Reserve      **Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(210,000)	(210,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(210,000)</b>	<b>(210,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(210,000)	(210,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(210,000)</b>	<b>(210,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

As a condominium, the City has a responsibility to maintain adequate reserves for planned and unplanned building Major Maintenance and Capital projects. Several Major Maintenance project have been completed that can allow for a temporary reduction in the Major Maintenance reserve rate recovery from 3.2% of the building replacement value to 2.5%. The building is still relatively new (built in 1999) but major systems within the City Tower or the older base building of the condo will continue to require project funding.

**Expected Results:**

This will reduce the building occupants rates and will reduce the amount collected each year to apply towards 1900 Building condo Major Maintenance.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 30      **Type:** Reductions

**Decision Package:** MF\_82 - Facilities-6-Reduce Police Janitorial      **Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(50,000)	(50,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(50,000)	(50,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
 Reduce Police janitorial to office trash removal and vacuuming once a week with no desk-side recycling. Restrooms continue to be serviced seven times per week.

- N Precinct
- Central Precinct and Justice Center
- E Precinct
- Traffic
- Training

**Expected Results:**  
 Less cleaning generally relates to higher Indoor Air Quality (IAQ) concerns and lower workplace satisfaction ratings from employees.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 33

**Type:** Reductions

**Decision Package:** MF\_83 - Facilities-6-Eliminate IAQ Testing in Port Bldg

**Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(20,000)	(20,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(20,000)	(20,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Indoor Air Quality (IAQ) testing is currently conducted as a regularly scheduled test at Portland Building, 1900 Building and 911. This proposal is to eliminate all regular scheduled IAQ testing and only provide testing at a Bureau's request and expense.

**Expected Results:**

Testing will become an issue based demand service paid for by the requesting Bureau. IAQ testing provides potential early warning with regards to possible equipment malfunctions which could lead to IAQ complaints.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** 47 **Type:** Reductions

**Decision Package:** MF\_84 - Facilities-8-Lease Vacant Kelly Building Space

**Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	100,000	100,000	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	100,000	100,000	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
 There is 7,041 sq ft of office space available for use in the Kelly Building. The rental rate for this space is \$16.50/sq ft. It is proposed that this space be leased to agencies within the City who are in private leases or would be locating their operations in a Non-City property.

**Expected Results:**

There is no impact on Portland Police Bureau space. This applies to ONI Crime Prevention program who will be relocating their programs for private space, and the Water Bureau who will be relocating their Security Dispatch from the Interstate Water Facility in preparation for the new construction of the Interstate Water complex. Water would have been relocating this program to an undetermined site if this space was not available.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance **Priority:** \_\_\_\_\_ **Type:** \_\_\_\_\_  
**Decision Package:** MF\_85 - Facilities-8-City Hall & TPB Security Reductions **Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

**Expected Results:**

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance      Priority: 52      Type: Reductions

Decision Package: MF\_86 - Facilities-8-Eliminate Renewable Energy Funding      Program: Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(31,000)	(31,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(31,000)</b>	<b>(31,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(31,000)	(31,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(31,000)</b>	<b>(31,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This cut eliminates additional money set aside for the purchase of renewable energy.

**Expected Results:**

Does not effect current renewable energy credits already purchased, but will stop new purchase of renewable energy. This can be started again at a later time with no problems.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 53      **Type:** Reductions  
**Decision Package:** MF\_87 - Facilities-8-Upgrade Software & Reduce Staffing      **Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(83,112)	(83,112)	0	0	0	0
Contingency	0	(18,888)	(18,888)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(102,000)</b>	<b>(102,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(102,000)	(102,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(102,000)</b>	<b>(102,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

Upgrade Maintenance dispatch system to Tririga 10 to create staffing efficiencies allowing for staff reduction. Facilities users will be able to place Work Order requests directly and follow progress on their own desktop.

**Expected Results:**

Reduces 1 FTE and places Dispatch supervision duties with the Maintenance supervisor. There is a cost of \$80,000 to upgrade the system resulting in a reduction of one staffing position at \$102,000.

**Decision Package Summary  
Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance

**Priority:** Bureau Adds

**Decision Package:** MF\_88 - Facilities-Add-Phase II & III ADA Transition Pla

**Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	368,000	368,000	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>368,000</b>	<b>368,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	368,000	368,000	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>368,000</b>	<b>368,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

The City of Portland, as an act of continual compliance with federal requirements of Title II of the Americans with Disabilities Act, must periodically reevaluate programs, service, activities, policies, and facilities/sites to ensure they are accessible to and usable by people with disabilities by identifying and removing barriers that exist. Title II mandates all public entities to create and maintain a "transition plan" that sets forth the steps necessary to ensure architectural compliance and accessibility of public use and employee spaces.

This \$368,000 decision package redevelops Phases II and III of the City's federally required ADA Transition Plan, by inspecting the remaining Medium Priority (Tier II) and Low Priority (Tier III) Citywide sites in accordance with the 2010 Standards for Accessible Design for all Bureaus (as determined during Phase I of the Citywide ADA Transition Plan Redevelopment project, in process). The inspections of the Tier II and III City facilities and sites identify barriers that limit accessibility categorized by City Facility or Site; develop solutions to resolving barriers; plan cost estimates for barrier removal; prioritize removal of barriers or define exemptions, and incorporate that information into the Full Citywide ADA Title II Transition Plan Draft. Rights of Way that are not part of a specific property or site will not be included in the inspection.

**Expected Results:**

This package ensures the City's continual compliance with federal requirements of Title II of the Americans with Disabilities Act and continuation of the larger Transition Plan Project. This package funds the inspection and assessment of the remaining facilities and sites, completing the overall project. The first phase of this project is currently being carried out and the RFP for the consultant should be released soon.

The Transition Plan guides implementation, supports planning for future investments, provides direction for alteration and maintenance projects, improves program and service delivery, and supplies the public with information regarding the City's accessibility status as required. Thus demonstrating a serious effort by the City to assess and plan for ADA compliance at all levels, thereby increasing accessibility to the public and diminishing the threat of litigation.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 48      **Type:** Reductions

**Decision Package:** MF\_90 - Facilities-8-Reduce Office Winter Temp to 68      **Program:** Facilities

	FY 2012-13	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Requested	Requested	Requested	Estimated	Estimated	Estimated	Estimated
	1 Time DP	Ongoing DP	Total DP	Budget	Budget	Budget	Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(13,000)	(13,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(13,000)</b>	<b>(13,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(13,000)	(13,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(13,000)</b>	<b>(13,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
This cut decreases the winter time inside temperature to 68 degrees.

**Expected Results:**  
This cut decreases the inside building temperature to 68 degrees. Some may find the building environment to be less comfortable to work in. Otherwise, indoor air quality will remain the same.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance Priority: 49 Type: Reductions

**Decision Package:** MF\_91 - Facilities-8-Increase Office Summer Temp to 74 Program: Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(15,000)	(15,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(15,000)	(15,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
This cut increases the summer time inside temperature to 74 degrees.

**Expected Results:**  
This cut increases the inside building temperature to 74 degrees. Some may find the building environment to be less comfortable to work in. Otherwise, indoor air quality will remain the same.

**Decision Package Summary**  
**Bureau of Internal Business Services**

**Bureau:** Office of Management & Finance      **Priority:** 50      **Type:** Reductions

**Decision Package:** MF\_92 - Facilities-8-Reduce Office Window Cleaning      **Program:** Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(19,000)	(19,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(19,000)	(19,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
Reduce current level of exterior window cleaning city-wide to one time per year.

**Expected Results:**  
Reduced window cleaning can lead to deterioration of the window surface and require early replacement.

**Decision Package Summary**  
**Bureau of Internal Business Services**

Bureau: Office of Management & Finance

Priority: 51 Type: Reductions

Decision Package: MF\_93 - Facilities-8-Reduce Janitorial Services

Program: Facilities

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(44,000)	(44,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(44,000)</b>	<b>(44,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(44,000)	(44,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(44,000)</b>	<b>(44,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

All contracted janitorial services at all buildings reduced by 4%. Reduce service to once per week, restrooms and lunchrooms daily. No trash pick up.

**Expected Results:**

Less cleaning generally relates to higher Indoor Air Quality (IAQ) concerns and lower ratings from employees of workplace satisfaction.

## **FUND OVERVIEW**

The CityFleet Operating Fund accounts for the revenues and expenditures associated with CityFleet's operations. CityFleet manages, acquires, modifies, services, repairs, and disposes of vehicles and equipment owned, leased, and rented by the City.

### **Revenues**

The fund's major source of revenue is service reimbursement transfers from City bureaus. Outside agencies also pay the City for vehicle maintenance services provided.

### **Managing Agency**

Office of Management and Finance, Bureau of Internal Business Services

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>City/Fleet Operating Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	18,043,488	0	0	0	0
Personal Services	6,342,024	6,158,463	6,901,627	6,782,724	6,782,724
External Materials and Services	10,128,495	10,530,951	11,888,400	12,096,073	11,959,473
Internal Materials and Services	1,714,815	1,744,953	1,594,863	1,646,974	1,646,974
Capital Outlay	5,525,872	9,800,120	12,811,803	7,962,858	7,962,858
Debt Service	324,418	269,213	302,469	327,994	327,994
Fund Transfers - Expense	1,315,020	981,262	923,206	536,574	536,574
Contingency	0	0	13,726,637	17,369,696	16,756,296
<b>Total Expenditures</b>	<b>43,394,133</b>	<b>29,484,963</b>	<b>48,149,005</b>	<b>46,722,893</b>	<b>45,972,893</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	16,830,181	0	17,596,186	16,308,285	16,308,285
Charges for Services	4,071	0	0	0	0
Intergovernmental Revenues	108,236	110,181	100,000	140,000	140,000
Interagency Revenue	24,789,296	27,446,316	29,700,199	29,599,608	28,849,608
Fund Transfers - Revenue	310,333	734,976	2,620	0	0
Bond and Note Proceeds	24,572	50,171	0	0	0
Miscellaneous Sources	1,327,443	793,676	750,000	675,000	675,000
<b>Total Resources</b>	<b>43,394,133</b>	<b>29,135,319</b>	<b>48,149,005</b>	<b>46,722,893</b>	<b>45,972,893</b>

## **FUND OVERVIEW**

The Facilities Services Operating Fund accounts for all of the facilities-related programs and capital projects managed by the Office of Management and Finance. The fund is generally self-sufficient, requiring no direct General Fund discretionary support, but Facilities Services may request General Fund capital support on behalf of a General Fund bureau to cover project expenses specific to that bureau.

### **Revenues**

The fund's primary sources of revenue are service reimbursements from City bureaus for space rental and other services, cash transfers for costs related to City Hall, and revenues from tenants occupying City-owned space. Services include building operations and maintenance, interior space remodels and reconfigurations, janitorial services, and property and capital project management. Debt issuance is also a resource for capital projects, with the resulting principal and interest obligations generally being incorporated into the rental rates.

### **Managing Agency**

Office of Management and Finance, Bureau of Internal Business Services

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Facilities Services Operating Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	24,679,271	0	0	0	0
Personal Services	3,141,407	3,146,224	3,641,804	4,044,335	3,961,223
External Materials and Services	16,786,985	13,890,695	27,583,069	20,931,159	21,031,872
Internal Materials and Services	2,398,314	2,721,079	3,151,743	3,119,639	3,119,639
Capital Outlay	981,436	710,235	3,406,200	6,792,571	6,792,571
Debt Service	5,943,058	5,777,659	5,810,510	5,790,948	5,790,948
Fund Transfers - Expense	1,461,681	1,518,306	1,464,088	692,138	692,138
Contingency	0	0	17,124,206	19,936,969	20,406,537
<b>Total Expenditures</b>	<b>55,392,152</b>	<b>27,764,198</b>	<b>62,181,620</b>	<b>61,307,759</b>	<b>61,794,928</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	24,853,983	0	26,854,082	31,992,248	31,992,248
Charges for Services	770,479	908,031	957,285	557,713	1,179,713
Intergovernmental Revenues	1,742,483	1,122,826	573,004	1,159,120	1,159,120
Interagency Revenue	24,066,217	22,955,247	25,207,713	24,802,132	24,697,132
Fund Transfers - Revenue	2,927,382	4,238,699	3,710,323	2,796,546	2,766,715
Bond and Note Proceeds	102,775	62,318	4,879,213	0	0
Miscellaneous Sources	928,833	648,580	0	0	0
<b>Total Resources</b>	<b>55,392,152</b>	<b>29,935,702</b>	<b>62,181,620</b>	<b>61,307,759</b>	<b>61,794,928</b>

## **FUND OVERVIEW**

The Spectator Facilities Operating Fund is an enterprise fund within OMF established to budget, monitor, and account for resources and requirements for the Rose Quarter facilities and Jeld-Wen Field (formerly PGE Park). Major program activities include operations and maintenance; capital improvements; financial planning and contract administration; special projects; and liaison activities among the City, other governmental agencies, and private parties.

### **Rose Quarter**

The City Council decided to continue to operate the Veterans Memorial Coliseum as a spectator facility for the foreseeable future. As a result, OMF is working with the Portland Development Commission (PDC), the Trail Blazers, and Winter Hawks on a comprehensive renovation plan. The bulk of the renovations are expected to occur in 2012 and 2013. Tax increment dollars will be the primary source of public funds. The City and PDC will seek private funds to support potential new features and enhancements to the building.

### **Jeld-Wen Field**

The renovation of Jeld-Wen Field for Major League Soccer was completed in April 2011. A new 25-year operating agreement took effect on January 1, 2011. The City's share of the renovation is about \$12 million and decisions about the long-term financing of this investment will be made in FY 2012-13. The new operating agreement provides the fund with a gradually increasing flow of revenue, however, Jeld-Wen Field will continue to rely on net income from Rose Quarter operations to fully meet expense obligations.

### **Managing Agency**

Office of Management and Finance, Bureau of Internal Business Services.

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Spectator Facilities Operating Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	7,896,754	0	0	0	0
External Materials and Services	1,920,642	2,427,918	1,945,000	2,030,000	2,030,000
Internal Materials and Services	275,319	441,718	645,780	528,265	528,265
Capital Outlay	2,059,854	9,840,146	250,000	100,000	100,000
Debt Service	6,070,050	6,486,781	6,957,030	7,385,350	7,385,350
Fund Transfers - Expense	149,327	103,139	205,015	327,893	327,893
Contingency	0	0	5,226,513	3,805,306	3,805,306
<b>Total Expenditures</b>	<b>18,371,947</b>	<b>19,299,701</b>	<b>15,229,338</b>	<b>14,176,814</b>	<b>14,176,814</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	7,351,833	0	6,990,105	6,000,000	6,000,000
Charges for Services	6,902,613	6,982,425	6,360,870	6,357,137	6,357,137
Intergovernmental Revenues	1,895,019	1,847,438	1,794,044	1,741,356	1,741,356
Fund Transfers - Revenue	2,443	2,862	104	0	0
Bond and Note Proceeds	2,059,854	9,840,146	0	0	0
Miscellaneous Sources	160,184	99,826	84,215	78,321	78,321
<b>Total Resources</b>	<b>18,371,947</b>	<b>18,772,696</b>	<b>15,229,338</b>	<b>14,176,814</b>	<b>14,176,814</b>

## **FUND OVERVIEW**

On November 7, 1998, the citizens of Portland authorized the sale of \$53.8 million in general obligation bonds to support a \$65.0 million program to improve the City's emergency facilities, including:

- Seismic upgrades to allow firefighters to effectively respond to an earthquake in the metropolitan area.
- Relocation and construction of new facilities to meet the goal of a four-minute response time to emergency calls.
- Renovation of facilities to be consistent with the evolving mission of Portland Fire & Rescue.
- Response to Americans with Disabilities Act accessibility requirements.
- Changes to fire stations for female firefighter accommodations.
- Response to some emergency facilities approaching the end of their useful lives.

### **Managing Agency**

Office of Management and Finance, Bureau of Internal Business Services

## **SIGNIFICANT CHANGES FROM PRIOR YEAR**

The projects in the program will be completed in FY 2011-12 and the fund will be closed out during FY 2012-13.

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>BFRES Facilities GO Bond Construction Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	6,442,725	0	0	0	0
Personal Services	377	(323)	0	0	0
External Materials and Services	652,759	312,849	160,606	0	0
Internal Materials and Services	246,158	202,352	241,036	15,074	15,074
Capital Outlay	3,750,706	2,317,125	2,054,867	0	0
Debt Service	103,480	0	0	0	0
Fund Transfers - Expense	118,325	103,050	69,171	26,101	26,101
Contingency	0	0	836,866	1,238,170	1,238,170
<b>Total Expenditures</b>	<b>11,314,530</b>	<b>2,935,054</b>	<b>3,362,546</b>	<b>1,279,345</b>	<b>1,279,345</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	11,076,054	0	3,343,513	1,273,711	1,273,711
Fund Transfers - Revenue	2,553	1,622	0	0	0
Bond and Note Proceeds	111,585	0	0	0	0
Miscellaneous Sources	124,338	40,972	19,033	5,634	5,634
<b>Total Resources</b>	<b>11,314,530</b>	<b>42,594</b>	<b>3,362,546</b>	<b>1,279,345</b>	<b>1,279,345</b>

## **FUND OVERVIEW**

On November 2, 2010, the citizens of Portland authorized the sale of \$72.4 million in general obligation bonds to support a \$83.8 million program to improve the City's public safety infrastructure, including:

- Replacement of fire apparatus
- Construction of a fire station
- Construction of an emergency coordination center
- Replacement of the City's 800 MHz radio system

The Public Safety GO Bond Fund was approved by Council in December 2010 to account for these projects.

### **Managing Agency**

Office of Management and Finance, Bureau of Internal Business Services

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Public Safety GO Bond Fund</b>					
<b>Expenditures</b>					
Personal Services	0	130,632	346,341	307,035	307,035
External Materials and Services	0	4,160,331	1,454,056	4,723,432	4,723,432
Internal Materials and Services	0	555,286	433,600	364,811	364,811
Capital Outlay	0	0	6,724,000	10,988,589	10,988,589
Debt Service	0	229,932	2,000	0	0
Fund Transfers - Expense	0	0	0	26,306	26,306
Contingency	0	0	24,355,204	8,635,254	8,635,254
<b>Total Expenditures</b>	<b>0</b>	<b>5,076,181</b>	<b>33,315,201</b>	<b>25,045,427</b>	<b>25,045,427</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	0	0	21,821,774	24,985,927	24,985,927
Fund Transfers - Revenue	0	207,469	11,408,529	0	0
Bond and Note Proceeds	0	26,662,244	0	0	0
Miscellaneous Sources	0	28,242	84,898	59,500	59,500
<b>Total Resources</b>	<b>0</b>	<b>26,897,954</b>	<b>33,315,201</b>	<b>25,045,427</b>	<b>25,045,427</b>

## **FUND OVERVIEW**

The Printing & Distribution (P&D) Services Operating Fund was established to account for all of the division's revenues and expenditures. P&D provides support services to all City bureaus, Multnomah County, Portland-area State of Oregon departments, and other local governmental agencies. These services include traditional printing and binding, digital printing and prepress services, variable data printing, microfilming, reprographics and blueprints, the purchase and maintenance of copy machines, Citywide paper procurement and management, United States Postal Service (USPS) mail processing, inserting, addressing, and delivery of USPS and interoffice mail and supplies.

### **Revenues**

The main source of revenue is service reimbursement transfers from other City bureaus and funds

### **Managing Agency**

Office of Management and Finance, Bureau of Internal Business Services

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Printing &amp; Distribution Services Operating Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	2,033,188	0	0	0	0
Personal Services	1,800,215	1,712,271	1,988,478	1,996,714	1,881,714
External Materials and Services	4,044,927	3,575,304	3,868,291	3,599,911	3,533,911
Internal Materials and Services	595,230	684,068	728,464	718,080	718,080
Capital Outlay	62,558	312,260	371,250	446,250	446,250
Debt Service	84,609	91,231	102,501	111,151	111,151
Fund Transfers - Expense	450,353	325,119	833,687	164,733	164,733
Contingency	0	0	1,001,160	1,478,912	1,478,912
<b>Total Expenditures</b>	<b>9,071,080</b>	<b>6,700,252</b>	<b>8,893,831</b>	<b>8,515,751</b>	<b>8,334,751</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	2,330,785	0	1,725,087	1,300,000	1,300,000
Charges for Services	85,030	98,407	108,676	141,053	141,053
Intergovernmental Revenues	918,823	1,059,003	1,045,948	1,315,320	1,315,320
Interagency Revenue	5,639,501	5,160,638	5,941,525	5,679,096	5,498,096
Fund Transfers - Revenue	3,569	3,262	888	0	0
Miscellaneous Sources	93,372	70,642	71,707	80,282	80,282
<b>Total Resources</b>	<b>9,071,080</b>	<b>6,391,952</b>	<b>8,893,831</b>	<b>8,515,751</b>	<b>8,334,751</b>

## **FUND OVERVIEW**

The Insurance and Claims Operating Fund provides for tort, general liability, and fleet liability claims administration; management of the liability self-insurance program; management of the City's commercial insurance portfolio; and Citywide leadership in loss prevention.

