



186746

Charlie Hales, Mayor

Fred Miller, Chief Administrative Officer

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Portland, Oregon 97204-1912

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# CITY OF PORTLAND

## OFFICE OF MANAGEMENT AND FINANCE

To: Mayor Charlie Hales  
Commissioner Nick Fish  
Commissioner Amanda Fritz  
Commissioner Steve Novick  
Commissioner Dan Saltzman

From: Fred Miller, Chief Administrative Officer

Date: August 4, 2014

Re: Amended Exhibit B for item #824, ordinance to amend City Code for Council action on August 6

At the request of Commissioner Fritz, OMF has prepared amendments to Exhibit B that was filed with the ordinance to amend City Code to reflect the OMF re-organization. There are three areas where the wording has been altered from what OMF originally filed with the Clerk of Council. These changes are outlined below and reflected in the amended Exhibit B.

1. Add the words "and advice" to the following sentence in Code 3.15.010, and delete the last four words.

The CAO shall report to the Mayor, but shall serve the entire Council, including providing information and advice to elected officials as soon as practical.

2. Add the words "and advice" to the following sentence in Code 3.15.040, and delete the last four words.

The Director shall report to the CAO, but shall serve the entire Council, including providing information and advice to elected officials as soon as practical.

3. Add the word "equity" to the sentence in Code 3.15.050.

The Bureau of Human Resources shall be supervised by a Director who shall report to the CAO. The responsibilities of the Bureau of Human Resources shall include coordination and control of the administrative and technical activities relating to maintenance of a comprehensive human resources system for the City, including ~~employee relations~~, labor relations and negotiations,

*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.*

~~training, diversity, equity, outreach~~ employment and recruitment services, classification, and compensation, ~~affirmative action and diversity development, training and workforce development, human resources systems, payroll, deferred compensation, and employee benefits and wellness.~~ The Bureau of Human Resources shall be responsible for the health benefit plan administration and funding including the Health Insurance Fund ~~and the Portland Police Association Health Insurance Fund.~~

## Exhibit B (Amended)

## Code Changes in Chapter 3.15

## Chapter 3.15

OFFICE OF  
MANAGEMENT AND FINANCE

(Chapter replaced by Ordinance No. 181483;  
amended by Ordinance No. 184539,  
effective May 20, 2011.)

**Sections:**

- 3.15.010 Organization.
- 3.15.020 Bureau of Internal Business Services.
- 3.15.030 Business Operations Division.
- 3.15.040 Bureau of Revenue and Financial Services.
- 3.15.050 Bureau of Human Resources.
- ~~3.15.060 Revenue Bureau.~~
- 3.15.070 Bureau of Technology Services.
- ~~3.15.080 Enterprise Business Solution Division.~~

**3.15.010 Organization.**

(Amended by Ordinance No. 185807, effective December 12, 2012.)

- A. The Office of Management and Finance shall be under the direction and control of the Chief Administrative Officer (CAO) and shall include such other employees as Council may provide. The CAO shall report to the Mayor, but shall serve the entire Council, including providing information and advice to elected officials. The Office of Management and Finance is responsible for providing and coordinating administrative services of the City in support of the operational needs of City bureaus, and other duties as assigned. Administrative services include all those functions that provide products, services and support to City employees and programs that in turn provide direct services to the public. These services include, but are not limited to, the following: accounting, debt management, treasury management, payroll, grant administration, license, tax and fee collection, risk management, facilities and property management, fleet management, human resources and personnel services including employee training and education, technology services, printing and distribution, and procurement services.
- B. The Office of Management and Finance consists of the Office of the CAO, the Bureau of Internal Business Services, which includes the divisions of CityFleet, Facilities, Procurement Services, Printing and Distribution, and Risk Management; the Business Operations Division, and the bureaus of the Bureau of Revenue and

Financial Services, the Bureau of Human Resources, Revenue, and the Bureau of Technology Services, and the Enterprise Business Solution Division.

- C. [No changes]
- D. [No changes]
- E. The Office of the CAO shall be comprised of the Business Operations Division, a Policy Team, Spectator Facilities management, and Citywide projects assigned to the CAO.

**3.15.020 Bureau of Internal Business Services. [No changes]**

**3.15.030 Business Operations Division. [No changes]**

**3.15.040 Bureau of Revenue and Financial Services.**  
(Amended by Ordinance Nos. 185652 and 185807, effective December 12, 2012.)

