



CITY OF

PORTLAND, OREGON


OFFICE OF FINANCE AND ADMINISTRATION

Vera Katz, Mayor
 Stephen C Bauer, Director
 1120 S W Fifth, Room 1250
 Portland, Oregon 97204
 (503) 823 5288
 FAX (503) 823 5384

June 26, 1995

MEMORANDUM

TO Mayor Vera Katz

FROM Steve Bauer 

SUBJECT Reorganization of the Office of Finance and Administration

This memorandum summarizes a proposed reorganization of the Office of Finance and Administration

As you are well aware, OF&A is in its third year of implementing Total Quality Management. A key component of the quality effort is empowerment of team members and teams. A Leadership Team was established approximately two years ago to flatten reporting levels, improve communications and to provide broader leadership for OF&A. As part of the transition to the new leadership structure, the position of Director of Administrative Services was eliminated from OF&A's FY 1994-95 budget after a one year trial. It is now time to take the next steps in formalizing the new structure. This involves formally eliminating the Bureau of Administrative Services and restoring both Computer Services and Risk Management to Bureau status.

OF&A is currently organized as a single appropriation unit (AU) and includes the following components:

- * OF&A Director/Administration which includes the Affirmative Action, Debt Management and Urban Services Programs
- * Bureau of Administrative Services, including the Accounting, Risk Management, Information Systems Services and Treasury Divisions and Grants
- * Bureau of Financial Planning
- * Bureau of Personnel

The Risk Management and Information Systems Services of the City have significant financial, policy and system impact on City operations, and it is my desire to return them to bureau status. This allows the leaders of the two organizations to deal with their peers as equals and to participate directly in bureau manager forums, etc. The Bureau of Administrative Services would be abolished and the remaining divisions, with the exception of Grants, will report directly to the OF&A Director as they do under the current leadership structure. Grants has already become a team within the Bureau of Financial Planning.

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In addition, we have taken the first step to consolidation of Treasury and Debt Management into a new unit that will provide coordinated management between the two teams. A precise working title for the new team will be contained in the final code amendments. This change is part of the two teams' Quality Improvement Plans.

These changes are necessary to reflect the flattening of the organization, the increased participation in OF&A leadership and improvements in customer service.

It is my intent, once I have your approval to proceed, to brief the Council's Executive Assistants at their meeting on Tuesday, July 11, and to file the attached resolution for Council consideration on July 19.

Your consideration of this proposal is appreciated.

SCB JB
Attached

RESOLUTION No. 35426

Approve Office of Finance and Administration organizational structure (Resolution)

WHEREAS, the Office of Finance and Administration is in its third year of implementing Total Quality management, and

WHEREAS, empowerment of team members and teams is a key element of the quality effort, and

WHEREAS, a new leadership/management structure and process for the organization has been established to assist the Director in providing direction and to share in decision-making, and

WHEREAS, it is the desire of the Office of Finance and Administration to remove unnecessary management layers through elimination of the Bureau of Administrative Services, and

WHEREAS, the Risk Management and Information Systems Divisions should be restored to bureau status given the significant financial, policy and system impact they have on City operations, and

WHEREAS, the Quality Improvement Plans for the Treasury and Debt Management provides for a merger,

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland that

- a The Office of Finance and Administration should be structured substantially in accordance with Exhibit I, effective July 1, 1995
- b The Office of Finance and Administration shall return to Council with an ordinance amending the City Code to reflect the changes described in Exhibit I

ADOPTED by the Council, **AUG 02 1995**
Mayor Vera Katz
SCB JB
July 11, 1995

BARBARA CLARK
Auditor of the City of Portland
By *Britta Olson* Deputy

1257

Agenda No

RESOLUTION NO. 35426

Title

Approve Office of Finance and Administration organizational structure (Resolution)

INTRODUCED BY	DATE FILED
MAYOR VERA KATZ	JUL 28 1995
NOTED BY COMMISSIONER	Barbara Clark Auditor of the City of Portland
Affairs	By <u>Betta Olson</u> Deputy
Finance and Administration <i>Vera Katz</i>	For Meeting of _____
Safety	ACTION TAKEN:
Utilities	
Works	
BUREAU APPROVAL	
Bureau Finance and Administration	
Prepared by _____ Date _____	
Budget Impact Review	
<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Not Required	
Bureau Head: <i>Stephen C. Bauer</i> Stephen C. Bauer <i>J. Belle</i>	

AGENDA		FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS	
Consent	Regular <input checked="" type="checkbox"/>		YEAS	NAYS
		Blumenauer	Blumenauer	_____
NOTED BY		Hales	Hales	✓
City Attorney		Kafoury	Kafoury	_____
City Auditor		Landberg	Landberg	✓
City Engineer		Katz	Katz	✓