### **Expenditures**

Fund expenditures are primarily for claims-related payments. Projected claims are based on an independent actuarial study, which includes a projection for the current fiscal year and for the next five years.

### **Reserves**

The reserve requirement is also based on the actuarial study, which recommends a range for the reserve levels needed to cover outstanding incurred liabilities. The range is produced by calculating reserves at various confidence levels (i.e. the probability that actual losses will not exceed the reserve level). In addition, reserves are stated at a discounted level, which takes into account the interest the fund earns on the fund balance. The Insurance and Claims Operating Fund's reserves are forecasted at a discounted confidence level of 80%. Interagency revenues are projected on a five-year basis so that, by year five, the fund will achieve at the required claims reserve amount forecast by the actuarial consultant for year five. This five-year smoothing of interagency rates is designed to mitigate large fluctuations in rates from year to year.

### **Managing Agency**

Office of Management and Finance, Bureau of Internal Business Services

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Insurance and Claims Operating Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	21,741,897	0	0	0	0
Personal Services	1,025,036	1,067,885	1,210,840	1,202,128	1,168,804
External Materials and Services	5,433,787	4,330,762	10,458,399	5,860,899	5,660,899
Internal Materials and Services	2,231,621	2,081,469	2,449,789	2,448,437	2,448,437
Capital Outlay	0	0	257,000	0	0
Debt Service	46,623	50,271	56,480	61,247	61,247
Fund Transfers - Expense	476,696	504,728	467,795	175,436	175,436
Contingency	0	0	20,726,787	28,975,535	28,975,359
<b>Total Expenditures</b>	<b>30,955,659</b>	<b>8,035,115</b>	<b>35,627,090</b>	<b>38,723,682</b>	<b>38,490,182</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	20,334,785	0	24,713,366	27,528,880	27,528,880
Interagency Revenue	10,041,813	10,693,426	10,616,161	10,892,802	10,659,302
Fund Transfers - Revenue	129,757	4,656	1,044	0	0
Miscellaneous Sources	449,305	279,766	296,519	302,000	302,000
<b>Total Resources</b>	<b>30,955,659</b>	<b>10,977,848</b>	<b>35,627,090</b>	<b>38,723,682</b>	<b>38,490,182</b>

## **FUND OVERVIEW**

The Workers' Compensation Self-Insurance Operating Fund supports the City's self-insured workers' compensation program, including claims administration and Citywide loss prevention and occupational health activities aimed at minimizing occupational injury and illness from work-related infectious diseases.

### **Expenditures**

Fund expenditures are primarily for claims-related payments. Projected claims are based on an independent actuarial study, which includes a projection for the current fiscal year and for the next five years.

### **Reserves**

The reserve requirement is also derived from the actuarial study, which recommends a range of reserve levels needed to cover outstanding incurred liabilities. The range of estimates is produced by calculating reserves at various confidence levels (i.e., the probability that actual losses will not exceed the reserve level). In addition, reserves are stated at a discounted level, which takes into account the interest the fund earns on the fund balance. The fund's reserves are currently forecasted at a discounted confidence level of 75%. Interagency revenues are projected on a five-year basis so that, by year five, the fund will arrive at the required claims reserve forecasted for the fifth year by the actuary. This five-year smoothing of interagency rates is designed to mitigate large fluctuations in rates from year to year.

### **Managing Agency**

Office of Management and Finance, Bureau of Internal Business Services

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Workers' Comp Self Insurance Operating Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	18,900,039	0	0	0	0
Personal Services	904,369	929,342	1,087,256	1,062,948	1,029,624
External Materials and Services	2,772,470	2,757,105	2,756,383	2,449,881	2,449,881
Internal Materials and Services	491,169	554,942	597,039	681,533	681,533
Capital Outlay	0	0	257,000	0	0
Debt Service	43,610	47,022	52,831	57,289	57,289
Fund Transfers - Expense	280,107	227,307	224,061	78,251	78,251
Contingency	0	0	17,669,341	17,431,766	17,431,590
<b>Total Expenditures</b>	<b>23,391,762</b>	<b>4,515,718</b>	<b>22,643,911</b>	<b>21,761,668</b>	<b>21,728,168</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	18,848,696	0	18,667,997	18,050,000	18,050,000
Interagency Revenue	3,907,609	3,956,657	3,659,121	3,388,168	3,354,668
Fund Transfers - Revenue	127,126	1,934	1,620	0	0
Miscellaneous Sources	508,331	325,085	315,173	323,500	323,500
<b>Total Resources</b>	<b>23,391,762</b>	<b>4,283,676</b>	<b>22,643,911</b>	<b>21,761,668</b>	<b>21,728,168</b>



# Revenue Bureau

## OVERVIEW

The Revenue Bureau was formed with the following goals:

- Improve the City's ability to respond to and effectively serve its customers whether in person, over the phone, or via the internet.
- Create easier, more centralized access for the public, businesses, and other jurisdictions to do business with the City.
- Continue its emphasis on revenue collection.
- Achieve ongoing savings due to improvements in system delivery and process.

Revenue Bureau includes the following programs: Regulatory and Revenue Collections. Through these programs, the bureau strives to provide outstanding service, to efficiently and equitably collect revenues to fund essential City services, and to provide regulatory oversight to promote safety and livability.

## Summary of Bureau Budget

### Revenue Bureau

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	568,163	0	221,036	0	0
Personal Services	5,637,722	5,732,253	6,296,651	6,429,158	6,302,858
External Materials and Services	9,113,371	9,188,360	9,598,652	9,959,215	9,892,336
Internal Materials and Services	2,239,744	2,404,581	2,555,640	2,601,897	2,487,403
Fund Transfers - Expense	28,061	13,938	18,235	43,083	43,083
<b>Total Expenditures</b>	<b>17,587,061</b>	<b>17,339,132</b>	<b>18,690,214</b>	<b>19,033,353</b>	<b>18,725,680</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	1,319,641	0	219,882	222,805	222,805
Taxes	2,287,477	3,131,679	3,049,720	3,412,000	3,412,000
Licenses & Permits	5,525,734	5,788,360	6,223,064	6,281,940	6,299,140
Charges for Services	29,243	43,295	28,100	21,050	21,050
Intergovernmental Revenues	864,437	856,708	877,966	899,915	899,915
Interagency Revenue	3,548,798	3,533,560	4,194,319	3,976,654	3,976,654
Fund Transfers - Revenue	735	711	0	0	0
Miscellaneous Sources	96,575	90,414	67,000	69,600	69,600
General Fund Discretionary	3,914,420	0	4,030,163	4,149,389	3,824,516
<b>Total Resources</b>	<b>17,587,061</b>	<b>13,444,726</b>	<b>18,690,214</b>	<b>19,033,353</b>	<b>18,725,680</b>

# Regulatory

## **Description**

The Regulatory program issues permits and enforces regulations for a variety of regulated businesses and events: private for-hire transportation (taxis, executive sedans, limousines, shuttles, tour vehicles, medical transportation), towing (companies, vehicles, drivers, private property impounds and City contracts), pay and park lot inspections, secondhand dealers, social games, amusement devices, payday lenders, and special events.

## **Goals**

The Regulatory program supports the City goal of ensuring a safe and peaceful community and the OMF goal of ensuring long-term financial health and enhancing customer service by collecting permit and penalty fees, investigating and resolving citizen complaints, and promoting City Code updates to respond to changing community needs. In each program, the permitting and enforcement functions monitor compliance with standards designed to promote consumer protection, safety and livability. Regulatory staff provides key coordination, fee collection, record keeping, enforcement and support to several City bureaus and other agencies through these programs, including Police, Transportation, Parks, TriMet, Port of Portland, Travel Portland, and Multnomah County.

## **Performance**

The Regulatory program continues to focus on increasing compliance with City Code requirements that provide important consumer and safety protections. Expanded enforcement activities, including increased field inspections, audits and improved complaint processing have contributed to increased penalty and permit revenue. Regulatory functions collected \$950,000 in FY 2010-11. The program continues to move toward the goal of 100% cost recovery.

## **Changes to Services and Activities**

The primary services and activities of the Regulatory program are consistent with prior years. Code and rule improvements continue to be a focus of activity in all programs. Database improvements and focused enforcement projects are ongoing. Inspections, audits and field enforcement continue to improve compliance with requirements by permitted companies in all programs. Steady enforcement and education continue to convert unpermitted Private For-Hire transportation operators into permitted companies meeting important standards for insurance, vehicle safety and driver background checks. Several programs have attained increased participation on advisory and review boards as a result of staff outreach. The Private For-Hire Transportation Board has seen increased participation from previously underrepresented groups, especially drivers in all industries.

# Revenue Collections

## **Description**

The Revenue Collections program provides revenue collection and administrative support for business income tax, transient lodgings tax, business improvement districts, special assessment liens, and the utility billing system.

## **Goals**

Revenue Collections supports the City goal to deliver efficient, effective and accountable municipal services, as well as the OMF goals of ensuring long-term financial health and continuously improving business processes through collection of funds to administer essential City services. The program continues to streamline the bureau's business management functions and pursue efforts to expand revenue collections with other City bureaus.

## **Performance**

Revenue Collections continues to identify new revenue sources, enhance collection efforts and improve use of technology to complete work more efficiently. Revenue collected \$170 million and supported the collection of an additional \$330 million for other City bureaus. The program tracks cost per dollar collected, number of bureau accounts managed, number of e-commerce transactions and the dollar amount collected from these transactions. The program also tracks an estimated business tax gap to ensure that collection efforts remain as high as possible.

## **Changes to Services and Activities**

Revenue Collections plans to implement new technology projects to streamline business processes as funding is available. With proposed budget cuts, the program's ability to take advantage of technology efficiencies in FY 2012-13 will be reduced. The program continues to collect significant revenues through the efforts of the Unregistered Compliance team, the Delinquent Collections team, and the Audit section and plans to focus on new opportunities to expand revenue collection activities for other City bureaus and other local jurisdictions in FY 2012-13.

# Summary of Program Budgets

## Revenue Bureau

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>License and Tax</b>					
License and Tax	46	0	0	0	0
<b>Total License and Tax</b>	<b>46</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue Collection</b>					
Business Solutions	2,648,796	2,903,700	3,384,639	3,219,335	3,219,335
License and Tax	11,103,561	11,362,498	11,760,687	12,255,391	12,011,003
Operations	2,243,687	2,011,181	2,083,339	2,035,932	1,972,647
<b>Total Revenue Collection</b>	<b>15,996,044</b>	<b>16,277,379</b>	<b>17,228,665</b>	<b>17,510,658</b>	<b>17,202,985</b>
<b>Regulatory</b>					
Regulatory	425,875	435,892	668,937	685,551	685,551
Regulatory - Private Property Impound	59	0	0	0	0
Regulatory - Payday Lenders	2,400	1,200	0	0	0
Regulatory - Second Hand Dealers	98,447	98,749	102,612	103,884	103,884
Regulatory - Special Events	108,514	90,247	94,626	99,534	99,534
Regulatory - Towing	142,785	154,876	165,111	171,315	171,315
Regulatory - Taxi	216,667	266,851	190,992	419,328	419,328
<b>Total Regulatory</b>	<b>994,747</b>	<b>1,047,815</b>	<b>1,222,278</b>	<b>1,479,612</b>	<b>1,479,612</b>
<b>Total Programs</b>	<b>16,990,837</b>	<b>17,325,194</b>	<b>18,450,943</b>	<b>18,990,270</b>	<b>18,682,597</b>

**Revenue Bureau**  
**Performance Measures**

Performance Measure	Type	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13
		Year-End Actuals	Year-End Actuals	Revised Budget	Performance No Dec Pkg	Performance With Dec Pkg
MF_0041 - Business License Tax Gap - Difference between business taxes paid and owed (in millions)	EFFECTIVE	\$6.81	\$5.19	\$5.43	\$5.68	\$5.68
MF_0045 - Toal Bureau revenue collected (in millions)	EFFECTIVE	\$145	\$168	\$171	\$173	\$173
MF_0046 - Number of bureau accounts managed	WORKLOAD	65,873	72,005	73,361	74,743	74,743
MF_0047 - Cost per license & tax dollar collected	EFFICIENCY	\$0.04	\$0.03	\$0.04	\$0.04	\$0.04
MF_0051 - Number of bureau e-commerce transactions	EFFICIENCY	10,533	12,449	12,216	13,135	13,135
MF_1120 - Total e-commerce bureau revenue collected (in millions)	EFFECTIVE	\$6	\$10	\$12	\$13	\$13
MF_1124 - Total Regulatory Revenue collected	WORKLOAD	885,374	948,638	1,150,000	1,200,000	1,200,000
MF_1125 - Number of Permits/Contracts Issued	WORKLOAD	3,600	3,863	3,863	3,863	3,863
MF_1164 - Regulatory Programs Cost Recovery (revenue/expenditure)	EFFECTIVE	0%	91%	98%	100%	100%
MF_1165 - Suported revenue collection in millions	WORKLOAD	\$0	\$0	\$360	\$390	\$390
MF_1166 - Number of supported accounts	WORKLOAD	0	0	222,000	222,000	222,000

**Total FTE and Salary by Class  
Office of Management & Finance  
Revenue Bureau**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	1.00	59,586	1.00	60,804	1.00	60,804
30000064	Accountant III	1.00	66,888	1.00	66,888	1.00	66,888
30000434	Administrative Assistant	1.00	59,880	1.00	61,725	1.00	61,725
30000437	Administrative Supervisor II	1.00	76,584	1.00	76,584	1.00	76,584
30000448	Business Systems Analyst	5.00	371,380	5.00	374,771	5.00	374,771
30000447	Business Systems Analyst, Assistant	2.00	101,139	2.00	105,281	2.00	105,281
30000449	Business Systems Analyst, Sr	2.00	165,106	2.00	168,216	2.00	168,216
30000017	Customer Accounts Specialist I	2.00	94,632	2.00	94,632	2.00	94,632
30000568	Financial Analyst, Sr	1.00	84,636	1.00	84,636	1.00	84,636
30000588	License & Tax Division Manager	1.00	107,556	1.00	107,556	1.00	107,556
30000464	Program Coordinator	2.00	142,188	2.00	145,670	2.00	145,670
30000466	Program Manager, Sr	1.00	100,044	1.00	100,044	1.00	100,044
30001033	Regulatory Division Manager	1.00	95,904	1.00	99,126	1.00	99,126
30000190	Regulatory Program Administrator	3.00	219,168	3.00	219,168	3.00	219,168
30000189	Regulatory Program Specialist	3.00	147,780	3.00	150,860	3.00	150,860
30000191	Revenue & Taxation Specialist I	3.00	121,716	3.00	126,522	3.00	126,522
30000192	Revenue & Taxation Specialist II	6.00	263,590	6.00	275,060	6.00	275,060
30000193	Revenue & Taxation Specialist III	6.00	298,920	6.00	317,656	6.00	317,656
30000194	Revenue & Taxation Specialist IV	9.00	506,882	9.00	511,512	7.50	424,464
30000196	Revenue & Taxation Specialist V	4.00	249,456	4.00	249,456	4.00	249,456
30000586	Revenue Audit Supervisor	1.00	89,112	1.00	89,112	1.00	89,112
30000404	Revenue Auditor	3.00	214,612	3.00	218,044	3.00	218,044
30000405	Revenue Auditor, Sr	3.00	253,908	3.00	253,908	3.00	253,908
30000413	Revenue Bureau Director	1.00	129,912	1.00	134,796	1.00	134,796
30000443	Revenue Bureau Operations Manager	1.00	105,372	1.00	107,010	1.00	107,010
30000587	Tax Supervisor	1.00	84,636	1.00	84,636	1.00	84,636
30000531	Training & Development Analyst	1.00	72,896	1.00	75,704	1.00	75,704
<b>Total Full-Time Positions</b>		<b>66.00</b>	<b>\$4,283,483</b>	<b>66.00</b>	<b>\$4,359,377</b>	<b>64.50</b>	<b>\$4,272,329</b>
30000194	Revenue & Taxation Specialist IV	0.50	29,016	0.00	0	0.00	0
<b>Total Limited Term Positions</b>		<b>0.50</b>	<b>\$29,016</b>	<b>0.00</b>	<b>\$0</b>	<b>0.00</b>	<b>\$0</b>
<b>Grand Total</b>		<b>66.50</b>	<b>\$4,312,499</b>	<b>66.00</b>	<b>\$4,359,377</b>	<b>64.50</b>	<b>\$4,272,329</b>

**Decision Package Summary  
Revenue Bureau**

**Bureau:** Office of Management & Finance      **Priority:** 06      **Type:** Reductions  
**Decision Package:** MF\_106 - REV-4-Increase Software Lics Fee Decrease GF Dis      **Program:** Regulatory

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	Ongoing DP	Requested	Total DP	Estimated	Budget	Estimated	Budget	Estimated	Budget	Estimated	Budget	Estimated	Budget
Licenses & Permits	0	7,200	7,200	7,200	0	0	0	0	0	0	0	0	0	0
General Fund Discretionary	0	(7,200)	(7,200)	(7,200)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This reduction package meets part of the initial 4% cut target for the Revenue Bureau by increasing Regulatory revenue that will be generated by the update and renewal of the Tow Desk Software License Agreement. This increase in Regulatory revenue will increase revenue to the General Fund, rather than decrease expenses.

**Expected Results:**

The City has developed and owns software known as the Tow Desk Application. The software is a database used to collect and organize information pertaining to performing the Contract for Vehicle Towing and Storage. HCKM LLC has been awarded that contract with the City to provide tow dispatch and data services to the City using the software. They have also been granted a license of the software to provide dispatch services to other jurisdictions in Oregon. The jurisdictions currently using HCKM LLC "Oregon Dispatch" services are Washington County and Deschutes County.

It is a standard practice for software license agreements to have a set annual escalation rate. That was not a part of this license agreement. The Tow Desk Software License Agreement with HCKM LLC has been in effect since December 1, 2002. Since that time there has been no increase to the per tow fee that is charged for the use of this software. By increasing the per tow fee when the software license agreement is renewed, from \$1.00 to \$2.00 on the average of 600 tows per month we estimate an additional \$7,200 revenue will be generated annually. It is unclear whether HCKM LLC would increase their service charge to the jurisdictions they are doing business with.

**Decision Package Summary  
Revenue Bureau**

**Bureau:** Office of Management & Finance

**Priority:** 10 **Type:** Reductions

**Decision Package:** MF\_107 - REV-4-Cut EM&S

**Program:** Revenue Collections

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(27,681)	(27,681)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(27,681)</b>	<b>(27,681)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(27,681)	(27,681)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(27,681)</b>	<b>(27,681)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This reduction package meets part of the initial 4% cut target for the Revenue Bureau by cutting the bureau's external materials and services (EM&S).

**Expected Results:**

The bureau has analyzed its spending of EM&S over the last two completed fiscal years. This cut to external materials and services reduces the bureau's ability to complete special projects related to its revenue collection function.

**Decision Package Summary  
Revenue Bureau**

**Bureau:** Office of Management & Finance

**Priority:** 14 **Type:** Reductions

**Decision Package:** MF\_108 - REV-4-Cut\_25 Attorney IA

**Program:** Revenue Collections

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(86)	(86)	0	0	0	0
Internal Materials and Services	0	(57,247)	(57,247)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(57,333)</b>	<b>(57,333)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(57,333)	(57,333)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(57,333)</b>	<b>(57,333)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This reduction package meets part of the initial 4% cut target for the Revenue Bureau by reducing the interagency (IA) with the City Attorney's Office. The reduction to the City Attorney's Office IA would be a 25% cut of the Attorney portion of the IA in the amount of approximately \$57,247.

**Expected Results:**

Due to significant automation of correspondence and other process improvements, the need for a full-time attorney has decreased. Initially, all attorney demand letters were manually prepared in the City Attorney's Office, then printed, copied and mailed both via regular and certified mail by them. This process is now automated and since 2009 those letters have been generated and mailed by the Revenue Bureau. Additional automation includes the Revised Attorney Demand Letter, the Collection Agency Referral document and the lawsuit complaint. These additional documents are generated from BLIS and mailed by the City Attorney's Office staff.

**Decision Package Summary  
Revenue Bureau**

**Bureau:** Office of Management & Finance

**Priority:** 19 **Type:**

**Decision Package:** MF\_109 - REV-4-Cut 1.0 FTE RTS IV Position

**Program:** Revenue Collections

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(83,820)	(83,820)	0	0	0	0
External Materials and Services	0	20,535	20,535	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(63,285)</b>	<b>(63,285)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(63,285)	(63,285)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(63,285)</b>	<b>(63,285)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction package meets part of the initial 4% cut target for the Revenue Bureau by eliminating 1.0 FTE and associated BTS Telecom and IT charges. The 1.0 FTE to be cut is a Revenue Tax Specialist IV (Job class 30000194) in the Operations Division, Budget and Accounting Unit.