- A. The Bureau of Revenue and Financial Services (BRFS) shall be supervised by a Director, who shall also serve as be the Chief Financial Officer (CFO) of the City, and who The Director shall report to the CAO, but shall serve the entire Council including providing information and advice to elected officials. The Bureau of Revenue and Financial Services shall consist of the following divisions—units: Accounting; and Public Finance and Treasury, Revenue and Grants. The Bureau of Revenue and Financial Services is responsible for treasury and debt management, deferred compensation, accounting and payroll, grants management and assigned grant funds, pension oversight, revenue and tax collection, regulatory programs, programs of the Office of Community Technology, and other services or responsibilities the Council or the CAO may assign.
- B. Serving as CFO, the Director shall be responsible for the overall coordination of financial services of the City. The duties shall include, but not be limited to, the following Citywide responsibilities:
  1. Financial management and policy development
  2. Long-range financial planning and financial sustainability
  3. Revenue development and collection activities
- C. The Accounting Division shall be supervised by a Controller who reports to the CFO the BRFS Director and shall have specific authority to:

1. Establish, maintain and enforce citywide accounting policies, practices, rules and regulations. The Controller shall be the final authority for interpretations of accounting and financial reporting policies and practices.
2. Authorize reports that disclose the fiscal condition of the City to external users including the Comprehensive Annual Financial Report (CAFR), the Single Audit Report, and other reports required by federal, state and local regulations.
3. Conduct or contract with public accounting firms to conduct financial and compliance audits and other tests to determine compliance with citywide accounting and financial reporting policies and current professional standards and adequacy of internal controls over accounting transactions, the cost of which shall be paid by the bureau being audited.

CD. Public Finance and Treasury Division shall be supervised by the City Treasurer, who shall report to the CFØ BRFs Director. The Treasurer shall have those authorities and responsibilities as described in PCC Chapter 3.08. Debt Management within the Public Finance and Treasury Division, shall be supervised by the Debt Manager who shall report to the City Treasurer. Debt Management is responsible for managing the City's debt program to ensure access to capital markets including long- and short-term capital financing programs, providing expert advice to City bureaus and officers regarding placement of debt and capital financing issues, and performing other duties as assigned. The Debt Manager is responsible for assuring that sales or leasing agreements entered into by the City comply with applicable Federal tax exemption regulations for funding and financing.

E. The Revenue Division shall be supervised by a Director who shall report to the BRFs Director. The responsibilities of the Revenue Division shall include, but are not limited to:

1. Manage all billing and collection software used by the Revenue Division including, but not limited to, maintenance, defect troubleshooting, problem resolution, development, enhancements and upgrades.
2. Support end users in diagnosing and resolving system problems.
3. Conduct business and system process improvements.
4. Manage, enforce and collect business license taxes.
5. Manage, enforce and collect transient lodging taxes.
6. Manage, enforce and collect the Arts Education and Access Income Tax.

7. Manage and enforce regulatory programs assigned by City Council, including the authority to enact administrative rules and regulations.
8. Manage and collect assessments and liens, in coordination with the City Auditor's Office.
9. Perform business management functions including mail processing, receipting and distribution; and perform overall financial accounting of bureau revenues.
10. Audit functions including the Portland area business license tax returns, transient lodging taxes and internal systems and processes, as well as other special audits as deemed necessary.
11. In consultation with the requesting bureau, recommend systems for new revenue or fee collection services.
12. Manage funds as assigned.
13. Manage, administer and enforce such responsibilities as are assigned to the Office for Community Technology by City Code or the Council, and
14. Perform such other duties as may be required by ordinance or by the City Council, or which are necessary to implement the purposes of this Chapter.

