Recommendation Status

FY 2010-11 Reports

Portland Center for the Performing Arts: Outsourced management good for the City, but agreements and oversight need improvement (Report 393) - 6/30/11

We recommend the lead City Council member on arts and culture ensure:

1. City Council arrange regular meetings between involved parties to discuss oversight efforts. Determine appropriate City contact for Metro, MERC, and PCPA operations and policy questions. **Implemented**

2. Work with representatives of all parties to review and amend Visitor Facilities Agreement. **Implemented**

3. OMF continue to calculate annual contribution to PCPA using method outlined in the Consolidation Agreement and the Visitor Facilities Agreement. Document the procedure in bureau policy. **Implemented**

4. Renew participation in the Visitor Development Fund Services Agreement. **Implemented**

Fire and Police Disability and Retirement: Improvements resulted from 2006 Charter reforms, but significant fiscal challenges remain (Report 408) - 6/22/11

We recommend:

1. Commissioner in Charge present alternatives to Council to reduce the expected increases in the FPDR tax levy, including both alternative funding sources and methods to control pension and disability costs. **Implemented**

2. Commissioner in charge ensure that Council review the fiscal impact to the FPDR Fund when approving Police and Fire Bureau spending and labor contracts. **Implemented**

3. FPDR submit fiscal impact information to the FPDR Board with all future administrative rule changes. **Implemented**

4. FPDR review existing rules and procedures for opportunities to control costs. **Implemented**

5. FPDR improve its disability claims processing information system to maximize accountability, and improve comparability to the City's workers...
compensation system and other disability systems.

6 Once comparable record keeping has been achieved, FPDR prepare a cost analysis of shifting the bulk of FPDR's disability program to the City's Workers' Compensation

7 FPDR implement periodic independent audits of the disability and pension systems.

**Police Property Evidence Division: Internal controls and physical security strong; tracking system needs improvement (Report 403) - 4/4/11**

We recommend:

1 Conducting annual or biannual background checks on PED employees who are now subject only to pre-employment background checks. **Implemented**

2 Conducting annual, independent, in-depth reviews and unannounced inventories. **Implemented**

3 Implementing a new and fully supported database tracking system. **Implemented**

4 Adopting a procedure requiring the deposit of more currency in bank accounts. **Implemented**

5 Conducting an annual risk assessment by PED staff. **Implemented**

6 Requiring officers to provide more descriptive information on evidence receipts. **Implemented**

7 Implementing several recommendations by our security consultant which have not yet been addressed. **Implemented**

**Spending utility ratepayer money: Not always linked to services, decision process inconsistent (Report 398) - 3/30/11**

We recommend the Commissioners in Charge of Water and Environmental Services to:

1 For new significant expenditures funded by ratepayer money, develop a utility rate impact statement demonstrating how the new budget item supports the costs to provide water and sewer services and how it will affect utility rates. **In Process**

2 For new significant expenditures funded by ratepayer money, ensure that the budget process and Council approval process are followed. For any items that do not follow the complete budget and Council approval process, do not use ratepayer money. **Implemented**

3 Separate utility license fees from base payments on water and sewer bills, so that ratepayers can clearly identify the fees used to support General Fund services. **Not Implemented**

**Percent for Art: Progress made, but consistency can be improved (Report 401) - 2/17/11**

We encourage the Office of Management and Finance, Portland Development Commission, Bureau of Environmental Services, and Regional Arts and Culture Council to:
1. OMF - Modify the OMF Percent of Art guidelines and formalize as Administrative Rules. Consider adding language to City Code to explain use of Percent for Art from water and sewer funds. Meet with PBOT to discuss how to accurately record design costs. Update Form so bureaus can indicate if PDC is involved.

2. PDC - Develop departmental procedures on Percent for Art, with process similar to OMF’s, that set procedures for capital improvement projects done by PDC and those done with City bureaus.

3. BES - Develop internal policy that outlines bureau practice and procedure for participation in Percent for Art, and that establishes criteria for when a project may include art and how to document it.

4. RACC - Develop guidelines to provide for annual reporting to participating bureaus and to develop annual plan for public art that takes into account views of participating bureaus.

5. RACC and PDC - Managers should meet to discuss current concerns.

6. OMF and RACC - Work together to develop a process to review and verify Public Art Eligibility Forms.

**Sewer Maintenance: BES and PBOT maintain the system together, but should consider operational changes (Report 365) – 12/16/10**

We recommend:

1. The Commissioners of the respective bureaus instruct the two Directors to develop a coordinated proposal to either end the agreement or continue it. Not Implemented

**Police Taser Use: Incidents generally resolved, but some practices and policies could be improved (Report 386) – 11/18/10**

We recommend that the Mayor, through the Police Chief, ensure the following:

1. Closely monitor incidents in which multiple Taser cycles are used so that improvements can be made where possible and to ensure that officers are following consistent practices. Implemented

2. Follow Taser policy more consistently, particularly in the areas of supervision and documentation. Also, ensure that language in Taser policy mirrors language in Force Forms, and that supervisory and reporting practices are consistent bureau-wide. Implemented

3. Consider policy changes in a few areas to better match model policy and other cities’ policies, and continue to regularly assess new developments to ensure alignment with best practices and legal, technical and tactical considerations. Implemented
Business System Software Implementation: Expensive, late, and incomplete (Report 392) – 11/9/10

We recommend the City’s SAP project leaders:

1. Evaluate the overall SAP implementation project as it stands today against the goals the City expected to achieve in the new software. Implemented

2. Continue to work with the bureaus to identify and respond to SAP training needs. Implemented

3. Ensure the City’s SAP Support Team develops the expertise needed to properly operate, maintain, and improve the software. Implemented

We recommend that project managers for future systems implementation projects:

4. Use the lessons learned from the City's implementation of SAP software. Implemented

5. Carefully evaluate the information obtained from external consultants and question any significant differences. Implemented

Portland Fire & Rescue: Emergency response time goal not met, though PF&R strives for excellence (Report 366) – 7/7/10

We recommend the Commissioner in Charge request the following from City Council:

1. In order to avoid increasing response time, ensure the Fire Marshal's direct involvement prior to modifying roadways in ways that may slow emergency vehicles. Implemented

2. Clarify the definition of medical emergency used in the City's first-responder agreement with Multnomah County to limit lights and siren travel to incidents. In Process

We recommend the Commissioner in Charge direct the Fire Chief to:

3. Resume reporting the former response time performance measure of percent of incidents reached within the time objective, which is currently 5:20. Implemented

4. Document steps in PF&R's methodology for calculating each of its performance measures including its performance measures of emergency response time, to ensure that analysis can be checked and trends can be understood. Implemented