**Expected Results:**

Workload has been reduced as a result of an interface that automated the upload of refund data from the Business License Information System (BLIS) to SAP. A significant percentage of the remaining workload of this position can be transferred to other employees within the unit. A portion of the duties will need to be shifted to other work units, such as moving the TIN matching for 1099 verification duties to the License and Tax Division (LTD).

This cut limits the amount of coverage and separation of duties for the accounting section. The bureau's cash handling process requires that the balancing and deposit functions will be done by a different person each day. We believe the bureau can mitigate the effects of this reduction in staff by having LTD staff assist with batch entry when necessary. While there may be days the cash drawer deposit can not be processed due to lack of staffing, we believe we can meet the 24 hour turn around 90% of the time and will not exceed 2 business days between deposits. Other controls that have been added are criminal background checks on all staff, cameras on the cash drawers and an automated Point of Sale system to track the cash transactions.

There will also be IM&S saving from reduced usage of one less phone and desktop computer user to supply.

Due to possible pending retirements we believe the incumbent can bump with no layoff of a current employee.

**Decision Package Summary  
Revenue Bureau**

Bureau: Office of Management & Finance

Priority: 27

Type: Reductions

Decision Package: MF\_110 - REV-6-Cut EM&S

Program: Revenue Collections

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(27,354)	(27,354)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(27,354)</b>	<b>(27,354)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(27,354)	(27,354)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(27,354)</b>	<b>(27,354)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This reduction package is part of the additional 2% cut to meet the 6% target for the Revenue Bureau by cutting more of the bureau's external materials and services (EM&S).

**Expected Results:**

The bureau has analyzed its spending of EM&S over the last two completed fiscal years. This cut to external materials and services reduces the bureau's ability to complete special projects related to its revenue collection function.

**Decision Package Summary  
Revenue Bureau**

Bureau: Office of Management & Finance

Priority: 30

Type: Reductions

Decision Package: MF\_111 - REV-6-Cut 0.25 Attorney IA

Program: Revenue Collections

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(86)	(86)	0	0	0	0
Internal Materials and Services	0	(57,247)	(57,247)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(57,333)</b>	<b>(57,333)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(57,333)	(57,333)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(57,333)</b>	<b>(57,333)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This reduction package is part of the additional 2% cut to meet the 6% target for the Revenue Bureau by reducing more of the interagency (IA) with the City Attorney's Office. The reduction to the City Attorney's Office IA would be to cut another 25% of the Attorney portion of the IA in the amount of approximately \$57,333.

**Expected Results:**

This second reduction of the IA with the City Attorney's Office would be to cut an additional 25% (50% total) of the Attorney portion of the IA. Due to the increased referral of seriously delinquent business tax accounts to a third party collection agency instead of first suing in circuit court, the need for the Attorney to file lawsuits has decreased substantially. During FY 2007-08, the City Attorney's Office referred 142 judgments as compared to the 391 non-response accounts that went to the Collection Agency. Last FY 2010-11, there were only 21 judgments referred by the Attorney while 1,063 accounts went directly to the agency for collection. The process of direct referral to the Collection Agency without filing a lawsuit to get a judgment first has reduced the amount of time spent preparing court filings and legal pleadings.

The Revenue Bureau continues to operate in an uncertain environment that requires the ability to respond to unanticipated Attorney work. It is believed that this reduction should still allow the flexibility to meet any such unanticipated demands for City Attorney's Office resources.

**Decision Package Summary  
Revenue Bureau**

**Bureau:** Office of Management & Finance Priority: 36 Type: Reductions

**Decision Package:** MF\_112 - REV-8-Cut Gen Fund Disc Add Regulatory Revenue Program: Regulatory

	FY 2012-13	FY 2012-13	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Requested	Requested	Requested	Estimated	Estimated	Estimated	Estimated	Estimated
	1 Time DP	Ongoing DP	Total DP	Budget	Budget	Budget	Budget	Budget
<b>REVENUES</b>								
Licenses & Permits	0	10,000	10,000	0	0	0	0	0
General Fund Discretionary	0	(10,000)	(10,000)	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This reduction package is part of the final 2% cut to meet the 8% target for the Revenue Bureau by increasing revenue through Regulatory Division enforcement enhancements. This package is for \$10,000 additional revenue that will be generated by increased enforcement through Regulatory Division enhancements.

**Expected Results:**

Regulatory staff perform various administrative and enforcement duties across varied program types. During the past several years, improvements have been made to the Regulatory database tracking system for all programs. Processes for permit application, and review, renewal, and payment are more standardized. Tracking is also greatly enhanced, and these improvements allow carry-over of information from one year to the next, decreasing the administrative workload. Emphasis on cross-training and consolidation of administrative duties across program types will add to these efficiencies, and thus create more enforcement capabilities within certain positions.

This package anticipates increased oversight and enforcement in all permit programs. More frequent auditing and enforcement projects in the Private For-Hire Transportation program, including field inspections and "stings," will increase important public safety checks. These activities also bring additional penalty revenues. One penalty per week for 40 weeks at a (typical) penalty amount of \$250 yields \$10,000 per year. In cases where the penalty is converted to a warning with a permit issued, the minimum permit revenue collected is \$500.00 per company. We estimate this no-cost efficiency will add \$10,000 per year in additional Regulatory revenue (penalties and permits).

**Decision Package Summary  
Revenue Bureau**

**Bureau:** Office of Management & Finance

**Priority:** 39      **Type:** Reductions

**Decision Package:** MF\_113 - REV-8-Cut EM&S

**Program:** Revenue Collections

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(32,207)	(32,207)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(32,207)</b>	<b>(32,207)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(32,207)	(32,207)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(32,207)</b>	<b>(32,207)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This reduction package is part of the final 2% cut to meet the 8% target for the Revenue Bureau by cutting more of the bureau's external materials and services (EM&S). There would be an additional cut of \$17,207 from Professional Services (521000), plus \$10,000 from Miscellaneous Services (529000) and \$5,000 from Education (541000).

**Expected Results:**

The bureau has analyzed its spending of EM&S over the last two completed fiscal years. The analysis indicates this final 2% cut to EM&S significantly limits the bureau's resources needed for full service delivery and to respond to the occasional Council request. It cuts customer service training affecting long-term staff development. The bureau's EM&S would be down to the bare minimum and leave no cushion for extra programming or public outreach that in the past has happened at Council's request.

**Decision Package Summary  
Revenue Bureau**

Bureau: Office of Management & Finance

Priority: 42 Type: Reductions

Decision Package: MF\_114 - REV-8-Cut 0.5 FTE RTS IV

Program: Revenue Collections

	FY 2012-13	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Requested	Requested	Requested	Estimated	Estimated	Estimated	Estimated
	1 Time DP	Ongoing DP	Total DP	Budget	Budget	Budget	Budget
<b>EXPENDITURES</b>							
Personal Services	0	(42,480)	(42,480)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	0	(42,480)	(42,480)	0	0	0	0
<b>REVENUES</b>							
General Fund Discretionary	0	(42,480)	(42,480)	0	0	0	0
<b>TOTAL REVENUES</b>	0	(42,480)	(42,480)	0	0	0	0
<b>FTE</b>							
Full-Time Positions	0.00	-0.50	-0.50	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	0.00	-0.50	-0.50	0.00	0.00	0.00	0.00

**Description:**

This reduction package is part of the final 2% cut to meet the 8% target for the Revenue Bureau by eliminating a 0.5 FTE. The 0.5 FTE to be cut is a Revenue Tax Specialist IV (Job class 30000194) from the Business License Tax section in the amount of \$42,480.

**178 Expected Results:**

Due to continued process improvements and reporting that allows staff to focus quickly on which accounts need collection attention, the Delinquent Collections Team (DCT) has been able to work through the backlog of delinquent accounts. For example, by creating a DCT Summary Letter and utilizing the Response Required Date field in BLIS, the DCT can quickly record promises made by taxpayers and deadlines given. These dates then appear on reports to help the DCT quickly manage their workload.

These efficiencies create some capacity in the DCT to allow the redistribution of some higher level work from regular collections staff (RTS IV) to the DCT. Additional efficiencies and improvements to automated letters, --specifically requests for tax pages and automated bills being more specific about what actions the taxpayer needs to take to be in compliance with the tax laws-- the number of phone calls that need to be handled by the regular collections staff has decreased. Finally, the efficiencies created by the new Exemption Module in BLIS, the vouchering of all tax returns received, and the redistribution of work from position-reclassifications the Bureau has done over the last year, we believe we can reduce a RTS IV position to half time.

## **FUND OVERVIEW**

The Private for Hire Transportation Safety Fund was created to provide a grant program for the purchase and replacement of cameras for Portland area taxicabs. This fund was established by Ordinance #177794 passed by Council August 6, 2003.

The initial purchase of the cameras was funded with a one-time loan from the General Fund of \$205,000. The ongoing source of revenue for repayment of the loan and replacement funds for future camera purchases comes from an increase in taxicab and limited passenger transportation fees. The final payment to the General Fund was made in FY 2006-07. The remaining balance is overseen by the Private for Hire Transportation Review Board and will be used for future private for hire safety programs.

For FY 2012-13 the Revenue Bureau is considering closing this fund.

### **Managing Agency**

Office of Management & Finance, Revenue Bureau

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Private for Hire Transportation Safety Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	219,815	0	221,036	0	0
External Materials and Services	0	0	0	224,472	224,472
Fund Transfers - Expense	1,389	585	46	(267)	(267)
<b>Total Expenditures</b>	<b>221,204</b>	<b>585</b>	<b>221,082</b>	<b>224,205</b>	<b>224,205</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	218,265	0	219,882	222,805	222,805
Miscellaneous Sources	2,939	1,469	1,200	1,400	1,400
<b>Total Resources</b>	<b>221,204</b>	<b>1,469</b>	<b>221,082</b>	<b>224,205</b>	<b>224,205</b>

## **FUND OVERVIEW**

The Property Management License Fund receives revenue from the business property management license fee payable by property managers of properties within the two Business Improvement Districts (Downtown and Lloyd BIDs). This fee supports enhanced services within the two districts, primarily cleaning and security. The fund transfers payments to the Revenue Bureau for reimbursement of a set level of program costs.

The purpose of the program is to keep the areas within the two districts vital and attractive to businesses, shoppers, visitors, and residents.

### **Fee Structure**

The business property management license fees are based on factors that measure the need-for-services created by the use of a property. The factors include:

- Value of improvements
- Sum of square feet of the improvements and land
- Elevator capacity
- Inflation factors
- Holiday lighting charge for business properties

### **Services**

Clean & Safe, Inc., in accordance with a management agreement with the City of Portland, provides the following services:

- Enhanced security
- Sidewalk and graffiti cleaning
- Business recruitment, retention, and marketing services in the central business district

The Lloyd Transportation Management Association provides fewer, but similar, services for the Lloyd District.

### **Managing Agency**

Revenue Bureau - Office of Management & Finance

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Property Management License Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	41,313	0	0	0	0
External Materials and Services	4,668,928	4,838,737	4,949,777	5,004,937	5,004,937
Internal Materials and Services	47,440	48,098	82,909	63,313	63,313
<b>Total Expenditures</b>	<b>4,757,681</b>	<b>4,886,835</b>	<b>5,032,686</b>	<b>5,068,250</b>	<b>5,068,250</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	81,223	0	0	0	0
Licenses & Permits	4,658,500	4,862,235	5,020,786	5,065,000	5,065,000
Charges for Services	11,127	20,528	8,100	50	50
Miscellaneous Sources	6,831	3,809	3,800	3,200	3,200
<b>Total Resources</b>	<b>4,757,681</b>	<b>4,886,571</b>	<b>5,032,686</b>	<b>5,068,250</b>	<b>5,068,250</b>

## **FUND OVERVIEW**

The Convention and Tourism Fund receives revenues from a 1% transient lodgings tax from hotels and motels. Expenditures from this fund are authorized for the promotion and procurement of convention business and tourism as established by City Charter. The City currently contracts with Travel Portland, previously the Portland Oregon Visitors Association, for this service.

The Revenue Bureau manages the Convention and Tourism Fund, administers the collection of the taxes, and charges the fund an administrative fee.

### **Managing Agency**

Revenue Bureau - Office of Management & Finance

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Convention and Tourism Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	307,035	0	0	0	0
External Materials and Services	2,839,258	3,040,781	2,871,475	3,207,288	3,207,288
Internal Materials and Services	142,732	132,800	163,056	164,362	164,362
Fund Transfers - Expense	13,829	13,353	18,189	43,350	43,350
<b>Total Expenditures</b>	<b>3,302,854</b>	<b>3,186,934</b>	<b>3,052,720</b>	<b>3,415,000</b>	<b>3,415,000</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	1,007,330	0	0	0	0
Taxes	2,287,477	3,131,679	3,049,720	3,412,000	3,412,000
Fund Transfers - Revenue	735	711	0	0	0
Miscellaneous Sources	7,312	3,490	3,000	3,000	3,000
<b>Total Resources</b>	<b>3,302,854</b>	<b>3,135,880</b>	<b>3,052,720</b>	<b>3,415,000</b>	<b>3,415,000</b>

# **Bureau of Technology Services**

## **OVERVIEW**

The Bureau of Technology Services (BTS) is responsible for management, policy setting, strategic planning and leadership in the use of computer, radio, and telecommunications technologies, to support the delivery of effective government services to the City of Portland and our regional partners. BTS is overseen by the Chief Technology Officer (CTO).

Summary of Bureau Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	26,347,511	0	0	0	0
Personal Services	23,982,872	23,680,596	26,536,928	26,098,376	24,723,620
External Materials and Services	12,027,117	11,986,225	18,159,408	15,761,835	14,981,043
Internal Materials and Services	3,987,444	3,887,396	3,869,537	3,936,527	3,936,527
Capital Outlay	186,978	677,466	2,507,276	3,968,512	3,968,512
Debt Service	4,517,898	1,821,904	1,880,681	1,292,068	1,292,068
Fund Transfers - Expense	8,003,279	2,291,981	10,811,699	1,285,168	1,285,168
Contingency	0	0	13,152,566	13,986,811	13,292,359
<b>Total Expenditures</b>	<b>79,053,099</b>	<b>44,345,568</b>	<b>76,918,095</b>	<b>66,329,297</b>	<b>63,479,297</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	23,977,651	0	26,720,080	14,136,366	14,136,366
Charges for Services	52,027	140,464	155,547	172,630	172,630
Intergovernmental Revenues	4,884,301	4,852,888	5,583,647	5,754,740	5,656,592
Interagency Revenue	45,869,964	41,348,902	43,675,635	44,217,450	41,465,598
Fund Transfers - Revenue	341,725	26,246	5,793	1,555,215	1,555,215
Bond and Note Proceeds	2,656,757	64,996	0	0	0
Miscellaneous Sources	1,270,675	619,958	777,393	492,896	492,896
<b>Total Resources</b>	<b>79,053,099</b>	<b>47,053,454</b>	<b>76,918,095</b>	<b>66,329,297</b>	<b>63,479,297</b>

# **Administration**

## **Description**

The Administration program delivers efficient and effective ordering, storekeeping, budget development, and clerical services. Administration is responsible for executing streamlined processes to deliver timely and efficient order fulfillment of technology products; delivering consistent and effective clerical services in support of all bureau staff needs, bureau policy development, timekeeping, payroll, and personnel administration; maintaining effective inventory controls of technology equipment and software; and budget coordination with staff from OMF Business Operations. Administration also includes the Office of the Chief Technology Officer (CTO). The CTO plans, organizes, integrates and directs the organization, financial management, administration, personnel and operations of the bureau.

## **Goals**

The Administration program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by setting citywide policy which governs the use of technology resources.

## **Performance**

Performance measures for the Administration program focus on the speed with which customer orders are filled, as well as the workload effectiveness of administrative staff. Performance of the Office of the CTO is measured through yearly OMF customer satisfaction surveys.

## **Changes to Services and Activities**

In FY 2012-13, the Office of the CTO program is being merged into the Administration program. Key initiatives for FY 2012-13 include the development and ongoing monitoring of professional development plans for all BTS employees. Additionally, BTS will offer two or more facilitated dialog sessions to all employees focusing on equity, racism and bias in the workplace.

## **Business Solutions**

### **Description**

The Business Solutions program develops and supports corporate wide and bureau specific business applications and services, advances e-government and e-commerce initiatives that address internal and public needs, and manages strategic planning efforts. Key responsibilities are to provide citywide application development, implementation, and support; develop and maintain the BTS strategic plan and technology roadmap; engineer new technology solutions to meet customer business needs; and provide oversight for any outsourced application development and selection of all third party applications and services.

### **Goals**

The Business Solutions program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology through the development and delivery of innovative services that allow customers to meet their business objectives.

### **Performance**

Performance of this program is measured through use of the City's e-government (portlandonline.com, portlandmaps.com) and e-commerce platforms.

### **Changes to Services and Activities**

Key initiatives for FY 2012-13 include defining the replacement strategy for the Microsoft Office software suite, selection of an enterprise employee collaboration tool, and a cloud based computing strategy.

# Communications

## **Description**

The Communications program maintains a robust public safety radio and emergency dispatch system, as well as large telecommunications, video surveillance and network environments. The responsibilities of Communications are to rapidly respond to and resolve all voice, radio, dispatch technology, and network support issues; effectively engineer and maintain the City's communications systems and networks including the Integrated Regional Network Enterprise (IRNE) and Institutional Network (I-NET) serving government agencies throughout Multnomah County.

## **Goals**

The Communications program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by supporting the City and regional mission critical voice and data communications needs.

## **Performance**

The Communications program is primarily focused on the reliability and availability of critical network and communications systems and services as well as the efficiency and effectiveness of the staff which support large quantities of technology equipment such as radios and telephones.

## **Changes to Services and Activities**

The dispatch technology support team was added to the Communications program in FY 2011-12. This support team provides critical 24x7x365 technical support for the City's new computer aided dispatch (CAD) system that provides emergency dispatch services for public safety providers throughout Multnomah County. The key focus for FY 2012-13 includes the replacement of the City's analog public safety radio system, which received a majority of funding through a voter approved general obligation bond in November 2010.

# Customer Relations

## **Description**

Customer Relations works with BTS customers to identify business requirements in order to develop solutions and service level agreements aligned with their business needs. The responsibility of Customer Relations is to understand customer business needs and key challenges, gather customer business requirements to assist in the development of appropriate technology solutions, collaboratively develop technology work plans in concert with the yearly budget process, provide transparent and timely two-way communication and information sharing that builds strong partnerships between BTS and its customers, and provide ongoing management and revisions to the BTS Service Catalog and bureau specific Service Level Agreements.

## **Goals**

Customer Relations supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by aligning customer business needs with appropriate technology solutions.

## **Performance**

Performance is measured through yearly OMF customer satisfaction surveys.

## **Changes to Services and Activities**

Key initiatives for FY 2012-13 include improving work processes, which result in improved customer satisfaction through collaboration between BTS, Facilities, and Procurement Services. Additionally, the Customer Relations program will pilot a social media engagement tool to improve the effectiveness of our customer communications.

# **Information Security**

## **Description**

The role of Information Security is to ensure the confidentiality, integrity, and availability of all City data and communications systems and assets. The responsibilities of this program are to develop and measure compliance with information policies and procedures; to minimize risk through implementation of effective technical, administrative and physical security controls; and develop and maintain the BTS business continuity and disaster recovery plan.

## **Goals**

Information Security supports the city goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by employing appropriate safeguards required in order to properly protect the City's information assets.

## **Performance**

Performance is measured by the effectiveness of the Information Security program in protecting the City's technology environment from security threats.

## **Changes to Services and Activities**

Key initiatives for FY 2012-13 include updating the BTS business continuity plan, and identifying business continuity readiness gaps and presenting these findings to City Council for consideration in the FY 2013-14 budget.

# Police IT

## **Description**

Police IT supports effective application development and maintenance, and provides quality infrastructure and field support to the Police Bureau. The responsibilities of Police IT are to develop and maintain Police data applications and supporting systems, and rapidly respond to and resolve all Police field and infrastructure support requests.

## **Goals**

The Police IT program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by delivering dependable services and innovative solutions to the Portland Police Bureau.

## **Performance**

Performance results of the Police IT program reflect the ability to maintain a reliable technology environment to meet the 24x7 mission critical needs of the Portland Police Bureau.

## **Changes to Services and Activities**

Focus for FY 2012-13 is the replacement of the Portland Police Data System (PPDS), a critical regional law enforcement records management system, with a contemporary commercial solution as a component of the Public Safety System Revitalization Program (PSSRP).

# Production Services

## **Description**

Production Services effectively maintains the City's state of the art data center facilities; supports the City's server, email, storage and backup infrastructure; and effectively maintains the infrastructure of the City's mission critical technology systems (SAP, Cayenta, Synergen, Maximo, CAD, TRACS, PPDS and Email).