**3.15.050 Bureau of Human Resources.**

- A. The Bureau of Human Resources shall be supervised by a Director who shall report to the CAO. The responsibilities of the Bureau of Human Resources shall include coordination and control of the administrative and technical activities relating to maintenance of a comprehensive human resources system for the City, including employee relations, labor relations and negotiations, training, diversity, equity, outreach employment and recruitment services, classification, and compensation, affirmative action and diversity development, training and workforce development, human resources systems, payroll, deferred compensation, and employee benefits and wellness. The Bureau of Human Resources shall be responsible for the health benefit plan administration and funding including the Health Insurance Fund ~~and the Portland Police Association Health Insurance Fund.~~

**B- F [No changes]**

- G. The Human Resources Director and the Benefits Manager shall design, manage and administer a comprehensive, competitive and compliant benefits package,

including the Deferred Compensation Program, as approved by the Council, including provisions for:

1. Medical, dental and vision coverage;
2. Dependent Care Assistance Plan;
3. Medical Expense Reimbursement Plan;
4. Life Insurance;
5. Long-Term Disability; and
6. Employee Assistance Program; and
7. Deferred Compensation Program

Such provisions shall include employee participation eligibility and enrollment, claims management, procedures for record keeping and responsibility for all applicable reporting and disclosure requirements.

**3.15.060 — Revenue Bureau.**

~~(Amended by Ordinance No. 185568 and Resolution No. 36939 (approved at November 6, 2012 election); effective December 5, 2012.)~~

~~A. — The Revenue Bureau shall be supervised by a Director who shall report to the CAO. The Revenue Bureau consists of the divisions of Business Solutions, License and Tax, Operations, Regulatory and the Office for Community Technology. The Revenue Bureau is responsible for collecting a wide variety of City revenues and fees, and maintaining and improving the systems that collect them. The responsibilities of the Bureau shall include, but are not limited to:~~

- ~~1. — Manage all billing and collection software used by the Revenue Bureau including, but not limited to, maintenance, defect troubleshooting, problem resolution, development, enhancements and upgrades.~~
- ~~2. — Support end users in diagnosing and resolving system problems.~~
- ~~3. — Conduct business and system process improvements.~~
- ~~4. — Manage, enforce and collect business license taxes.~~

5. ~~Manage, enforce and collect transient lodging taxes.~~
  6. ~~Manage, enforce and collect the Arts Education and Access Income Tax.~~
  7. ~~Manage and enforce all regulatory programs formerly the responsibility of the Bureau of Licenses, including the authority to enact administrative rules and regulations.~~
  8. ~~Manage and collect assessments and liens formerly the responsibility of the Auditor's Office.~~
  9. ~~Perform business management functions including mail processing, receipting and distribution; and perform overall financial accounting of bureau revenues.~~
  10. ~~Audit functions including the Portland area business license tax returns, transient lodging taxes and internal systems and processes, as well as other special audits as deemed necessary.~~
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  14. ~~Perform such other duties as may be required by ordinance or by the City Council, or which are necessary to implement the purposes of this Chapter.~~
- B. ~~To the extent any other provision of the Portland City Code conflicts with this Section 3.15.060, this section shall control.~~

### **3.15.070 Bureau of Technology Services.**

#### **A [No changes]**

- B. Except as specifically exempted by the CTO, the Bureau shall manage, establish policies and standards, and provide technical support for all City-owned technology systems. Technology systems include, but are limited to, information and electronic communications systems. It shall:
1. Provide citywide technology strategic planning and consulting services, including project scoping, budget preparation and analysis, system planning



and procurement, resource allocation and project management for technology projects.

2. Design, implement and manage all technology hardware and software including system security measures.
3. Manage all citywide radio, video, data communications, microwave, wireless communications and telephone systems and equipment owned by the City.
4. Design, implement and manage all citywide voice, video and data applications.
5. Manage all end user technology support services, including Help Desk and Desktop Support services.
6. Manage citywide Geographic Information Systems.
7. Provide all Internet and Intranet services to City bureaus, offices, boards and commissions.
8. In cooperation with the Procurement Services Division of the Bureau of Internal Business Services, review and approve the purchase of all technology software, hardware and professional consulting services. Any proposed technology lease transaction shall first be reviewed and approved by the City's Debt Manager.
9. Provide technical expertise and information to technical oversight committees for City technology projects.
10. Provide all telephone services to City bureaus; coordinate with telephone vendors; order new facilities and equipment for city-owned or leased systems; plan telephone systems; and resolve all telephone problems.
11. Manage the City's official website.
12. Manage and authorize all City domain name registrations and renewals.
13. Manage the Enterprise Business Solution Division which is responsible for managing technology systems used to standardize and manage the City's business affairs and providing Citywide services in, but not limited to, the areas of fiscal services, procurement, and human resources services. The EBS Division shall be supervised by a Manager who shall report to the CTO.