## **Goals**

Production Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management and Finance goal to maximize the cost effective use of technology by maintaining a world class production technology environment.

## **Performance**

Performance measures for the Production Services program focus on the reliability of the City's mission-critical production systems.

## **Changes to Services and Activities**

The key focus for FY 2012-13 will be working collaboratively with BTS customers to develop a stable funding model to collect sufficient funds required for the regular lifecycle replacement of stand alone file servers, data storage, and data networks.

# **Project Management Office**

## **Description**

The role of the Project Management Office (PMO) is to deliver effective and consistent bureau wide project management practices for all disciplines of technology services provided by each BTS program. The responsibilities of PMO are to implement consistent project management methodologies and approaches regardless of technology discipline or program, facilitate project oversight including priority and resource alignment across the organization, and facilitate effective technology governance to ensure BTS is working on the City's highest priority technology initiatives.

## **Goals**

The PMO supports the City goal to deliver efficient, effective, and accountable municipal services as well as the OMF goal to maximize the cost effective use of technology by delivering project management services modeled after industry standards and best practices.

## **Performance**

Performance of this program is measured through direct customer survey feedback at the completion of projects, as well as the quantity of hours billed for project management service.

## **Changes to Services and Activities**

The key focus for FY 2012-13 is the bureau-wide rollout of an effective Project Portfolio Management tool that will allow BTS to make well informed decisions regarding staff resource allocations and availability.

# Support Center

## **Description**

The Support Center acts as the first point of contact for the majority of customer support needs. It also implements and manages effective tracking systems and tools. The responsibilities of the Support Center are to respond to and resolve all desktop and laptop issues and provide the first level of support of printing issues; act as the central point for user account and access management; deliver new and replacement desktop computers in time to meet customer needs; effectively manage City desktop, laptop and server systems with robust, down-the-wire administration and deployment tools; and engineer, implement, and maintain the systems and tools needed for tracking service requests and computing assets.

## **Goals**

The Support Center program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost-effective use of technology by resolving the majority of office computing support requests the same day reported.

## **Performance**

The performance measures of the Support Center program focus on responsiveness in resolving support issues reported to the HelpDesk and the overall effectiveness and efficiency of Support Center staff.

## **Changes to Services and Activities**

The key focus areas for FY 2012-13 include the rollout of Microsoft Windows 7 to a large proportion of the City's inventory of desktop and laptop computers, and to implement power management capabilities to significantly reduce office computing power consumption to further the City's sustainability goals.

Summary of Program Budgets

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Assessments &amp; Improvements</b>					
Assessments & Improvements	382	0	0	0	0
<b>Total Assessments &amp; Improvements</b>	<b>382</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Administration &amp; Support</b>					
Administration	7,471,975	7,075,376	2,134,356	3,173,840	3,173,840
Stores & Order Fulfillment	(39,666)	337,698	602,927	0	0
<b>Total Administration &amp; Support</b>	<b>7,432,309</b>	<b>7,413,074</b>	<b>2,737,283</b>	<b>3,173,840</b>	<b>3,173,840</b>
<b>Customer Relations</b>					
Customer Relations	799,892	667,966	687,562	820,285	820,285
<b>Total Customer Relations</b>	<b>799,892</b>	<b>667,966</b>	<b>687,562</b>	<b>820,285</b>	<b>820,285</b>
<b>Business Solutions</b>					
Business Solutions	(657,276)	(271,813)	3,675,471	10,017,859	9,207,187
Corporate Applications	6,246,219	5,869,570	4,894,088	0	0
Planning and Development	0	30,482	554,215	0	0
Vertical Applications	2,769,068	2,379,357	1,455,554	0	0
<b>Total Business Solutions</b>	<b>8,358,012</b>	<b>8,007,596</b>	<b>10,579,328</b>	<b>10,017,859</b>	<b>9,207,187</b>
<b>Communications</b>					
Communications	0	93,135	1,983,460	15,186,462	14,514,442
<b>Total Communications</b>	<b>0</b>	<b>93,135</b>	<b>1,983,460</b>	<b>15,186,462</b>	<b>14,514,442</b>
<b>Office of the Chief Technology Officer</b>					
CTO Office	618,063	515,073	347,939	0	0
<b>Total Office of the Chief Technology Officer</b>	<b>618,063</b>	<b>515,073</b>	<b>347,939</b>	<b>0</b>	<b>0</b>
<b>Infrastructure &amp; Engineering</b>					
Infrastructure & Engineering	3,616,459	3,575,995	2,744,292	0	0
Cable Plant Engineering	1,223	861	5,000	0	0
Data Center & Production Support	1,170,937	797,307	143,692	0	0
800 MHz	393,500	382,993	1,977,943	0	0
Network Engineering & Support	286,718	434,352	1,551,449	0	0

Summary of Program Budgets

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Infrastructure &amp; Engineering</b>					
Production Engineering	48,668	1,455	0	0	0
Radio & Video Operations	1,526,187	1,438,318	2,090,215	0	0
Telecomm Engineering	13,030	21,323	65,098	0	0
Telecomm Operations	4,175,501	3,723,557	8,635,458	0	0
<b>Total Infrastructure &amp; Engineering</b>	<b>11,232,222</b>	<b>10,376,161</b>	<b>17,213,147</b>	<b>0</b>	<b>0</b>
<b>Information Security</b>					
Information Security	852,819	619,595	860,395	1,447,200	1,447,200
<b>Total Information Security</b>	<b>852,819</b>	<b>619,595</b>	<b>860,395</b>	<b>1,447,200</b>	<b>1,447,200</b>
<b>Legal Services</b>					
Legal Services	0	250	0	0	0
<b>Total Legal Services</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations and Maintenance</b>					
Operations and Maintenance	138	0	0	0	0
<b>Total Operations and Maintenance</b>	<b>138</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Production Services</b>					
Production Services	164,758	3,258,983	6,080,385	8,244,206	7,935,890
<b>Total Production Services</b>	<b>164,758</b>	<b>3,258,983</b>	<b>6,080,385</b>	<b>8,244,206</b>	<b>7,935,890</b>
<b>Police IT</b>					
Police IT	0	(9,498)	22,613	2,161,013	2,161,013
Police Applications	992,331	969,300	594,712	0	0
Police Infrastructure Support	657,591	698,375	865,103	0	0
<b>Total Police IT</b>	<b>1,649,922</b>	<b>1,658,176</b>	<b>1,482,428</b>	<b>2,161,013</b>	<b>2,161,013</b>
<b>Project Management Office</b>					
Project Management	1,040,485	859,116	875,097	1,429,977	1,339,611
<b>Total Project Management Office</b>	<b>1,040,485</b>	<b>859,116</b>	<b>875,097</b>	<b>1,429,977</b>	<b>1,339,611</b>
<b>Quality Assurance</b>					

Summary of Program Budgets

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
Quality Assurance					
Quality Assurance	10,322	0	0	0	0
<b>Total Quality Assurance</b>	<b>10,322</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Replacement					
Replacement	194,305	399,295	1,200,000	0	0
<b>Total Replacement</b>	<b>194,305</b>	<b>399,295</b>	<b>1,200,000</b>	<b>0</b>	<b>0</b>
Support Center					
Support Center	4,296,250	3,783,194	2,461,672	7,284,408	7,010,234
Desktop Support	840,779	882,112	1,596,941	0	0
Help Desk	621,006	556,835	1,345,605	0	0
PC Deployment	327,557	144,682	500,176	0	0
Support Systems & Asset Management	413,086	620,099	860,844	0	0
Server & Messaging Support	1,207,291	183,778	0	0	0
User Access & Account Management	124,332	192,564	260,887	0	0
<b>Total Support Center</b>	<b>7,830,301</b>	<b>6,363,264</b>	<b>7,026,125</b>	<b>7,284,408</b>	<b>7,010,234</b>
Site Teams					
Site Teams	331	0	0	0	0
<b>Total Site Teams</b>	<b>331</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Administration & Support					
Employee Development	149	0	0	0	0
<b>Total Administration &amp; Support</b>	<b>149</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Programs</b>	<b>40,184,411</b>	<b>40,231,683</b>	<b>51,073,149</b>	<b>49,765,250</b>	<b>47,609,702</b>

## Technology Services Performance Measures

Performance Measure	Type	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13
		Year-End Actuals	Year-End Actuals	Revised Budget	Performance No Dec Pkg	Performance With Dec Pkg
MF_1011 - Number of pieces of electronic radio equipment maintained per technician	EFFICIENCY	1,263	1,385	1,275	1,265	1,544
MF_1012 - Number of Service Orders Submitted	WORKLOAD	1,220	1,390	1,250	1,275	1,275
MF_1013 - Percent Uptime for Phone Switch	EFFECTIVE	99.85%	100.00%	99.98%	100.00%	100.00%
MF_1014 - Number of Telephone Lines Provided in Service	EFFECTIVE	7,903	6,484	7,850	6,500	6,500
MF_1015 - Number of radio communication units accessing system	WORKLOAD	8,610	7,778	8,200	8,150	8,150
MF_1016 - Percentage of time radio system operated without failure	EFFECTIVE	100.00%	99.00%	99.99%	99.99%	99.99%
MF_1017 - Number of pieces of electronic radio equipment maintained	EFFICIENCY	6,950	7,616	7,000	6,950	6,950
MF_1018 - Number of Email Accounts Supported	WORKLOAD	6,277	6,456	6,300	6,500	6,500
MF_1019 - First Call Resolution: Percentage of problems resolved by Help Desk without escalation to Field Staff	EFFECTIVE	81.00%	75.07%	65.00%	75.00%	75.00%
MF_1022 - Number of Desktop/Laptop computers Supported per Technician	EFFICIENCY	129	129	130	130	137
MF_1023 - Application and Development Hours Billed	WORKLOAD	35,566	33,349	36,100	28,320	24,920
MF_1025 - Internet Availability Percentage	EFFECTIVE	99.99%	99.85%	99.90%	99.90%	99.90%
MF_1026 - Average number of unique visitors per day to PortlandOnline	EFFECTIVE	18,822	18,237	17,000	18,000	18,000
MF_1027 - Average number of page views per day to PortlandOnline	EFFECTIVE	469,684	50,756	120,000	0	0
MF_1028 - Average number of maps per day served through PortlandMaps	EFFECTIVE	46,739	49,410	50,000	150,000	150,000
MF_1034 - Number of bureau staff per clerical employee	EFFICIENCY	56	74	73	73	68
MF_1036 - Yearly revenue processed electronically through the payment gateway (in millions)	EFFICIENCY	\$58.50	\$79.20	\$61.00	\$77.00	\$77.00
MF_1110 - Average number of telephone trouble tickets resolved per technician	EFFICIENCY	376	452	385	400	400
MF_1115 - Customers rating project management service provided as excellent	EFFECTIVE	80%	73%	80%	80%	70%
MF_1116 - # of total billable project hours managed by PMO	EFFECTIVE	1,220	1,759	1,300	2,370	1,670
MF_1117 - Pct of compliance with Current Payment Card Security Standards for City's electronic payment gateway	EFFECTIVE	100%	100%	100%	100%	100%
MF_1118 - Days elapsed from ordering a new desktop PC to installation	EFFECTIVE	4	4	4	4	4
MF_1140 - Network Availability (excluding scheduled maintenance)	EFFECTIVE	0.0%	0.0%	99.8%	99.8%	99.8%
MF_1141 - Percentage of Calls Answered within 20 Seconds	EFFECTIVE	0%	0%	80%	80%	80%
MF_1142 - Average Number of HelpDesk Tickets per Month	WORKLOAD	0	0	4,800	6,000	6,000
MF_1143 - Resolution Time: Percentage of Problems Resolved Same Day	EFFECTIVE	0%	0%	75%	70%	60%
MF_1144 - Replace All Eligible PCs Every 4th Year Under the Lifecycle Repl Program	EFFICIENCY	0%	0%	25%	33%	33%
MF_1145 - Payment Gateway Availability	EFFECTIVE	0.0%	0.0%	99.9%	99.9%	99.9%
MF_1146 - BTS Customer Survey Satisfaction Average Rating (5=highest)	EFFECTIVE	0	0	4	4	3
MF_1147 - Field Reporting System Availability (excluding scheduled maintenance)	EFFECTIVE	0.0%	0.0%	99.5%	99.5%	99.5%
MF_1148 - Average Time Between Security Incidents (Involving 5 or more workstations) In Days	EFFECTIVE	0	0	180	120	120
MF_1149 - Average Deployment Cycle for Major Security Software Updates - Workstations in days	EFFICIENCY	0	0	30	30	30
MF_1150 - Average Deployment for Security Updates - servers, in days	EFFICIENCY	0	0	90	90	90

## Technology Services Performance Measures

Performance Measure	Type	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13
		Year-End Actuals	Year-End Actuals	Revised Budget	Performance No Dec Pkg	Performance With Dec Pkg
MF_1151 - Maximum Pct of Computers w/o Current Security Software Installed and Functioning	EFFICIENCY	0%	0%	5%	1%	1%
MF_1152 - Percentage of Computers Able to Accept Security Patching	EFFECTIVE	0%	0%	99%	99%	99%
MF_1153 - Mission Critical Production System Availability - Cayenta	EFFECTIVE	0.00%	0.00%	99.98%	99.98%	99.98%
MF_1154 - Mission Critical Production System Availability - SAP	EFFECTIVE	0.00%	0.00%	99.98%	99.98%	99.98%
MF_1155 - Email Availability (excluding scheduled maintenance)	EFFECTIVE	0.00%	0.00%	99.98%	99.98%	99.97%
MF_1156 - Public Safety System Availability - BOEC	EFFECTIVE	0.00%	0.00%	99.99%	99.98%	99.98%
MF_1157 - Public Safety System Availability - Police	EFFECTIVE	0.00%	0.00%	99.99%	99.99%	99.99%
MF_1158 - OMF Customer Survey Average Satisfaction Rating for the Office of the CTO(4=highest)	EFFECTIVE	0	0	3	3	3

**Total FTE and Salary by Class  
Office of Management & Finance**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	1.00	72,924	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	1.00	64,620	1.00	64,620	1.00	64,620
30000201	Applications Analyst I-Generalist	1.00	67,020	1.00	69,310	1.00	69,310
30000203	Applications Analyst II-Generalist	2.00	153,168	2.00	153,168	2.00	153,168
30000204	Applications Analyst III-Generalist	18.00	1,453,963	18.00	1,457,995	15.00	1,267,843
30000207	Applications Analyst IV-Generalist	11.00	911,628	11.00	922,184	10.00	855,584
30000206	Applications Analyst IV-GIS,Enterprise	1.00	66,600	1.00	66,600	0.00	0
30001234	Applications Analyst IV-Web Developer	2.00	150,374	2.00	155,552	2.00	155,552
30000448	Business Systems Analyst	1.00	62,244	1.00	63,948	1.00	63,948
30000411	Chief Technology Officer	1.00	165,384	1.00	165,384	1.00	165,384
30000832	Chief Technology Officer, Assistant	1.00	145,818	1.00	146,952	1.00	146,952
30000700	Communications Engineer	2.00	170,148	2.00	173,195	2.00	173,195
30000238	Communications Switch Technician	2.00	135,792	2.00	135,792	2.00	135,792
30000627	Communications Systems Administrator	1.00	97,380	1.00	99,822	1.00	99,822
30000624	Communications Systems Rep	1.00	83,724	1.00	84,484	1.00	84,484
30000628	ComNet Operations Manager	1.00	130,296	1.00	130,296	1.00	130,296
30000626	ComNet Technical Project Coordinator	1.00	63,384	1.00	63,384	0.00	0
30000234	Electronics Technician I: Communications	4.00	232,224	4.00	232,224	4.00	232,224
30000236	Electronics Technician II: Commun	9.00	599,160	9.00	599,160	8.00	543,168
30000341	GIS Technician I	1.00	50,688	1.00	50,688	1.00	50,688
30000210	Inf Syst Analyst II-Generalist	26.00	1,863,608	26.00	1,891,936	24.00	1,777,024
30000212	Inf Syst Analyst II-GIS,Vertical	0.00	0	0.00	0	1.00	57,456
30000213	Inf Syst Analyst III-Generalist	19.00	1,475,786	19.00	1,496,045	17.00	1,369,277
30000211	Inf Syst Analyst II-Telecomm	4.00	306,336	4.00	306,336	4.00	306,336
30000209	Inf Syst Analyst I-Telecomm	1.00	60,331	1.00	62,807	1.00	62,807
30000215	Inf Syst Analyst IV-Generalist	16.00	1,361,881	16.00	1,384,212	16.00	1,384,212
30001003	Inf Syst Analyst IV-Security	1.00	69,324	1.00	72,168	1.00	72,168
30000218	Inf Syst Analyst, Principal-Gen	26.00	2,449,571	26.00	2,469,632	24.00	2,319,416
30000217	Inf Syst Analyst, Principal-GIS Enterpr	4.00	392,772	4.00	399,526	4.00	399,526
30000219	Inf Syst Analyst, Principal-Proj Mgmt	6.00	589,601	6.00	598,878	6.00	598,878
30000220	Inf Syst Analyst, Principal-Security	2.00	169,170	2.00	172,812	2.00	172,812
30000610	Inf Syst Mgr, Sr-Applications	2.00	228,492	2.00	232,272	2.00	232,272
30000613	Inf Syst Mgr, Sr-General	4.00	438,564	4.00	439,896	3.00	353,052
30000614	Inf Syst Mgr, Sr-Production	1.00	103,660	1.00	107,908	1.00	107,908
30000615	Inf Syst Mgr, Sr-Security	1.00	115,164	1.00	117,474	1.00	117,474
30001035	Inf Syst Mgr-Corporate Applications	1.00	80,784	1.00	80,784	1.00	80,784
30000607	Inf Syst Mgr-Generalist	4.00	430,224	4.00	430,224	4.00	430,224
30000608	Inf Syst Mgr-Network Manager	2.00	188,340	2.00	188,340	2.00	188,340
30001004	Inf Syst Mgr-Proj Mgmt	1.00	107,556	1.00	107,556	1.00	107,556

**Total FTE and Salary by Class  
Office of Management & Finance**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000609	Inf Syst Mgr-Wide Area Network	1.00	107,556	1.00	107,556	1.00	107,556
30000604	Inf Syst Supvr-Bureau IS & GIS	1.00	96,876	1.00	99,432	1.00	99,432
30000605	Inf Syst Supvr-Generalist	7.00	696,482	7.00	699,696	7.00	699,696
30000199	Inf Syst Technician II	6.00	346,431	6.00	353,064	5.00	307,992
30000200	Inf Syst Technician III	4.00	291,696	4.00	291,696	4.00	291,696
30000618	IT Strategic Technology Planning Manager	1.00	130,296	1.00	130,296	1.00	130,296
30000452	Management Analyst, Sr	1.00	81,012	1.00	83,676	1.00	83,676
30000012	Office Support Specialist II	1.00	43,956	1.00	43,956	1.00	43,956
30000013	Office Support Specialist III	2.00	103,800	2.00	103,800	2.00	103,800
30000622	SAP Architect- XI/PI	1.00	146,952	1.00	146,952	1.00	146,952
30000053	Storekeeper/Acquisition Specialist I	2.00	91,296	2.00	97,194	2.00	97,194
30000054	Storekeeper/Acquisition Specialist II	1.00	52,728	1.00	52,728	1.00	52,728
30000056	Storekeeper/Acquisition Specialist III	1.00	60,576	1.00	60,576	1.00	60,576
30000625	Technical Operations Supervisor	1.00	84,636	1.00	84,636	1.00	84,636
30000620	Technology Services Bureau Business Rep	3.00	301,606	3.00	305,151	3.00	305,151
30000619	Technology Svcs Customer Service Analyst	1.00	117,684	1.00	117,684	1.00	117,684
<b>Total Full-Time Positions</b>		<b>217.00</b>	<b>\$18,061,286</b>	<b>217.00</b>	<b>\$18,244,581</b>	<b>203.00</b>	<b>\$17,335,497</b>
30000204	Applications Analyst III-Generalist	0.63	33,324	0.63	34,578	0.63	34,578
<b>Total Part-Time Positions</b>		<b>0.63</b>	<b>\$33,324</b>	<b>0.63</b>	<b>\$34,578</b>	<b>0.63</b>	<b>\$34,578</b>
30000204	Applications Analyst III-Generalist	1.00	63,384	1.00	63,384	1.00	63,384
30000212	Inf Syst Analyst II-GIS,Vertical	1.00	57,456	1.00	57,456	0.00	0
<b>Total Limited Term Positions</b>		<b>2.00</b>	<b>\$120,840</b>	<b>2.00</b>	<b>\$120,840</b>	<b>1.00</b>	<b>\$63,384</b>
<b>Grand Total</b>		<b>219.63</b>	<b>\$18,215,450</b>	<b>219.63</b>	<b>\$18,399,999</b>	<b>204.63</b>	<b>\$17,433,459</b>

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 05      **Type:** Reductions

**Decision Package:** MF\_12 - BTS-4-Oracle Software Maintenance Reduction      **Program:** Production Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(33,000)	(33,000)	0	0	0	0
Internal Materials and Services	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(33,000)	(33,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

A recent audit of software licenses has identified an area where a reduction to the total number of Oracle development tool and database licenses used by the Revenue Bureau can be reduced and therefore maintenance fees associated with these unused licenses can be eliminated. The development tool had been used in prior years by the Revenue Bureau however a recent assessment of usage needs indicated the tool is no longer required. With the final decommission of the legacy Open Vision (OV) infrastructure environment, additional Oracle Database licenses are no longer required. This ongoing cost savings will begin in FY2011-12 and will remain ongoing thereafter.

**Expected Results:**

This results in ongoing savings of \$33,000 for the Revenue Bureau. Additionally, unused licenses can be used to avoid costs related to future Oracle development tool and database licenses purchases.

## Decision Package Summary

**Bureau:** Office of Management & Finance      **Priority:** 06      **Type:** Reductions  
**Decision Package:** MF\_19 - BTS-4-Mobile Data Contract Savings      **Program:** Communications

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested 1 Time DP	Requested Ongoing DP	Requested Total DP	Requested Total DP	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	
<b>EXPENDITURES</b>														
External Materials and Services	0	(152,000)	(152,000)	(152,000)	0	0	0	0	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(152,000)</b>	<b>(152,000)</b>	<b>(152,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>REVENUES</b>														
Interagency Revenue	0	(152,000)	(152,000)	(152,000)	0	0	0	0	0	0	0	0	0	
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(152,000)</b>	<b>(152,000)</b>	<b>(152,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Description:**  
 Recently renegotiated contract terms with our cellular provider has resulted in a reduction to monthly fees for mobile data services. Monthly fees for Verizon Aircards will decrease to \$30.00 from \$42.99 per month. In addition, the city will see overall monthly discounts to its cellular voice plans.

**Expected Results:**  
 This reduction will result in a \$156 per mobile device decrease in annual pass-through costs with an additional savings of \$25,000 per year in cellular voice plans.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 11      **Type:** Reductions

**Decision Package:** MF\_26 - BTS-4-800 MHz Radio Equip Replcmt Discontinuance      **Program:** Communications

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Contingency	0	(576,041)	(576,041)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(576,041)</b>	<b>(576,041)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(576,041)	(576,041)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(576,041)</b>	<b>(576,041)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

The Bureau of Technology Services assigns rates to 800 MHz radio equipment to collect revenues for covering maintenance and replacement expenses. A total of \$10,000,000 in replacement funds collected on this equipment will be transferred to the Public Safety GO Bond Construction Fund in FY 2011-12 to cover the cost of replacing this equipment as part of the PSSRP Radio System Replacement project. Those equipment purchases are scheduled to take place in the period from FY 2012-13 to FY 2014-15, meaning that all equipment assigned to the bureaus will be new as of that date. This decision package will eliminate the replacement portion of the rates for 800 MHz radio equipment, thereby decreasing the fees charged to bureaus by approximately \$576,000 annually. BTS will no longer collect and hold replacement revenue from bureaus for 800 MHz radio end user equipment.

**Expected Results:**

Acceptance of this package will result in a reduction to the rates assigned to 800 MHz radio equipment, decreasing the amount charged to bureaus to whom the equipment is assigned. Since all the equipment will be new as of either FY 2012-13 or FY 2013-14, bureaus should expect relatively minor if any billable charges in the first few years of implementation of this package. The sustainment plan for the replacement radio system will address funding of that system's end user equipment. Options may include reintroducing the replacement rate in the future, cash financing end user equipment at the time of replacement, or some form of debt financing. If this reduction were not taken, replacement funds could be used to supplement project contingency for the PSSRP radio project.

## Decision Package Summary

**Bureau:** Office of Management & Finance      **Priority:** 12      **Type:** Reductions

**Decision Package:** MF\_28 - BTS-4-GIS Major Maintenance Rate Discontinuance      **Program:** Business Solutions

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	1 Time DP	Requested	Ongoing DP	Requested	Total DP	Estimated	Budget	Estimated	Budget	Estimated	Budget	Estimated	Budget
<b>EXPENDITURES</b>														
Contingency	0		(82,739)		(82,739)		0		0		0		0	
<b>TOTAL EXPENDITURES</b>	<b>0</b>		<b>(82,739)</b>		<b>(82,739)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	
<b>REVENUES</b>														
Interagency Revenue	0		(82,739)		(82,739)		0		0		0		0	
<b>TOTAL REVENUES</b>	<b>0</b>		<b>(82,739)</b>		<b>(82,739)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	

**Description:**

The Bureau of Technology Services provides GIS (geographic information system) services to City customers and charges customers a rate to cover expenses associated with the service. That rate includes an amount to cover major maintenance expenses including the replacement of system hardware or applications that are separate from system operating expenses. The BTS fund currently has sufficient resources from prior year GIS collections to cover anticipated major maintenance expenses for the next five years. This package would eliminate that portion of the rate charged to customer bureaus.

**Expected Results:**

Implementation of this package would result in a decrease to BTS revenue and savings to customer bureaus of approximately \$83,000 annually. A review of 5-year BTS CIP and Operating Project expenses indicates estimated projected annual GIS major maintenance spending will be \$138,000. As previously stated, those annual expenses for the next five years will be fully covered by already collected funds held by BTS. Future GIS program CIP and Operating Project spending may need to be covered by either reinstating a major maintenance rate or cash funding from customer bureaus.

**Decision Package Summary**

**Bureau:** Office of Management & Finance **Priority:** 14 **Type:** Reductions

**Decision Package:** MF\_29 - BTS-4-Corp App Staffing & External M&S Reduction **Program:** Business Solutions

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(90,366)	(90,366)	0	0	0	0
External Materials and Services	0	(12,960)	(12,960)	0	0	0	0
Contingency	0	(3,690)	(3,690)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(107,016)</b>	<b>(107,016)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(107,016)	(107,016)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(107,016)</b>	<b>(107,016)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction eliminates an Application Analyst III position (40002367) in the Business Solutions division dedicated to corporate Financial and Human Resources application support including BRASS, PatternStream as well as the legacy applications of IBIS, CARS and ePan. Although SAP replaced IBIS, CARS and ePan, support demand for these legacy systems has remained due to the fact that historical data from these systems was not migrated to SAP as part of the Enterprise Business Solution Project (EBSP). This package also includes a reduction to external materials and services in the amount of \$12,960 within the SAP Application Support program.

**Expected Results:**

Support of BRASS, PatternStream (Budget Publishing) and several legacy Financial and Human Resources applications will significantly diminish. Full Time Equivalent (FTE) allocations for the Corporate Application program will be reduced from 1.3 to .5 FTE. BTS will be unable to prepare reports from the legacy IBIS system for Financial and Human Resources staff. Additionally, support for the ongoing maintenance for the remaining Financial and Human Resources applications will be severely reduced resulting in increase risk of extended system outages where bureau customers will be unable to access these systems. Efforts to migrate historical information from IBIS and ePAN to a data warehouse will be deferred until sufficient resources can be assigned to complete this work.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 13      **Type:** Reductions

**Decision Package:** MF\_30 - BTS-4-PBOT Application Analyst III Reduction      **Program:** Business Solutions

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(90,366)	(90,366)	0	0	0	0
Contingency	0	(3,690)	(3,690)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(94,056)</b>	<b>(94,056)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(94,056)	(94,056)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(94,056)</b>	<b>(94,056)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction is the elimination of a vacant Application Analyst III (40002357) position funded by the Portland Bureau of Transportation (PBOT). This is one of eight positions assigned to support the software applications used by PBOT. This reduction is being requested by PBOT management.

**Expected Results:**

The elimination of this position will reduce software application support and development capacity of the BTS application support staff assigned to PBOT.

**Decision Package Summary**

**Bureau:** Office of Management & Finance **Priority:** 15 **Type:** Reductions

**Decision Package:** MF\_31 - BTS-4-IRNE Operating External M&S Reduction **Program:** Communications

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(290,100)	(290,100)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(290,100)</b>	<b>(290,100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(290,100)	(290,100)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(290,100)</b>	<b>(290,100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package results in a reduction to the Integrated Regional Network Enterprise (IRNE) for external materials and services. The IRNE is the City's high speed network used for data and phone communications. External materials and service include professional services, software and equipment maintenance, operating supplies, minor equipment and tools and training and travel associated with professional development of technical staff.

**Expected Results:**

The result of taking this reduction is that BTS will be unable to contract for professional services assistance needed for projects associated with the IRNE program including enhancements to the City's Voice Over IP (VoIP) automated call distribution (ACD) system used at call centers throughout the City such as Utility Billing Customer Service, the BTS HelpDesk, the Revenue Bureau and the Office of Neighborhood Involvement. Additional professional services areas targeted include planning in relation to replacing the City's analog telephone switch (PBX). The inability to secure professional services may result in City staff performing phone and network upgrades, enhancements and replacement without the sufficient expert technical support typically provided by a 3rd party experienced in these activities. Impacts could include extended service outages and project cost overruns and delays.

**Decision Package Summary**

**Bureau:** Office of Management & Finance

**Priority:** 16 **Type:** Reductions

**Decision Package:** MF\_32 - BTS-4-Business Solutions External M&S Reduction

**Program:** Business Solutions

	FY 2012-13	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Requested 1 Time DP	Requested Ongoing DP	Requested Total DP	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(90,048)	(90,048)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(90,048)</b>	<b>(90,048)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(90,048)	(90,048)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(90,048)</b>	<b>(90,048)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package results in a reduction to the Planning and Development program within the Business Solutions division. The Planning and Development program is responsible for delivering technology solutions to address the current and emerging business needs of BTS customers through the effective use of enterprise architecture and strategic technology development and planning. External materials and service include professional services, equipment and software used to evaluate and prototype new technologies and training and travel associated with the professional development of technical staff assign to this program.

**Expected Results:**

The result of taking this reduction is that BTS will be unable to contract for professional services assistance needed for new projects requested by customer bureaus and to meet emerging business needs identified in strategic planning sessions conducted with bureau business staff. Additionally, BTS will be unable to prototype new technologies for evaluation and inclusion as future technology standards.

**Decision Package Summary**

**Bureau:** Office of Management & Finance **Priority:** 21 **Type:** Reductions

**Decision Package:** MF\_33 - BTS-6-Senior IS Mgr and External M&S Reduction **Program:** Business Solutions

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(119,046)	(119,046)	0	0	0	0
External Materials and Services	0	(24,246)	(24,246)	0	0	0	0
Contingency	0	(4,632)	(4,632)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(147,924)</b>	<b>(147,924)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(147,924)	(147,924)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(147,924)</b>	<b>(147,924)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction eliminates a Senior Information Systems Manager position (40004210) in the Business Solutions division which provides managerial support for several Application Analysts assigned to support the needs of the Revenue Bureau, Risk Management and the Portland Housing Bureau. Additionally, this position focuses on continuous improvement efforts including 1) documenting mandatory minimum technology requirements necessary for all technology solicitations and contracts, 2) assisting customers throughout the entire lifecycle of technology contracting from solicitation to contract award, 3) chairing the Geographic Information Systems (GIS) Stakeholders Group Meeting and 4) recommending strategic technology direction and initiatives to bureau leadership. This package also includes a reduction to external materials and services in the amount of \$24,246 within the Business Solutions program.

**Expected Results:**

Managerial support of six Application Analysts will be distributed to one or more remaining managers within the Business Solutions division reducing the ability of management to provide effective employee support, professional development and coaching.

BTS will be unable to provide expert guidance in the development of solicitation materials including Request for Proposals (RFPs). Lack of BTS involvement in customer requested technology solicitations will result in failed and/or re-bid solicitations and where selected goods and professional services do not meet City business requirements and technology standards thereby risking significant increases to technology project costs and schedules.

Geographic Information System (GIS) customers will receive a reduced service level primarily through reduced communications and engagement negatively impacting overall customer service.

BTS will be unable to research and recommend new strategic projects and initiatives that would improve City services through the more effective use of technologies.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 34      **Type:** Reductions

**Decision Package:** MF\_34 - BTS-6-Bus. Sol. Billable Analyst IV Reduction      **Program:** Business Solutions

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(94,290)	(94,290)	0	0	0	0
Contingency	0	(3,858)	(3,858)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(98,148)</b>	<b>(98,148)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Intergovernmental Revenues	0	(98,148)	(98,148)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(98,148)</b>	<b>(98,148)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction is the elimination of a vacant Application Analyst IV (40002379) position funded through billable services.

**Expected Results:**

The elimination of this position will reduce software application support and development capacity of the BTS application support team. Customers will need to contract for these services through consulting contracts which will result in higher hourly costs and the requirement for customers to provide additional software development notice lead time.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 39      **Type:** Reductions

**Decision Package:** MF\_35 - BTS-6-Data Center Staffing & Ext. M&S Reduction      **Program:** Production Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(67,986)	(67,986)	0	0	0	0
External Materials and Services	0	(12,270)	(12,270)	0	0	0	0
Contingency	0	(3,018)	(3,018)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(83,274)</b>	<b>(83,274)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(83,274)	(83,274)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(83,274)</b>	<b>(83,274)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction eliminates one Information Systems Technician II position (40002347) assigned to the City's primary Data Center with responsibility for monitoring of equipment and environment conditions (power and cooling) outside non-business hours. Additional responsibilities include triaging customer calls outside of the normal business hours, network password resets, and managing the rental equipment pool of laptop computers and projectors. This package also includes a reduction to external materials and services within the Enterprise Server program associated with repair and maintenance services.

**Expected Results:**

The elimination of this position will result in the inability to monitor equipment and environmental conditions in the data center and eliminate the ability to provide any first level technical support outside of normal business hours. This reduction is in addition to three other similar positions that were eliminated in the Fall 2011-12 Budget Monitoring Process (BMP). Customers interested in 24x7 technical support will be required to fund staff on a standby support rotation as is currently funded and provided to the Revenue Bureau, Portland Police Bureau and BOEC. Although vacant, this position has been backfilled by a temporary employee since it was originally vacated.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 35      **Type:** Reductions

**Decision Package:** MF\_36 - BTS-6-Project Management Office Staff Reduction      **Program:** Project Management Office

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(90,366)	(90,366)	0	0	0	0
Contingency	0	(3,690)	(3,690)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(94,056)</b>	<b>(94,056)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(94,056)	(94,056)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(94,056)</b>	<b>(94,056)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction will result in the elimination of one Information Systems Analyst III position (40002402) in the BTS Project Management Office (PMO). The position is responsible for providing technology project management services to external and internal customers. The scope of projects managed by the PMO often have critical citywide exposure. Example projects managed by the PMO include the Windows 7 implementation, Patternstream (budget software replacement), new construction and facilities remodel projects such as the Water Interstate buildings and new Emergency Coordination Center, security compliance work related to safeguarding private credit and debit card data and the new Reverse 9-1-1 solution.

**Expected Results:**

This reduction decreases the project management capacity of the BTS Project Management Office by 10% and will negatively impact the quantity and quality of technology projects managed by BTS. BTS will have fewer project managers to assist with the successful implementation of critical technology projects. Critical projects need to be deferred or proceed without a trained project manager increasing the risk of project failures, cost and schedule overruns.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 36      **Type:** Reductions

**Decision Package:** MF\_37 - BTS-6-GIS Staffing Reduction      **Program:** Business Solutions

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(90,366)	(90,366)	0	0	0	0
Contingency	0	(3,690)	(3,690)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(94,056)</b>	<b>(94,056)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(94,056)	(94,056)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(94,056)</b>	<b>(94,056)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction eliminates an Application Analyst III position (40008851) supporting the Geographic Information System (GIS) program in the Business Solutions division. This position is responsible for supporting existing GIS maps and the development of custom mapping capabilities to meet bureau business needs.

**Expected Results:**

This position is one of six analysts within the Geographic Information Systems (GIS) program dedicated with assisting customers with their corporate GIS mapping needs. The elimination of this position results in a 17% overall reduction to BTS GIS support and development capacity. Response times to all custom support requests will increase.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 37      **Type:** Reductions

**Decision Package:** MF\_38 - BTS-6-Account Administration Staffing Reduction      **Program:** Support Center

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(83,112)	(83,112)	0	0	0	0
Contingency	0	(3,480)	(3,480)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(86,592)</b>	<b>(86,592)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(86,592)	(86,592)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(86,592)</b>	<b>(86,592)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction eliminates one of three Information Systems Analyst II positions (40002405) on the Account Administration team in the Support Center division with responsibility for adding, changing and removing employee network and system accounts including email, SAP and City network access. The Account Administration team also manages the activation of new desktops and laptops computers on the City's local area network and processes requests to restore customer data and files.

**Expected Results:**

The loss of this one position of three will increase the time required to process account change requests by approximately 33%. This delay will impact City employee productivity including new employees who will now need to wait up to 1-business day for the creation of a new network account used to access the City's systems and email. All account change and data restoration requests will be delayed resulting in City employee productivity losses.

**Decision Package Summary**

**Bureau:** Office of Management & Finance

**Priority:** 38 **Type:** Reductions

**Decision Package:** MF\_39 - BTS-6-Support Center External M&S Reduction

**Program:** Support Center

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(107,950)	(107,950)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(107,950)</b>	<b>(107,950)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(107,950)	(107,950)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(107,950)</b>	<b>(107,950)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package results in a reduction in external materials and services for the Desktop Support program in the Support Center division. The Desktop Support team is responsible for responding to and resolving onsite desktop, laptop and general office computing support issues for all City bureaus and offices. External materials and service include professional services, software and equipment maintenance, operating supplies, minor equipment and tools and training and travel associated with professional development of technical staff.

**Expected Results:**

The result of taking this reduction is that BTS will be unable to contract for professional services assistance needed for projects associated with the Desktop Support program including significant work involved with the rollout of Windows 7 to desktop and laptops computers and replacing the Office Productivity Suite for all users citywide. The inability to secure professional services will result in City staff performing work without sufficient expert technical support typically provided by a 3rd party experienced in these activities. Impacts include extended service outages and significant project delays. Additional impacts include the City remaining on legacy office computing technologies which no longer receive support from the software vendor for critical updates including security patches which prevent the spread of malicious software code and viruses.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 40      **Type:** Reductions

**Decision Package:** MF\_40 - BTS-8-Telecommunications Staffing & External M&S      **Program:** Communications

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(90,366)	(90,366)	0	0	0	0
External Materials and Services	0	(58,218)	(58,218)	0	0	0	0
Contingency	0	(3,684)	(3,684)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(152,268)</b>	<b>(152,268)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(152,268)	(152,268)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(152,268)</b>	<b>(152,268)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction is the elimination of a Communications and Networking Project Manager position (40004233) in the BTS Communications division responsible for telecommunications projects including paging services as well as land line and commercial cellular phone projects. This package also includes a reduction to external materials and services within the Telecommunications program.

**Expected Results:**

Without this position, BTS will be unable to successfully complete critical telecommunications projects that can increase employee productivity and reduce costs. Example projects include the replacement of the City's analog phone switch which is approaching the end of its manufacturers support life and the regular analysis of cellular usage patterns needed to continually adjust cellular phone plans to maximize cost savings. Critical projects may be delayed beyond practical timeframes resulting in voice communications failures related to the City's antiquated telephone switch and the City will pay higher rates than needed for cellular phone services. Although vacant, this position has been backfilled by a temporary employee since it was originally vacated.

## Decision Package Summary

**Bureau:** Office of Management & Finance **Priority:** 54 **Type:** Reductions

**Decision Package:** MF\_41 - BTS-8-Windows Server Support Staffing Reduction **Program:** Production Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(90,366)	(90,366)	0	0	0	0
Contingency	0	(3,690)	(3,690)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(94,056)</b>	<b>(94,056)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(94,056)	(94,056)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(94,056)</b>	<b>(94,056)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction is the elimination of an Information Systems Analyst III position (40002444) in the Server and Messaging team responsible for supporting the City's large number of Microsoft Windows Servers as well as the Microsoft Exchange email environment.

**Expected Results:**

This position is one of nine analysts within the Windows Server and Messaging team dedicated to support 336 Microsoft Windows servers and Microsoft Exchange email servers. The elimination of this position will result in an approximately 10% overall reduction to support capacity for servers and email. The ratio of support analyst to Windows servers will increase from 1:37 to 1:42. Response times to respond to and resolve server and email requests will increase. City employee productivity will be reduced due to longer time to repair systems during outages. Requests for new servers will be delayed commensurately. Projects which require technical staff for their successfully delivery such as the PSSRP will be at risk. Although vacant, this position has been backfilled by a temporary employee since January 2011.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 55      **Type:** Reductions

**Decision Package:** MF\_42 - BTS-8-Radio System Support Staffing      **Program:** Communications

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(81,336)	(81,336)	0	0	0	0
Contingency	0	(9,048)	(9,048)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(90,384)</b>	<b>(90,384)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(90,384)	(90,384)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(90,384)</b>	<b>(90,384)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction eliminates one Electronics Technician II position (40002574) in the Communications program. This position is one of four technicians responsible providing technical expertise in the installation, maintenance, and repair of a wide variety of communications equipment, including all components of the City's Public Safety Radio System. This includes all radio and master site facilities and equipment as well as the dispatch consoles on the BOEC operations floor used for dispatching first responders.