~~The Enterprise Business Solution Division (EBS) shall be supervised by a Manager who shall report to the CAO. With support of technical staff of the Bureau of Technology Services, the EBS Division is responsible for managing the technology systems used to standardize and manage the City's business affairs and providing citywide services in, but not limited to, the areas of fiscal services, procurement and human resource services. The Division's yearly workplan and long range strategic plan will be monitored by representatives from City bureaus and Offices organized into an Executive Steering Committee and a Program Advisory Committee. These committees shall provide recommendations to the CAO. The CAO is authorized to adopt administrative rules establishing EBS Operating Principles.~~

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B. ~~To the extent any other provision of the Portland City Code conflicts with this Section 3.15.060, this section shall control.~~

### **3.15.070 Bureau of Technology Services.**

#### **A [No changes]**

- B. Except as specifically exempted by the CTO, the Bureau shall manage, establish policies and standards, and provide technical support for all City-owned technology systems. Technology systems include, but are limited to, information and electronic communications systems. It shall:
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6. Manage citywide Geographic Information Systems.
7. Provide all Internet and Intranet services to City bureaus, offices, boards and commissions.
8. In cooperation with the Procurement Services Division of the Bureau of Internal Business Services, review and approve the purchase of all technology software, hardware and professional consulting services. Any proposed technology lease transaction shall first be reviewed and approved by the City's Debt Manager.
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10. Provide all telephone services to City bureaus; coordinate with telephone vendors; order new facilities and equipment for city-owned or leased systems; plan telephone systems; and resolve all telephone problems.
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Portland, Oregon  
**FINANCIAL IMPACT and PUBLIC INVOLVEMENT STATEMENT**  
**For Council Action Items**

(Deliver original to City Budget Office. Retain copy.)

1. Name of Initiator Celia Heron		2. Telephone No. 823-4080	3. Bureau/Office/Dept. OMF
4a. To be filed (hearing date):  July 31, 2014	4b. Calendar (Check One)  Regular    Consent    4/5ths <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		5. Date Submitted to Commissioner's office and CBO Budget Analyst: 7/17/2014
6a. Financial Impact Section: <input checked="" type="checkbox"/> Financial impact section completed		6b. Public Involvement Section: <input checked="" type="checkbox"/> Public involvement section completed	

**1) Legislation Title:**

\*Amend City Code to reflect changes to the organizational structure, positions and responsibilities of the Office of Management and Finance. (Ordinance; amend Titles 3, 5, 7, 14, and 16)

**2) Purpose of the Proposed Legislation:**

This ordinance and its exhibits will amend City Code to reflect the new organization of and positions in OMF.

Based on recommendations contained in Moss Adams' OMF Assessment and Review Final Report, City Council has determined that certain changes should be made to the organization of and positions in the Office of Finance and Management. Chief among these are the integration of revenue collection and financial services within OMF in a new bureau to be titled the Bureau of Revenue and Financial Services, the establishment of a Director position for the new bureau, the transfer of transportation-related regulatory programs to PBOT and the ADA and Civil Rights compliance programs to OEHR, and the establishment of the Enterprise Business Solutions Division as a division of the Bureau of Technology Services.

**3) Which area(s) of the city are affected by this Council item? (Check all that apply—areas are based on formal neighborhood coalition boundaries)?**

- |   |                                    |                                    |                                |
|---|------------------------------------|------------------------------------|--------------------------------|
| <input type="checkbox"/> City-wide/Regional | <input type="checkbox"/> Northeast | <input type="checkbox"/> Northwest | <input type="checkbox"/> North |
| <input type="checkbox"/> Central Northeast  | <input type="checkbox"/> Southeast | <input type="checkbox"/> Southwest | <input type="checkbox"/> East  |
| <input type="checkbox"/> Central City       |                                    |                                    |                                |

**FINANCIAL IMPACT**

**4) Revenue:** Will this legislation generate or reduce current or future revenue coming to the City? If so, by how much? If so, please identify the source.

This legislation will not generate or reduce current or future revenue coming to the City. The Ordinance amends Code language to reflect internal changes within the Office of Management and Finance that are unrelated to incoming revenue.