**Expected Results:**

There will be a 25% reduction in capacity to respond to and resolve public safety radio support issues. 24x7 standby rotations will be limited to 3 employees increasing the likelihood that illnesses and other unplanned absence will result in situations of an inability to provide support coverage for the radio system outside of normal business hours. Timelines for completing critical radio projects will be extended and BTS will be unable to work on multiple projects and/or support issues concurrently. The PSSRP Public Safety Radio System replacement project which requires technical staff with these skills will be at risk. Although vacant, this position has been backfilled by a temporary employee since it was originally vacated

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 56      **Type:** Reductions

**Decision Package:** MF\_43 - BTS-8-GIS Staffing Reduction      **Program:** Business Solutions

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(94,290)	(94,290)	0	0	0	0
Contingency	0	(3,858)	(3,858)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(98,148)</b>	<b>(98,148)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(98,148)	(98,148)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(98,148)</b>	<b>(98,148)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction eliminates an Application Analyst IV position (40002385) supporting the Geographic Information System (GIS) program in the Business Solutions division. This position is responsible for support of existing GIS maps and the development of custom mapping compatibilities to meet bureau business needs.

**Expected Results:**

This position is one of six analysts within the Geographic Information Systems (GIS) program dedicated with assisting customers with their corporate GIS mapping needs. The elimination of this position combined with the prior GIS position results in a 34% overall reduction to BTS GIS support and development capacity. Response times to all custom support requests will increase. The reduction to external materials and services is associated with general operating supplies and professional development related to ArcGIS.

**Decision Package Summary**

**Bureau:** Office of Management & Finance **Priority:** 57 **Type:** Reductions

**Decision Package:** MF\_44 - BTS-8-Desktop Support Staffing Reduction **Program:** Support Center

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(83,112)	(83,112)	0	0	0	0
Contingency	0	(3,480)	(3,480)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(86,592)</b>	<b>(86,592)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(86,592)	(86,592)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(86,592)</b>	<b>(86,592)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**  
This reduction eliminates an Information Systems Analyst II position (40002404). This position is part of the Desktop Support team in the Support Center division responsible for responding to and resolving onsite desktop, laptop and general office computing support issues for all City bureaus and offices.

**Expected Results:**  
There will be a decreased capacity to respond to and resolve all desktop, laptop and general office computing support issues citywide. The ratio of desktop support technicians per computer will increase from 375:1 to 409:1. Each employee of the Desktop Support team will be responsible for supporting a larger number of computers. Response times to support issues will increase proportionately to the decrease in staffing. Customers will experience longer waiting periods for support services which will decrease overall customer efficiency and effectiveness. Although vacant, this position has been filled by a temporary employee since it was originally vacated.

**Decision Package Summary**

Bureau: Office of Management & Finance      Priority: 58      Type: Reductions

Decision Package: MF\_45 - BTS-8-Windows Server Support Staffing Reduction      Program: Production Services

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(104,694)	(104,694)	0	0	0	0
Contingency	0	11,290	11,290	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(93,404)</b>	<b>(93,404)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(93,404)	(93,404)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(93,404)</b>	<b>(93,404)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction is of a Principle Information Systems Analyst position (40004189) in the Server and Messaging team responsible for supporting the City's large number of Microsoft Windows Servers as well as the Microsoft Exchange email environment.

**Expected Results:**

This position is one of nine analysts within the Windows Server and Messaging team dedicated to support 336 Microsoft Windows and Exchange email servers. The elimination of this position in addition to the prior reduction to the Server and Messaging team will result in an approximately 20% overall reduction to support capacity for servers and email. The ratio of support analyst to servers will increase from 1:37 to 1:48. Response times to respond to and resolve server and email requests will increase. City employee productivity will be reduced due to longer time to repair systems during outages. Requests for new servers will be delayed commensurately. Although vacant, this position has been filled by a temporary employee since it was originally vacated.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 59      **Type:** Reductions

**Decision Package:** MF\_46 - BTS-8-Planning & Development Staffing Reduction      **Program:** Business Solutions

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(104,694)	(104,694)	0	0	0	0
Contingency	0	6,546	6,546	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(98,148)</b>	<b>(98,148)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(98,148)	(98,148)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(98,148)</b>	<b>(98,148)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This reduction is the elimination of a Principal Information Systems Analyst position (40002465) in the Planning & Development team responsible for engineering new technology solutions to meet current and emerging customer business needs.

**Expected Results:**

This position is one of four analysts on the Planning and Development team. The elimination of this position will result in a 25% overall reduction to the capacity of this team. Projects which include new and emerging technologies that require technical staff for their successfully delivery such as those identified in the BTS Strategic Plan as well as new projects requested by customers will need to be deferred until adequate resources can be identified. Although recently vacant this position has been backfilled by a temporary employee.

**Decision Package Summary**

**Bureau:** Office of Management & Finance      **Priority:** 02      **Type:** Realignments

**Decision Package:** MF\_47 - BTS-Limited Term to Permanent Position Conversion      **Program:** Business Solutions

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	0	0	0	0	0	0
External Materials and Services	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	1.00	0.00	1.00	0.00	0.00	0.00	0.00
Limited Term Positions	-1.00	0.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This package is being submitted at the request of the Bureau of Developmental Services' (BDS) to convert one (1) Limited-Term Information Systems Analyst II - GISV (40022076) to a full-time permanent position with responsibility for the ongoing support of the Information Technology Advancement Project (ITAP).

BDS maintains that the ITAP project will rely on the ongoing support of an analyst with strong GIS capabilities. As permitting data becomes more geolocation centric, BDS will be required to maintain additional data on the City's GIS platform to facilitate spatial reporting. Funding this position on an ongoing basis will ensure resources required to provide GIS capabilities will be available to meet the business and operational needs of BDS.

**Expected Results:**

The financial impact of this add package will be zero in FY 2012-13. There is an ongoing cost of \$86,592 to BDS with annual increases for salary and cost of living in subsequent years.

## **FUND OVERVIEW**

The Technology Services Fund provides technology support to all City bureaus and some non-City agencies. Fund activities are managed by the Bureau of Technology Services.

### **Revenues**

The fund's major source of revenue is service reimbursement transfers from City bureaus and outside agencies.

### **Managing Agency**

Office of Management and Finance, Bureau of Technology Services

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Technology Services Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	39,464,803	0	0	0	0
Personal Services	24,084,522	23,680,596	26,536,928	26,098,376	24,723,620
External Materials and Services	12,952,638	11,977,425	17,653,208	15,761,835	14,981,043
Internal Materials and Services	3,988,263	3,887,396	3,869,537	3,936,527	3,936,527
Capital Outlay	186,978	677,466	2,507,276	3,968,512	3,968,512
Debt Service	4,517,898	1,821,904	1,880,681	1,292,068	1,292,068
Fund Transfers - Expense	8,003,279	2,310,481	15,262,370	3,957,805	3,957,805
Contingency	0	0	25,938,729	24,100,337	23,405,885
<b>Total Expenditures</b>	<b>93,198,381</b>	<b>44,355,268</b>	<b>93,648,729</b>	<b>79,115,460</b>	<b>76,265,460</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	23,977,651	0	43,400,761	26,922,529	26,922,529
Charges for Services	52,027	140,464	155,547	172,630	172,630
Intergovernmental Revenues	4,855,537	4,787,891	5,077,447	5,754,740	5,656,592
Interagency Revenue	45,869,964	41,348,902	43,675,635	44,217,450	41,465,598
Fund Transfers - Revenue	14,515,771	1,311,525	561,946	1,555,215	1,555,215
Bond and Note Proceeds	2,656,757	64,996	0	0	0
Miscellaneous Sources	1,270,675	619,958	777,393	492,896	492,896
<b>Total Resources</b>	<b>93,198,381</b>	<b>48,273,737</b>	<b>93,648,729</b>	<b>79,115,460</b>	<b>76,265,460</b>



# Office of the Chief Administrative Officer

## OVERVIEW

The Office of Management and Finance (OMF) provides internal services to support the operational needs of City bureaus, as well as coordination and leadership on overall administrative services. The Office of Management and Finance is overseen by the Chief Administrative Officer (CAO). The Office of the CAO includes the programs of Business Operations and Enterprise Business Solution.

The CAO reports directly to the Mayor and advises Council and bureau managers on strategic issues, as well as ensures the delivery of accurate, cost effective, and responsive Citywide administrative services. The CAO provides leadership, oversight and support for a variety of Citywide projects including the Public Safety Systems Revitalization Project (PSSRP), and direction to managers who perform an array of financial management, administrative policy development, and project management services for Council and City bureaus. The CAO leads the development of the OMF Strategic Plan and ongoing reporting on the completion of strategies. The CAO directs the bureaus of Financial Services, Human Resources, Internal Business Services, Revenue, and Technology Services, and the divisions of Business Operations and Enterprise Business Solution.

Summary of Bureau Budget

Office of the CAO

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	4,160,895	0	0	0	0
Personal Services	5,147,338	4,938,844	5,987,504	5,961,653	5,911,246
External Materials and Services	3,936,092	983,967	1,868,911	1,607,311	999,268
Internal Materials and Services	5,235,285	4,750,682	5,120,449	5,652,276	5,529,289
Debt Service	13,968,936	4,115,950	4,393,763	4,394,112	4,394,112
Fund Transfers - Expense	5,970,891	43,692	200,818	1,769,432	1,769,432
Contingency	0	0	3,943,367	2,391,622	2,391,622
<b>Total Expenditures</b>	<b>38,419,437</b>	<b>14,833,135</b>	<b>21,514,812</b>	<b>21,776,406</b>	<b>20,994,969</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	2,311,351	0	4,289,349	4,039,262	4,039,262
Charges for Services	9,922	1,375	0	0	0
Interagency Revenue	2,544,260	13,079,276	14,767,377	15,355,437	14,710,437
Fund Transfers - Revenue	15,118,476	368,477	147,710	166,540	166,540
Bond and Note Proceeds	10,346,911	0	0	0	0
Miscellaneous Sources	45,325	45,790	147,138	40,000	40,000
General Fund Discretionary	2,816,884	0	1,049,761	848,157	711,720
General Fund Overhead	5,226,309	0	1,113,477	1,327,010	1,327,010
<b>Total Resources</b>	<b>38,419,437</b>	<b>13,494,918</b>	<b>21,514,812</b>	<b>21,776,406</b>	<b>20,994,969</b>

# Business Operations

## Description

Business Operations provides strategic financial, communications, project management, and administrative services to all OMF bureaus and other City offices. Business Operations performs required financial management services for 14 funds, five bureaus, two divisions, five Council offices, three Council office programs, and PSSRP. Financial management services include developing and monitoring budgets, rates, capital plans, multi-year financial plans, project management plans and performance reporting.

Business Operations manages OMF strategic planning services, including analysis of stakeholder feedback, plan development, monitoring and coordination with City plans. The program provides communications services including preparing required responses to OMF public and media records requests, managing the OMF website content, conducting the City budget outreach process, coordinating OMF-wide efforts in sustainability, diversity development, customer service, labor-management committees, and provides staff support for two Council-appointed committees – the Public Safety GO Bond Independent Citizen Committee and the Technology Oversight Committee. Business Operations also manages special projects assigned by the CAO, the Mayor's Office, and City Council.

## Goals

This division supports the city goal to deliver efficient, effective, and accountable municipal services, as well as all OMF goals, through responsive, strategic, and reliable financial services, communications support, analyses, and project management.

## Performance

Business Operations continues to perform well on the OMF Customer Service Survey, increasing the overall customer service rating the past four consecutive years to 3.1 out of 4 in FY 2011-12. The total budget Business Operations managed in FY 2010-11 was \$278 million and total number of funds managed was 14. Significant accomplishments from FY 2011-12 include completion of the OMF 2010-12 Strategic Plan, publication of the OMF Policies and Procedures, and providing an OMF wide employee training focused on diversity.

## Changes to Services and Activities

Business Operations staffs and supports two new Council appointed Citywide committees, the Independent Citizen Committee and the Technology Oversight Committee, that provide reports to Council on a regular basis. The OMF Diversity Committee, facilitated and supported by Business Operations, began providing trainings for all OMF employees last year and plans to sponsor two additional trainings requiring logistical support in FY 2012-13.

OMF is developing the next five-year strategic plan, to be adopted in FY 2012-13. Business Operations is charged with facilitating the development process, ensuring integration with the Portland Plan, producing the report, and reporting plan progress.

The Policy team now reports directly to the CAO, returning to the FY 2008-09 structure.

# Enterprise Business Solution

## Description

Enterprise Business Solution (EBS) implements, maintains, and continuously improves the City's SAP integrated resource planning system. The City uses SAP for critical financial and human resources activities, including bi-weekly production of payroll, all personnel transactions and support of the citywide financial management and reporting. EBS provides functional, technical, communications, change management, end user training, and administrative services in support of the SAP system. EBS currently supports approximately 1,300 financial system users, 750 human resources and payroll users in 28 business groups responsible for executing critical business processes, and more than 1,900 employee self-service users. EBS is a partner with the business process owners and bureaus to drive efficient use of the SAP system and improve the execution of the operational responsibilities of the City, and to deliver additional functionality to enhance the use of the SAP system. This program includes partnering with BTS in the maintenance of the SAP system to provide a reliable and available computer system to meet the business operational needs of City Bureaus.

## Goals

EBS supports the Citywide goal of delivering efficient, effective, and accountable services and supports the OMF mission of managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community through management and support of the City's SAP system.

## Performance

EBS performance is measured through customer service satisfaction, training delivered, and the number of change requests and Help Desk tickets received and completed. As the program continues to define and implement standardized operational processes, customer satisfaction and efficiencies are expected to increase. The targets for FY 2012-2013 include an average customer satisfaction rating of 2.5 out of a possible four, 130 training sessions delivered by EBS, and completion of 40 high priority change requests.

## Changes to Services and Activities

Key changes include the continued right-sizing of EBS through the addition of functional and operational staff, creation of an SAP Business Systems Analyst classification, and reclassification of existing positions to reflect the unique nature of the work performed by the Division; continued reduction in reliance on consultants for ongoing support; continued improvements in performance metrics; and the development, approval and initial implementation of a long-term SAP training plan for the City.

Summary of Program Budgets

Office of the CAO

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Administration &amp; Support</b>					
Administration & Support	3,717,067	3,358,192	4,134,411	4,204,420	4,067,983
CAO's Office	664,285	333,315	438,799	440,746	440,746
<b>Total Administration &amp; Support</b>	<b>4,381,352</b>	<b>3,691,507</b>	<b>4,573,210</b>	<b>4,645,166</b>	<b>4,508,729</b>
<b>EBS Services</b>					
EBS Services	9,894,888	6,972,217	8,403,654	8,576,074	7,931,074
<b>Total EBS Services</b>	<b>9,894,888</b>	<b>6,972,217</b>	<b>8,403,654</b>	<b>8,576,074</b>	<b>7,931,074</b>
<b>Financial Planning</b>					
Budget & Economics	17,675	0	0	0	0
<b>Total Financial Planning</b>	<b>17,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>License and Tax</b>					
License and Tax	18,887	103	0	0	0
<b>Total License and Tax</b>	<b>18,887</b>	<b>103</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations and Maintenance</b>					
Operations and Maintenance	53	0	0	0	0
<b>Total Operations and Maintenance</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue Collection</b>					
License and Tax	5,859	9,666	0	0	0
<b>Total Revenue Collection</b>	<b>5,859</b>	<b>9,666</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Programs</b>	<b>14,318,715</b>	<b>10,673,493</b>	<b>12,976,864</b>	<b>13,221,240</b>	<b>12,439,803</b>

## OMF Director's Office

### Performance Measures

Performance Measure	Type	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Performance No Dec Pkg	FY 2012-13 Performance With Dec Pkg
MF_0034 - Annual number of accounts payable invoices processed	WORKLOAD	24,008	22,150	22,000	22,000	21,000
MF_0035 - Annual dollar amount of interagency billings (in millions)	WORKLOAD	\$132	\$130	\$128	\$128	\$118
MF_0037 - Total budget managed annually (in millions)	EFFECTIVE	\$278	\$275	\$250	\$250	\$235
MF_1083 - Customer Service satisfaction rating (scale 1 to 4)	EFFECTIVE	2.18	2.10	2.50	2.50	1.75
MF_1085 - Number of training sessions delivered	WORKLOAD	158	200	150	130	130
MF_1126 - Percent of high priority change requests completed annually	EFFICIENCY	0%	63%	65%	65%	43%
MF_1127 - Number of high priority change requests received annually	WORKLOAD	0	104	60	55	55
MF_1128 - Number of high priority change requests completed annually	WORKLOAD	0	66	40	40	24
MF_1129 - Average number of Help Desk tickets open daily	WORKLOAD	0	268	50	150	185
MF_1167 - Customer service survey rating (4 is highest)	EFFECTIVE	0	3	3	3	3
MF_1168 - Number of employee hours of diversity training conducted at OMF-wide training	WORKLOAD	0	142	234	320	250

**Total FTE and Salary by Class  
Office of Management & Finance  
Office of the CAO**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	1.00	38,064	1.00	38,064	1.00	38,064
30000063	Accountant II	4.00	241,128	4.00	243,216	4.00	243,216
30000434	Administrative Assistant	1.00	62,916	1.00	65,281	1.00	65,281
30000433	Administrative Specialist, Sr	2.00	118,105	2.00	122,938	2.00	122,938
30000436	Administrative Supervisor I	1.00	57,951	1.00	60,331	1.00	60,331
30000441	Business Operations Manager	2.00	189,600	2.00	193,270	2.00	193,270
30000442	Business Operations Manager, Sr	1.00	124,106	1.00	128,646	1.00	128,646
30000440	Business Operations Supervisor	1.00	75,064	1.00	78,140	1.00	78,140
30000449	Business Systems Analyst, Sr	1.00	80,548	1.00	83,356	1.00	83,356
30000406	Chief Administrative Officer	1.00	186,060	1.00	186,060	1.00	186,060
30000567	Financial Analyst	1.42	92,077	2.00	132,660	2.00	132,660
30000566	Financial Analyst, Assistant	2.00	133,296	2.00	135,476	2.00	135,476
30000569	Financial Analyst, Principal	1.00	100,044	1.00	100,044	1.00	100,044
30000568	Financial Analyst, Sr	6.58	512,773	6.00	484,282	6.00	484,282
30000451	Management Analyst	3.00	182,478	3.00	187,200	3.00	187,200
30000453	Management Analyst, Principal	1.00	88,572	1.00	92,198	1.00	92,198
30000011	Office Support Specialist I	0.67	26,552	0.00	0	0.00	0
30000012	Office Support Specialist II	0.00	0	1.00	43,956	1.00	43,956
30000460	Policy Analyst	1.00	107,556	1.00	107,556	1.00	107,556
30000461	Policy Analyst, Sr	1.00	93,288	1.00	93,288	1.00	93,288
30000495	Public Information Officer	1.00	81,208	1.00	83,812	1.00	83,812
30001683	SAP Business Systems Analyst	2.00	131,616	2.00	136,810	2.00	136,810
30001433	SAP Business Systems Analyst, Principal	2.00	187,216	2.00	190,176	2.00	190,176
30001684	SAP Business Systems Analyst, Senior	9.00	732,361	9.00	749,794	9.00	749,794
30001233	SAP Support Manager	1.00	130,296	1.00	130,296	1.00	130,296
30000532	Training & Development Officer	2.00	129,600	2.00	132,318	2.00	132,318
<b>Total Full-Time Positions</b>		<b>49.67</b>	<b>\$3,902,475</b>	<b>50.00</b>	<b>\$3,999,168</b>	<b>50.00</b>	<b>\$3,999,168</b>
<b>Grand Total</b>		<b>49.67</b>	<b>\$3,902,475</b>	<b>50.00</b>	<b>\$3,999,168</b>	<b>50.00</b>	<b>\$3,999,168</b>

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 05 **Type:** Reductions

**Decision Package:** MF\_04 - CBO-4-External Materials & Services Cut

**Program:** Business Operations

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(5,475)	(5,475)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(5,475)</b>	<b>(5,475)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(5,475)	(5,475)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(5,475)</b>	<b>(5,475)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts professional services projects for the CAO and Business Operations and education/out of town travel in the Business Operations Division by \$5,475. It reduces the external consultant management of the customer service survey and it cuts a training and development opportunity for staff.