**5) Expense: What are the costs to the City as a result of this legislation? What is the source of funding for the expense?**

There are no anticipated costs to the City as a result of this legislation.

**6) Staffing Requirements:**

- **Will any positions be created, eliminated or re-classified in the current year as a result of this legislation?**

No. The full-time permanent position of Director of Revenue and Financial Services was established as part of the FY 2014-15 Adopted Budget.

- **Will positions be created or eliminated in *future years* as a result of this legislation?**

No.

*(Complete the following section only if an amendment to the budget is proposed.)*

**7) Change in Appropriations** *(If the accompanying ordinance amends the budget please reflect the dollar amount to be appropriated by this legislation. Include the appropriate cost elements that are to be loaded by accounting. Indicate "new" in Fund Center column if new center needs to be created. Use additional space if needed.)*

Fund	Fund Center	Commitment Item	Functional Area	Funded Program	Grant	Sponsored Program	Amount

**[Proceed to Public Involvement Section — REQUIRED as of July 1, 2011]**

PUBLIC INVOLVEMENT

**8) Was public involvement included in the development of this Council item (e.g. ordinance, resolution, or report)? Please check the appropriate box below:**

- YES: Please proceed to Question #9.  
 NO: Please, explain why below; and proceed to Question #10.

No community involvement was included in the development of this Council item because it implements City Council's recommendations in the Adopted Budget for FY 2014-15 related to the organizational structure, positions and responsibilities of the Office of Management and Finance.

**9) If "YES," please answer the following questions:**

**a) What impacts are anticipated in the community from this proposed Council item?**

**b) Which community and business groups, under-represented groups, organizations, external government entities, and other interested parties were involved in this effort, and when and how were they involved?**

**c) How did public involvement shape the outcome of this Council item?**

**d) Who designed and implemented the public involvement related to this Council item?**

**e) Primary contact for more information on this public involvement process (name, title, phone, email):**

**10) Is any future public involvement anticipated or necessary for this Council item? Please describe why or why not.**

No future public involvement is anticipated or necessary for this Council item.

Fred Miller, CAO

APPROPRIATION UNIT HEAD (Typed name and signature)



186746

Charlie Hales, Mayor

Fred Miller, Chief Administrative Officer

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# CITY OF PORTLAND

## OFFICE OF MANAGEMENT AND FINANCE

**DATE:** July 23, 2014

**TO:** Mayor Charlie Hales

**FROM:** Fred Miller, Chief Administrative Officer

**TITLE:** \*Amend City Code to reflect changes to the organizational structure, positions and responsibilities of the Office of Management and Finance. (Ordinance; amend Titles 3, 5, 7, 14, and 16)

1. **INTENDED THURSDAY FILING DATE:** 7/31/2014
2. **REQUESTED COUNCIL AGENDA DATE:** 8/6/2014
3. **CONTACT NAME & NUMBER:** Celia Heron, 503-823-4080
4. **PLACE ON:**  CONSENT  REGULAR  TIME CERTAIN @ 2:00
5. **FINANCIAL IMPACT & PUBLIC INVOLVEMENT STATEMENT ATTACHED:**  
 Y  N
6. **(2) ORIGINAL COPIES OF CONTRACTS APPROVED AS TO FORM BY CITY ATTORNEY ATTACHED:**  Yes  No  N/A

### 7. BACKGROUND/ANALYSIS

Based on recommendations contained in Moss Adams' OMF Assessment and Review Final Report, City Council has determined that certain changes should be made to the organization of and positions in the Office of Finance and Management. Chief among these are the integration of revenue collection and financial services within OMF in a new bureau to be titled the Bureau of Revenue and Financial Services, the establishment of a Director position for the new bureau, the transfer of transportation-related regulatory programs to PBOT and the ADA and Civil Rights compliance programs to OEHR, and the relocation of the Enterprise Business Solutions Division as a division of the Bureau of Technology Services. This ordinance and its exhibits will amend City Code to reflect the new organization of and positions in OMF.

### 8. FINANCIAL IMPACT

There is no financial impact in amending City Code. The financial and budgetary impacts of reorganizing OMF have been and will continue to be addressed through the budget process.

### 9. RECOMMENDATION/ACTION REQUESTED

The CAO recommends that Council adopt the ordinance to amend City Code.

*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.*