**Expected Results:**

The reduction in Professional Services will impact the CAO and Business Operations Division's approach to the annual OMF Customer Service Survey. Historically, the entire body of work has been completed annually by a consultant, including an electronic survey, stakeholder interviews, and follow-up planning sessions with OMF bureaus and divisions to discuss survey results and any needed business process changes the results might indicate. With fewer professional services resources to apply to this effort, the survey scope would be reduced with more work performed by Business Operations staff. The effort would now focus on an in-house electronic survey with limited stakeholder interviews or ability to follow up with OMF bureaus and divisions in response to survey findings.

This cut also means eliminating an educational conference opportunity for staff. Employee development is a key factor in recruitment and retention but we are unable to reduce office supplies and equipment/software costs.

**Decision Package Summary  
Office of the CAO**

Bureau: Office of Management & Finance      Priority: 15      Type: Reductions

Decision Package: MF\_05 - CBO-4-Professional Services Cut

Program: Business Operations

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	1 Time DP	Requested	Ongoing DP	Requested	Total DP	Estimated	Budget	Estimated	Budget	Estimated	Budget	Estimated	Budget
<b>EXPENDITURES</b>														
External Materials and Services	0		(21,624)		(21,624)		0		0		0		0	
<b>TOTAL EXPENDITURES</b>	<b>0</b>		<b>(21,624)</b>		<b>(21,624)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	
<b>REVENUES</b>														
General Fund Discretionary	0		(21,624)		(21,624)		0		0		0		0	
<b>TOTAL REVENUES</b>	<b>0</b>		<b>(21,624)</b>		<b>(21,624)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	

**Description:**

This package cuts professional services projects for the CAO and Business Operations by \$21,624. It reduces the customer service survey from annually to biennially and it eliminates consulting resources that have been applied to a customer service or business process improvement project.

**Expected Results:**

The reduction in Professional Services will impact the CAO and Business Operations Division's approach to the annual OMF Customer Service Survey. The survey will be reduced from annually to biennially. In previous years, professional services funding has also been used to engage consultant services to either perform follow up work associated with a finding in the customer service survey or to engage in business process improvement with an OMF Bureau or Division. The loss of this funding impairs OMF's ability to effectively respond to customer needs and/or achieve increased efficiency as any efforts dedicated to these would now need to be conducted by staff in addition to their regular duties.

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 26 **Type:** Reductions

**Decision Package:** MF\_06 - CBO-6-Community Service Aide Hours Cut

**Program:** Business Operations

	FY 2012-13	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Requested	Requested	Requested	Estimated	Estimated	Estimated	Estimated
	1 Time DP	Ongoing DP	Total DP	Budget	Budget	Budget	Budget

**EXPENDITURES**

Personal Services	0	(15,655)	(15,655)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(15,655)</b>	<b>(15,655)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**REVENUES**

General Fund Discretionary	0	(15,655)	(15,655)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(15,655)</b>	<b>(15,655)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts one-half of a Community Service Aide II (CSA II) position in Business Operations, which equates to approximately 950 hours of service.

**Expected Results:**

CSA IIs assist with program and project implementation. These are entry-level positions that allow the incumbent to build their knowledge of city government and OMF while working on specific projects, as well as gain transferable skills for permanent positions. With an OMF goal of fostering a knowledgeable and diverse workforce, having opportunities to hire CSA IIs allows OMF to develop future full time staff members.

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CSA IIs also fill specific project needs, such as publication design work, and help to fill peak workload needs in administrative and financial services areas such as accounts payable processing and reception coverage. The loss of CSA II funding means fewer entry-level positions and a lack of flexibility in hiring temporary help with specific skills such as graphic design. This could lead to a potential increase in External Materials & Services costs if the bureau needs to purchase these services from a consultant or temporary service. Project support work would need to be done by remaining staff, which reduces time spent on report writing and analysis.

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 08 **Type:** Reductions

**Decision Package:** MF\_13 - CBO-4-Community Service Aide Hours Cut

**Program:** Business Operations

	FY 2012-13		FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested	1 Time DP	Requested	Ongoing DP	Requested	Total DP	Estimated	Budget	Estimated	Budget	Estimated	Budget	Estimated	Budget
<b>EXPENDITURES</b>														
Personal Services	0		(8,000)		(8,000)		0		0		0		0	
<b>TOTAL EXPENDITURES</b>	<b>0</b>		<b>(8,000)</b>		<b>(8,000)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	
<b>REVENUES</b>														
General Fund Discretionary	0		(8,000)		(8,000)		0		0		0		0	
<b>TOTAL REVENUES</b>	<b>0</b>		<b>(8,000)</b>		<b>(8,000)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	

**Description:**

This package cuts one-quarter of a Community Service Aide II (CSA II) position in Business Operations, which equates to approximately 485 hours of service.

**Expected Results:**

CSA IIs assist with program and project implementation. These are entry-level positions that allow the incumbent to build their knowledge of city government and OMF while working on specific projects, as well as gain transferable skills for permanent positions. With an OMF goal of fostering a knowledgeable and diverse workforce, having opportunities to hire CSA IIs allows OMF to develop future full time staff members.

CSA IIs also fill specific project needs, such as publication design work, and help to fill peak workload needs in administrative and financial services areas such as accounts payable processing and reception coverage. The loss of CSA II funding means fewer entry-level positions and a lack of flexibility in hiring temporary help with specific skills such as graphic design. This could lead to a potential increase in External Materials & Services costs if the bureau needs to purchase these services from a consultant or temporary service. Project support work would need to be done by remaining staff, which reduces time spent on report writing and analysis.

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 29 **Type:** Reductions

**Decision Package:** MF\_14 - CBO-6-Reduce OSS III Hours

**Program:** Business Operations

	FY 2012-13		FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	Requested 1 Time DP	Ongoing DP	Requested Total DP	Estimated Budget	Requested Total DP	Estimated Budget	Requested Total DP	Estimated Budget	Requested Total DP	Estimated Budget	Requested Total DP	Estimated Budget
<b>EXPENDITURES</b>												
Personal Services	0	(5,549)	(5,549)	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(5,549)</b>	<b>(5,549)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>												
General Fund Discretionary	0	(5,549)	(5,549)	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(5,549)</b>	<b>(5,549)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package would cut hours of an Office Support Specialist III (OSS III) for Business Operations by \$5,549. This would cut the OSS III from five afternoons per week to four afternoons. These services are currently "purchased" by funding additional hours for a part time employee with Facilities Services. The OSS III provides purchasing and contract administration support for Business Operations, the CAO, the Bureau of Financial Services, and the Council Offices. The OSS III also provides FMLA support for Facilities and CityFleet and coverage at the twelfth floor front desk.

**Expected Results:**

The reduction of the administrative support budget will result in Business Operations losing one of five afternoons per week of the time "purchased" from an OSS III employee with Facilities (where the FTE is housed) to perform purchasing, contract administration, FMLA support, and front desk support. The OSS III provides purchasing and contract administration support for Business Operations, the CAO's Office, the Bureau of Financial Services, and the Council Offices. In FY 2010-11, this OSS III processed 157 purchase orders with a net value of \$5.4 million. The OSS III also provides FMLA support for Facilities and CityFleet and coverage at the 12th Floor front desk. None of these functions can be eliminated.

The loss of this staff support will necessarily translate into delays in accomplishing the work, since none of the services provided can be eliminated. Exacerbating the existing workload is the fact that, with the transitioning of two Council Offices and the introduction of new Council staff who are unfamiliar with City processes, the workload is likely to increase dramatically and last over a period of several months during FY 2012-13. Absorbing even more administrative work in the purchasing, contract administration, and FMLA arenas will result in increased turn-around times for purchasing and accounts payable transactions by several days as FMLA transactions (which are extremely time sensitive) will have to be prioritized.

By losing one of five afternoons a week of the OSS III's time, there will be a delay of 2-3 days or more for OMF bureaus and divisions and Council Offices in the processing of contracts and vendor payments. If customers request to expedite contract approval or vendor payments, they may be unable to do so.

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 43      **Type:** Reductions

**Decision Package:** MF\_15 - CBO-8-Reduce OSS III Hours

**Program:** Business Operations

FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
			Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget		

**EXPENDITURES**

Personal Services

**TOTAL EXPENDITURES**

**REVENUES**

General Fund Discretionary

**TOTAL REVENUES**

**Description:**

This package eliminates all the hours of an Office Support Specialist III (OSS III) who currently works for Business Operations five afternoons per week. These services are currently "purchased" by funding additional hours for a part time employee with Facilities Services. The OSS III provides purchasing and contract administration support for Business Operations, the CAO, the Bureau of Financial Services, and the Council Offices. The OSS III also provides FMLA support for Facilities and CityFleet and coverage at the twelfth floor front desk.

**Expected Results:**

The reduction of the administrative support budget will result in Business Operations losing the remaining 80% of its funding to support sharing the cost of an OSS III employee with Facilities (where the FTE is housed) to perform purchasing, contract administration, FMLA support, and front desk support. The OSS III provides purchasing and contract administration support for Business Operations, the CAO's Office, the Bureau of Financial Services, and the Council Offices. In Fiscal Year 2010-11, this OSS III processed 157 purchase orders with a net value of \$5.4 million. The OSS III also provides FMLA support for Facilities and CityFleet and coverage at the 12th Floor front desk. None of these functions can be eliminated.

The loss of this staff support will necessarily translate into delays in accomplishing the work, since none of the services provided can be eliminated. Exacerbating the existing workload is the fact that, with the transitioning of two Council Offices and the introduction of new Council staff who are unfamiliar with City processes, the workload is likely to increase dramatically and last over a period of several months during FY 2012-13. Absorbing even more administrative work in the purchasing, contract administration, and FMLA arenas will result in increased turn-around times for purchasing and accounts payable transactions by several days as FMLA transactions (which are extremely time sensitive) will have to be prioritized.

Losing all of the support provided by the OSS III could put vendor payments in danger of not being processed within the 30 day contract payment window and could cause delays of a week or more in the ability for OMIF Bureaus and Divisions and Council Offices to pay contracts and vendors. Staff will be unable to accommodate requests to expedite payments. This may also result in increased overtime costs, which are not budgeted.

**Decision Package Summary  
Office of the CAO**

Bureau: Office of Management & Finance      Priority: 03      Type: Reductions

Decision Package: MF\_16 - CBO-4-Sellwood Space Rent

Program: Business Operations

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Internal Materials and Services	0	(17,425)	(17,425)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(17,425)</b>	<b>(17,425)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(17,425)	(17,425)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(17,425)</b>	<b>(17,425)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts the Space Rent budget within the Business Operations budget by a total of \$17,425.

The Space Rent cut results from the elimination of a large conference room from OMF's use and transitioning it to office space. The room being eliminated is the Sellwood Conference Room on the fourth floor of The Portland Building. The rent for this conference room had previously been paid from the Business Operations budget through FY 2011-12. The Bureau of Human Resources is scheduled to take over the space for FY 2012-13 as part of a renovation expanding their office space. Therefore, the rental expense for that space would be billed to the Bureau of Human Resources.

**Expected Results:**

The Business Operations Division would have applied these funds toward replenishing the budget for Community Service Aide staff in the division. The budget for CSA's had previously been cut by \$21,187 in the FY 2011-12 budget process. That decrease was initially submitted as a one-time cut, but the division had to convert it to an ongoing reduction as part of the Fall BMP process. Business Operations uses CSA II's to assist with a wide range of program and project implementation. These are entry-level positions that allow the incumbents to build their knowledge of City government and OMF while working on specific projects, while at the same time the City gains insight into their skills and abilities. Because of this cut and the second decision package from CAO/Business Operations impacting rent, the Business Operations division will not be able to replenish the reduced CSA budget; it equates essentially to the loss of one CSA II position.

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 02 **Type:** Reductions

**Decision Package:** MF\_17 - CBO-4-Space Rent Reduction

**Program:** Business Operations

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Internal Materials and Services	0	(11,506)	(11,506)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(11,506)</b>	<b>(11,506)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(11,506)	(11,506)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(11,506)</b>	<b>(11,506)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package cuts the Space Rent budget within the Business Operations and CAO Office budgets by a total of \$11,506.

The Space Rent cut results from rent savings due to the reconfiguration of space on the 12th Floor of the Portland Building and the resulting adjustment of the rent calculations for all 12th floor residents. \$7,549 of this savings is attributable to the CAO's space and \$3,957 of this savings is for the Business Operations division's space.

**Expected Results:**

The Business Operations Division would have applied these funds toward replenishing the budget for Community Service Aide staff in the division. The budget for CSA's had previously been cut by \$21,187 in the FY 2011-12 budget process. That decrease was initially submitted as a one-time cut, but the division had to convert it to an ongoing reduction as part of the Fall BMP process. Business Operations uses CSA II's to assist with a wide range of program and project implementation. These are entry-level positions that allow the incumbents to build their knowledge of City government and OMF while working on specific projects, while at the same time the City gains insight into their skills and abilities. Because of this cut and the second decision package from CAO/Business Operations impacting rent, the Business Operations division will not be able to replenish the reduced CSA budget; it equates essentially to the loss of one CSA II position.

Decision Package Summary  
Office of the CAO

Bureau: Office of Management & Finance

Priority: 44 Type: Reductions

Decision Package: MF\_54 - BHR/CBO-8-Cut EM&S

Program: HR Corporate Services/CAO Business Operations

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	0	0	0	0	0	0
External Materials and Services	0	(63,689)	(63,689)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(63,689)</b>	<b>(63,689)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(63,689)	(63,689)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(63,689)</b>	<b>(63,689)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This cut reduces External Materials and Services within the Bureau of Human Resources by \$33,689 and reduces External Materials and Services within the CAO/Business Operations program by \$30,000.

**Expected Results:**

The \$33,689 reduction in the Bureau of Human Resources will limit the Bureau's ability to provide materials and services support for any and all special projects required by Council or customer bureaus from the functions within the HR Corporate Services program. These functions include Labor Relations, Classification and Compensation, Employment and Development, and Diversity Development/Affirmative Action. The Bureau has taken incremental cuts in materials and services for several years and this will continue to limit day-to-day operations.

The \$30,000 reduction in Business Operations will impact the CAO and Business Operations Division's ability to support OMF-wide strategic initiatives. In the previous years, strategic investments have been made in process improvement projects, customer service improvement initiatives, and technology projects in support of efficiency and improved service delivery. The loss of this funding reduces OMF's ability to implement improvements with outside expertise and reduces the ability to leverage a technology investment to achieve overall efficiency.

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 17 **Type:** Reductions

**Decision Package:** MF\_65 - EBS-4-Corporate Application Reduction

**Program:** Enterprise Business Solution

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Internal Materials and Services	0	(94,056)	(94,056)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	0	<b>(94,056)</b>	<b>(94,056)</b>	0	0	0	0
<b>REVENUES</b>							
Interagency Revenue	0	(94,056)	(94,056)	0	0	0	0
<b>TOTAL REVENUES</b>	0	<b>(94,056)</b>	<b>(94,056)</b>	0	0	0	0

**Description:**

This package assumes a reduction in the BTS interagency of \$94,056 through the elimination of a position in the technical development staff. This reduction eliminates an Application Analyst III position (40002367) in the Business Solutions division dedicated to corporate Financial and Human Resources application support including BRASS, PatternStream as well as the legacy applications of IBIS, CARS and ePan. Although SAP replaced IBIS, CARS and ePan, support demand for these legacy systems has remained due to the fact that historical data from these systems was not migrated to SAP as part of the Enterprise Business Solutions Project (EBSP).

**Expected Results:**

By eliminating the BTS position, the Support of BRASS, PatternStream (Budget Publishing) and several legacy Financial and Human Resources applications will significantly diminish. Full Time Equivalent (FTE) allocations for the Corporate Application program will be reduced from 1.3 to .5 FTE. BTS will be unable to prepare reports from the legacy IBIS system for Financial and Human resources staff. Additionally, support for the ongoing maintenance for the remaining Financial and Human Resources applications will be severely reduced resulting in increase risk of extended system outages where bureau customer will be unable to access these systems. Efforts to migrate historical information from IBIS and ePAN to a data warehouse will be deferred until sufficient resources can be assigned to complete this work.

**Decision Package Summary  
Office of the CAO**

Bureau: Office of Management & Finance

Priority: 18 Type: Reductions

Decision Package: MF\_66 - EBS-4- Reduction to EMS

Program: Enterprise Business Solution

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(30,000)	(30,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(30,000)	(30,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Budgeted expenditures in the miscellaneous category are reduced by \$30,000.

**Expected Results:**

Budgeted expenditures in the miscellaneous category are reduced to prior-year expenditure levels and at this time this is forecasted to have minimal impact to the overall effectiveness of EBS.

**Decision Package Summary  
Office of the CAO**

Bureau: Office of Management & Finance      Priority: 19      Type: Reductions

Decision Package: MF\_67 - EBS-4-Reduction to Professional Development      Program: Enterprise Business Solution

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(40,000)	(40,000)	0	0	0	0
Internal Materials and Services	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(40,000)	(40,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

The EBS training budget is reduced by \$40,000 leaving a budget of \$50,000 for 20.0 FTE.

**Expected Results:**

Training is key to the long-term development and progress of the EBS team to fully support the current SAP functionality and the continued ongoing demand from bureaus to expand capabilities that will leverage the investment in SAP. This cut represents a 42% reduction in the current budget and maintains it at the FY2010-11 actual expenditure level. EBS' work requires an unusual level of technical skill and knowledge of SAP and surrounding processes, some of which can only be gained through formal training. A fully trained analyst is very difficult to recruit. The current staff, recruited from the ranks of existing City employees, will continue to require extensive training and development to reach the level of skill required to configure and test within the SAP environments. A fully trained, experienced and skilled analyst, provides roughly a 3:1 cost advantage over a consultant performing similar work. Until the EBS staff is fully trained, it will be necessary to rely upon consultants to supplement staff. Therefore, a reduction in the training budget which delays or prevents the long-term development of staff represents a short-term benefit and a significant long-term cost.

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 20      **Type:** Reductions

**Decision Package:** MF\_68 - EBS-4- Reduction to PTE Contracts

**Program:** Enterprise Business Solution

	FY 2012-13	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Requested	Requested	Requested	Estimated	Estimated	Estimated	Estimated
	1 Time DP	Ongoing DP	Total DP	Budget	Budget	Budget	Budget

**EXPENDITURES**

External Materials and Services

(158,944)

0

0

**TOTAL EXPENDITURES**

(158,944)

0

0

**REVENUES**

Interagency Revenue

(158,944)

0

0

**TOTAL REVENUES**

(158,944)

0

0

**Description:**

Technical and Expert Services will be reduced by \$158,944. EBS utilizes PTE contracts to supplement the work of in-house staff for the ongoing support of the SAP system. There are currently contracts for Human Capital Management (HCM), Finance and Logistics (F&L), and technical support. The F&L modules of SAP are largely stable and the ongoing usage of PTE services is minimal. The majority of consultant work occurs in areas of extremely high demand (i.e., high-priority change requests) and highly complex areas where EBS staff do not have a sufficient level of knowledge and experience, specifically, BOBJ technical development and functional analysis in the areas of time and payroll.

**Expected Results:**

A reduction in EBS' PTE budget represents a significant immediate and long-term impact to EBS, OMF, and the City. Under this scenario, it is estimated that EBS would retain sufficient consultant services to be able to complete work for labor contract configuration and high priority change requests/tickets in time and payroll and resolve critical maintenance of service issues. Resolution of other change requests and/or break fix tickets within the existing service footprint, regardless of their SAP module or priority, that are beyond the current knowledge and skill level of the EBS staff would be limited. The consequence of this will likely include reduced customer service, the continued or increased proliferation of shadow systems where EBS is not able to meet bureau needs in a timely fashion, and the consequent delay or loss of the long-term operating efficiencies that can be gained through full and effective implementation of SAP across the enterprise.

It is also important to note that the while reduced PTE expenditures are highly problematic, staff reductions would generate a more significant impact. To an unusual degree, the EBS staff represent an investment in and need for long-term intellectual capital. EBS has found that recruitment of skilled SAP analysts is extremely challenging even in the current labor market. Training of an existing City employee to perform elicitation, configuration, and testing in F&L modules can take years and thousands of dollars; in areas within the HCM modules, training can take longer and cost much more.

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 32 **Type:** Reductions

**Decision Package:** MF\_69 - EBS-6- Further Reduction to PTE Contracts

**Program:** Enterprise Business Solution

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(161,000)	(161,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(161,000)</b>	<b>(161,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(161,000)	(161,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(161,000)</b>	<b>(161,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

The additional 2% cut (beyond the 4%) level are achieved with additional reduction in EBS' budget for PTE services of \$161,000.

**Expected Results:**

Further reductions to PTE will have serious, long-term impacts on the use of SAP in the City. Under this scenario, it is expected that EBS should be able to retain sufficient consultant services to resolve critical maintenance of service issues and to complete work for labor contract configuration but potentially at a slower than desirable pace. All other work which currently requires consultant services, including non-contract, high-priority change requests in time, payroll, and all FILO modules, will be affected and completion of work requested by customer bureaus would be delayed. Bureaus would be likely to seek alternative solutions to business needs through continued and expanded use of shadow systems and the efficiencies of an enterprise system will be further eroded.

**Decision Package Summary  
Office of the CAO**

**Bureau:** Office of Management & Finance

**Priority:** 61

**Type:** Reductions

**Decision Package:** MF\_70 - EBS-8- Further Reduction in PTE Contracts

**Program:** Enterprise Business Solution

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(161,000)	(161,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(161,000)</b>	<b>(161,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Interagency Revenue	0	(161,000)	(161,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(161,000)</b>	<b>(161,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

The additional 2% cut in PTE Services (beyond the 6% level) are achieved with additional reduction in EBS' budget for PTE services of \$161,000.

**Expected Results:**

At this level, development of new functionality requiring specialized expertise would stop. Outside consultant work would be limited to critical maintenance of service issues and legal obligations, such as labor contract configurations, though at slower pace than desired.

## **FUND OVERVIEW**

Enterprise Business Solutions (EBS) Services Fund implements, maintains, and continuously improves the City's SAP integrated resource planning system. The fund currently supports financial system users and human resources and payroll users in 28 business groups across the City.

### **Revenues**

The fund's major source of revenue is service reimbursement transfers from City bureaus.

### **Managing Agency**

Office of Management and Finance, Enterprise Business Solutions Services.

Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>EBS Services Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	4,160,895	0	0	0	0
Personal Services	2,101,062	1,856,281	2,424,571	2,289,015	2,289,015
External Materials and Services	3,382,802	974,195	1,528,339	1,271,971	721,027
Internal Materials and Services	4,395,834	4,154,994	4,450,744	5,015,088	4,921,032
Debt Service	13,968,936	4,115,950	4,393,763	4,394,112	4,394,112
Fund Transfers - Expense	0	43,692	200,818	1,769,432	1,769,432
Contingency	0	0	3,943,367	2,391,622	2,391,622
<b>Total Expenditures</b>	<b>28,009,529</b>	<b>11,145,112</b>	<b>16,941,602</b>	<b>17,131,240</b>	<b>16,486,240</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	2,311,351	0	4,289,349	4,039,262	4,039,262
Interagency Revenue	345,000	10,777,104	12,506,543	13,051,978	12,406,978
Fund Transfers - Revenue	14,984,197	230,000	5,710	0	0
Bond and Note Proceeds	10,346,911	0	0	0	0
Miscellaneous Sources	22,070	36,920	140,000	40,000	40,000
<b>Total Resources</b>	<b>28,009,529</b>	<b>11,044,024</b>	<b>16,941,602</b>	<b>17,131,240</b>	<b>16,486,240</b>

# Citywide Projects

## OVERVIEW

Citywide Projects includes the Public Safety Systems Revitalization Program (PSSRP).

The PSSRP manages the procurement and implementation of upgrades to the City of Portland's public safety systems used by the City and its regional partner agencies.

The PSSRP has overall responsibility for monitoring life cycles for public safety systems including those used for: emergency call processing and dispatching, criminal justice, emergency operations, and radio and data communications and interoperability needs of the City of Portland and partnering regional jurisdictions.

The key driving factors for the program are: (1) the inability to receive ongoing maintenance from current public safety systems vendors; (2) the retirement of key system support staff; and (3) the difficulty of maintaining interoperability with existing systems. The program is necessary to replace or upgrade aging public safety technology systems in order to sustain vital emergency response services and public safety operations for the citizens of Portland.

Current projects in the PSSRP project portfolio are:

- The Regional Justice Information Network (RegJIN) Project which will replace the legacy Portland Police Data System (PPDS), a system used by regional law enforcement partner agencies.
- The Public Safety Emergency Radio Replacement Project, which will implement a cost effective, highly reliable digital public safety voice radio system replacement that meets the current and emerging needs of the Portland region.
- The Portland Fire and Rescue (PF&R) Fire Information Systems (FIS) Replatform Project, which will port the FIS to a current and supported development platform.

**Summary of Bureau Budget**  
Citywide Projects

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	21,152,090	0	0	0	0
Personal Services	883,234	1,211,693	1,346,142	1,234,587	1,151,475
External Materials and Services	5,257,072	9,666,664	2,852,544	6,673,454	6,644,097
Internal Materials and Services	574,056	2,233,970	662,897	694,913	694,913
Capital Outlay	0	0	0	1,235,755	1,235,755
Debt Service	1,203,687	1,177,500	0	0	0
Fund Transfers - Expense	163,500	539,509	5,006,824	2,672,637	2,672,637
Contingency	0	0	30,200,859	17,583,613	17,583,613
<b>Total Expenditures</b>	<b>29,233,639</b>	<b>14,829,336</b>	<b>40,069,266</b>	<b>30,094,959</b>	<b>29,982,490</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	1,889,619	0	24,894,302	26,016,459	26,016,459
Intergovernmental Revenues	429,167	822,390	96,346	0	0
Interagency Revenue	0	0	0	0	0
Fund Transfers - Revenue	16,934,046	1,561,978	13,680,353	2,672,637	2,672,637
Bond and Note Proceeds	8,825,944	11,864,513	0	0	0
Miscellaneous Sources	34,858	21,294	0	0	0
General Fund Discretionary	1,120,005	0	1,398,265	1,405,863	1,293,394
<b>Total Resources</b>	<b>29,233,639</b>	<b>14,270,174</b>	<b>40,069,266</b>	<b>30,094,959</b>	<b>29,982,490</b>

# Public Safety Systems Revitalization Program

## Description

The PSSRP office provides overall management and technical leadership for the projects in the PSSRP portfolio, and includes staff needed to plan for and implement public safety system replacements and upgrades.

## Goals

Citywide Projects supports the City goal of delivering efficient, effective, and accountable municipal services by maintaining a financially healthy City government through upgrades to the City's public safety technology systems. Specific PSSRP goals include:

- Replace aging public safety systems technology
- Position the City to take advantage of current public safety technology initiatives
- Stay within budget through effective project management and monitoring
- Communicate openly and directly
- Conduct transparent and open processes
- Collaborate with vested stakeholders
- Modify processes and procedures to improve business operations
- Be flexible and responsive to meet objectives
- Adhere carefully to program scope and project plan parameters
- Implement and utilize established project management practices whenever possible

## Performance

There are no performance measures associated with PSSRP in the budget. Quality and effectiveness of PSSRP are measured and reported monthly by an independent quality assurance (QA) services firm on contract with the City. Each month, the QA consultant assesses and reports on 45 critical project management areas for PSSRP projects.

## Changes to Services and Activities

It is expected that all available positions necessary for completing the remaining PSSRP projects will be filled in FY 2012-13. Anticipated activities in FY 2012-13 include: awarding a contract for a new PPDS replacement system after a competitive Request for Proposal (RFP) process; selecting a vendor and beginning contract negotiations for a replacement radio system after a competitive RFP process; and performing replatforming work on Portland Fire and Rescue's Fire Information Systems.

# Summary of Program Budgets

## Citywide Projects

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Administration &amp; Support</b>					
Administration	129	0	0	0	0
<b>Total Administration &amp; Support</b>	<b>129</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Administration &amp; Support</b>					
Administration & Support	(111,252)	0	0	0	0
<b>Total Administration &amp; Support</b>	<b>(111,252)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Enterprise Business Solution Project</b>					
Enterprise Business Solution Project	(1,516)	451	0	0	0
<b>Total Enterprise Business Solution Project</b>	<b>(1,516)</b>	<b>451</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Safety Systems Revitalization Program</b>					
Public Safety Systems Revitalization Program	2,354	0	0	0	0
<b>Total Public Safety Systems Revitalization Program</b>	<b>2,354</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Safety Systems Revitalization Program</b>					
Public Safety Systems Revitalization Program	6,824,447	13,111,876	4,861,583	9,838,709	9,726,240
<b>Total Public Safety Systems Revitalization Program</b>	<b>6,824,447</b>	<b>13,111,876</b>	<b>4,861,583</b>	<b>9,838,709</b>	<b>9,726,240</b>
<b>Administration &amp; Support</b>					
Employee Development	200	0	0	0	0
<b>Total Administration &amp; Support</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Programs</b>	<b>6,714,362</b>	<b>13,112,327</b>	<b>4,861,583</b>	<b>9,838,709</b>	<b>9,726,240</b>

**Total FTE and Salary by Class  
Office of Management & Finance  
Citywide Projects - PSSRP**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000218	Inf Syst Analyst, Principal-Gen	2.00	175,152	2.00	175,152	2.00	175,152
30000219	Inf Syst Analyst, Principal-Proj Mgmt	1.00	84,624	1.00	87,225	1.00	87,225
30000607	Inf Syst Mgr-Generalist	1.00	64,536	1.00	66,736	1.00	66,736
30000451	Management Analyst	2.00	122,910	2.00	125,598	1.00	68,142
30001031	Technology Capital Project Manager I	3.00	346,932	3.00	351,504	3.00	351,504
30001032	Technology Capital Project Manager II	1.00	141,771	1.00	146,952	1.00	146,952
<b>Total Full-Time Positions</b>		<b>10.00</b>	<b>\$935,925</b>	<b>10.00</b>	<b>\$953,167</b>	<b>9.00</b>	<b>\$895,711</b>
<b>Grand Total</b>		<b>10.00</b>	<b>\$935,925</b>	<b>10.00</b>	<b>\$953,167</b>	<b>9.00</b>	<b>\$895,711</b>

**Decision Package Summary  
Citywide Projects - PSSRP**

Bureau: Office of Management & Finance

Priority: 01 Type: Reductions

Decision Package: MF\_72 - PSS-4 Vacant Mgmt Analyst position elimination

Program: PSSRP Administration

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
Personal Services	0	(83,112)	(83,112)	0	0	0	0
External Materials and Services	0	26,877	26,877	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(56,235)</b>	<b>(56,235)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(56,235)	(56,235)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(56,235)</b>	<b>(56,235)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>							
Full-Time Positions	0.00	-1.00	-1.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This package reduces the Administration budget within OMF-Citywide Projects (PSSRP) by eliminating one full-time Management Analyst position, which is currently vacant. The balance of this position's salary and benefits not applied to the 4% reduction target, which totals \$26,877, will be added in the External Materials and Services major object code category.

**Expected Results:**

Under this cut package, a Management Analyst position previously dedicated to both program and project work will be eliminated. This position has been vacant since mid-June 2011. Elimination of this position will result in fewer staff resources being available for change management services on both the Radio and RegJIN projects, as well as overall program needs, such as internal quality control. However, impacts on the program and projects will be mitigated by a refinement and reorganization of PSSRP staff roles and responsibilities. The add-back of salary and benefits in excess of the 4% cut to the External M&S major object code category will be used to correct previous CIP underfunding of a contract administrative assistant position utilized by the program, as well as provide for technical consulting services for the Radio and RegJIN projects.

**Decision Package Summary  
Citywide Projects - PSSRP**

Bureau: Office of Management & Finance

Priority: 02 Type: Reductions

Decision Package: MF\_73 - PSS-6-External M&S Reduction

Program: PSSRP Administration

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(28,117)	(28,117)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(28,117)</b>	<b>(28,117)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(28,117)	(28,117)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(28,117)</b>	<b>(28,117)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package reduces the Administration budget within OMF-Citywide Projects (PSSRP) by reducing the External Materials & Services major object code category by \$28,117 to achieve a 2% budget reduction. Cuts will be targeted at the Miscellaneous Services GL Account.

**Expected Results:**

This reduction cut of \$28,117 in the External Materials & Services major object code category will impact the funds available for a contract employee (administrative assistant). This would mean that some of the work performed by the contract employee would need to be absorbed by other PSSRP staff.

**Decision Package Summary  
Citywide Projects - PSSRP**

Bureau: Office of Management & Finance      Priority: 03      Type: Reductions

Decision Package: MF\_74 - PSS-8-Elimination of Contract Employee      Program: PSSRP Administration

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(28,117)	(28,117)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(28,117)</b>	<b>(28,117)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(28,117)	(28,117)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(28,117)</b>	<b>(28,117)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
This package reduces the Administration budget within OMF-Citywide Projects (PSSRP) by reducing the External Materials & Services major object code category by \$28,117 to achieve a 2% budget reduction. Cuts will be targeted at the Miscellaneous Services GL Account.

**Expected Results:**  
This reduction cut of \$28,117 in the External Materials & Services major object code category will completely eliminate a contract employee (administrative assistant) utilized by the program. All the support services provided by this contract employee would need to be absorbed by other PSSRP staff.

# Special Appropriations

## OVERVIEW

Special appropriations are included in OMF for reporting purposes only. They are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. The Office of Management and Finance provides management and oversight for the appropriations under the direction of City Council. Some appropriations are one-time allocations while others are ongoing.

## Ongoing Special Appropriations

### City Membership and Dues

This special appropriation provides \$274,244 in ongoing resources to fund the costs related to the City memberships in various organizations to which the City subscribes as a municipality. This special appropriation will be administered by the Office of Management and Finance.

### Clean and Safe

This special appropriation provides \$20,948 in ongoing resources to support the City's share of the downtown Business Improvement District. This special appropriation will supplement charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning in the downtown area.

### Compensation Set-Aside

This special appropriation is a set-aside for General Fund adjustments to salaries for City employees, based on projected inflation. These funds are distributed as necessary to bureaus during the spring budget monitoring process each fiscal year. The amount estimated for FY 2012-13 is \$11,128,037.

### COPPEA Training

This \$15,032 ongoing allocation is for a training set-aside in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA).

### Crisis Assessment & Treatment Center

This appropriation provides ongoing funding of \$615,013 for the City's share of the operational costs of the Crisis Assessment & Treatment Center.

### Council Emergency Fund

This funding of \$5,000 is for the annual appropriation for the Mayor and Commissioners as specified in the City Charter. This appropriation is administered by the Mayor's Office.

### Downtown Services

This special appropriation provides \$1,094,060 in ongoing resources to keep downtown Portland a safe and attractive center for people and businesses. Contracted services include bicycle patrol, public restroom cleaning in the downtown parks, and Pioneer Courthouse Square security. The appropriation also funds an interagency agreement with Portland Parks and Recreation to maintain flowers pots along

the transit mall and light rail corridor. This appropriation accomplishes different work than the Clean and Safe special appropriation.

### **Future Connect Scholarship**

This package will provide \$500,000 in ongoing funding to the Future Connect Scholarship. This program is designed to create a pathway to an Associate's Degree by helping youth with the financial burden of attending college. It also serves as an incentive for youth who are most at-risk of not graduating college on time. This scholarship covers the cost for the first two years of study at Portland Community College.

### **Leaders Roundtable**

This special appropriation provides \$14,564 in ongoing resources to fund the City's share for an advisory group of community leaders. It is convened to coordinate and improve interrelated services attended by staff from the Mayor's Office. This special appropriation will be administered by the Mayor's Office.

### **Mayor's Secret Service**

This special appropriation provides an annual amount of \$2,000 for the Mayor's Secret Service Fund as specified in the City Charter. This special appropriation will be administered by the Mayor's Office.

### **Portland Center for the Performing Arts (PCPA)**

This ongoing funding of \$793,408 is to meet the City's obligation to the PCPA. This is a contractual payment to provide operating and capital support to the City-owned performing arts facilities.

### **Regional Arts and Culture Council (RACC)**

RACC's base budget includes a total of \$3,932,584 ongoing funding and \$200,000 one-time funding for Work for Art in accordance with the contract.

Summary of Bureau Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Office of Management &amp; Finance</b>					
<b>Expenditures</b>					
Personal Services	0	0	368,400	0	0
External Materials and Services	13,609,279	6,588,918	9,437,698	7,466,853	6,947,779
Internal Materials and Services	128,122	132,558	100,000	0	0
Contingency	0	0	5,230,522	11,128,037	11,128,037
<b>Total Expenditures</b>	<b>13,737,401</b>	<b>6,721,476</b>	<b>15,136,620</b>	<b>18,594,890</b>	<b>18,075,816</b>
<b>Resources</b>					
Interagency Revenue	271,349	12,000	26,013	0	0
General Fund Discretionary	13,313,634	0	14,958,873	18,431,899	17,912,825
General Fund Overhead	152,418	0	151,734	162,991	162,991
<b>Total Resources</b>	<b>13,737,401</b>	<b>12,000</b>	<b>15,136,620</b>	<b>18,594,890</b>	<b>18,075,816</b>

**Decision Package Summary**

Bureau: Office of Management & Finance      Priority: NA      Type: Reductions  
 Decision Package: SA\_01 - RACC 4% Cut      Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(165,303)	(165,303)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(165,303)</b>	<b>(165,303)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(165,303)	(165,303)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(165,303)</b>	<b>(165,303)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_02 - RACC 6% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(82,652)	(82,652)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(82,652)</b>	<b>(82,652)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(82,652)	(82,652)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(82,652)</b>	<b>(82,652)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_03 - RACC 8% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(82,652)	(82,652)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(82,652)</b>	<b>(82,652)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(82,652)	(82,652)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(82,652)</b>	<b>(82,652)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

**Bureau:** Office of Management & Finance

**Priority:** NA      **Type:** Reductions

**Decision Package:** SA\_04 - Downtown Services 4% Cut

**Program:** Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(43,762)	(43,762)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(43,762)</b>	<b>(43,762)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(43,762)	(43,762)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(43,762)</b>	<b>(43,762)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

**Expected Results:**

Decision Package Summary

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_05 - Downtown Services 6% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(21,882)	(21,882)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(21,882)</b>	<b>(21,882)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(21,882)	(21,882)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(21,882)</b>	<b>(21,882)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

**Bureau:** Office of Management & Finance

**Priority:** NA **Type:** Reductions

**Decision Package:** SA\_06 - Downtown Services 8% Cut

**Program:** Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(21,881)	(21,881)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(21,881)</b>	<b>(21,881)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(21,881)	(21,881)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(21,881)</b>	<b>(21,881)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

**Expected Results:**

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_07 - Crisis Assessment Center 4% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(24,601)	(24,601)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(24,601)</b>	<b>(24,601)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(24,601)	(24,601)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(24,601)</b>	<b>(24,601)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_08 - Crisis Assessment Center 6% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(12,300)	(12,300)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(12,300)</b>	<b>(12,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(12,300)	(12,300)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(12,300)</b>	<b>(12,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

**Bureau:** Office of Management & Finance

**Priority:** NA      **Type:** Reductions

**Decision Package:** SA\_09 - Crisis Assessment Center 8% Cut

**Program:** Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(12,300)	(12,300)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(12,300)</b>	<b>(12,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(12,300)	(12,300)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(12,300)</b>	<b>(12,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

**Expected Results:**

**Decision Package Summary**

**Bureau:** Office of Management & Finance

**Priority:** NA      **Type:** Reductions

**Decision Package:** SA\_10 - Future Connect Scholarship 4% Cut

**Program:** Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(20,000)	(20,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(20,000)	(20,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

**Expected Results:**

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_11 - Future Connect Scholarship 6% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(10,000)	(10,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(10,000)	(10,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_12 - Future Connect Scholarships 8% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(10,000)	(10,000)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(10,000)	(10,000)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_13 - City Membership Dues 4% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(4,450)	(4,450)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(4,450)</b>	<b>(4,450)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(4,450)	(4,450)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(4,450)</b>	<b>(4,450)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

Decision Package Summary

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_14 - City Membership Dues 6% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(2,225)	(2,225)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(2,225)</b>	<b>(2,225)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(2,225)	(2,225)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(2,225)</b>	<b>(2,225)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_15 - City Membership Dues 8% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(2,225)	(2,225)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(2,225)</b>	<b>(2,225)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(2,225)	(2,225)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(2,225)</b>	<b>(2,225)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

Bureau: Office of Management & Finance      Priority: NA      Type: Reductions

Decision Package: SA\_16 - Clean & Safe District 4% Cut      Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(838)	(838)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(838)</b>	<b>(838)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(838)	(838)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(838)</b>	<b>(838)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

Decision Package Summary

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_17 - Clean & Safe District 6% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(419)	(419)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(419)</b>	<b>(419)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(419)	(419)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(419)</b>	<b>(419)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_18 - Clean & Safe District 8% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(419)	(419)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(419)</b>	<b>(419)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(419)	(419)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(419)</b>	<b>(419)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_19 - Leaders Roundtable 4% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(583)	(583)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(583)</b>	<b>(583)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(583)	(583)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(583)</b>	<b>(583)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results:

**Decision Package Summary**

**Bureau:** Office of Management & Finance

**Priority:** NA      **Type:** Reductions

**Decision Package:** SA\_20 - Leaders Roundtable 6% Cut

**Program:** Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(291)	(291)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(291)</b>	<b>(291)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(291)	(291)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(291)</b>	<b>(291)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

**Expected Results:**

**Decision Package Summary**

Bureau: Office of Management & Finance

Priority: NA Type: Reductions

Decision Package: SA\_21 - Leaders Roundtable 8% Cut

Program: Special Appropriation

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(291)	(291)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(291)</b>	<b>(291)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
General Fund Discretionary	0	(291)	(291)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(291)</b>	<b>(291)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description:

Expected Results: