Recommendation Status

FY 2011-12 Reports

Portland Fire & Rescue: More active management of overtime and call shifts needed for good stewardship of limited resources (Report 418) - 6/28/12

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

1. Strengthen the "tone at the top" to emphasize a commitment to minimizing the use of overtime and call shifts as a means to protect scarce public resources. Implemented

2. Pursue greater efficiency of operations in terms of minimizing the use of call shifts and overtime. These may involve operational, scheduling, training, or work rule changes, some of which may involve changes to the City's contract with the PFFA. Implemented

3. Substantially increase routine analysis and reporting of all types of overtime and call shift spending and distribute reports to all division chiefs. Include individual earnings, average earning by ranking and specialty, causes of overtime and call shifts, and other detailed analyses as discussed in the report, with the goal of identifying savings. Implemented

4. Ensure that traveler pool vs. call shift analysis used by the Bureau includes all pension and disability costs (FPDR and PERS) of both travelers and employees working call shifts. Continue to monitor this balance in light of call shift rate increase and PERS rules on retirement calculation that benefit employees who work overtime. Implemented

5. Report annually to City Council on progress made towards reducing overtime and call shift spending. In Process

Residential Solid Waste: Customer rates accurate, but monitoring should continue (Report 429) - 6/20/12

We recommend the Commissioner in Charge direct the Bureau of Planning and Sustainability to:

1. Eliminate the use of incentives and disincentives that shift costs among customers with different service levels. If the City chooses to continue incentives and disincentives, document the rationale for the dollar level Implemented
and expected outcome from each incentive or disincentive.

2 Consider updating the 1997 time and motion study once major changes to the truck fleet are complete.

Portland Water Bureau: Further advances in asset management would benefit ratepayers (Report 405) - 6/7/12

We recommend the Commissioner in Charge direct the Water Bureau to:

1 Deploy resources, formalize leadership and develop accountability structures to implement a data management approach that meets the Bureau's asset management and other business process needs. In Process

2 Agree on a consistent definition and use of "service level" in the Bureau, distinguishing between current service levels and higher goals. Not Implemented

3 Identify essential service levels required to describe current results (outcomes) for customers, and make each one meaningful from the perspective of representative customers. Avoid using more service levels than necessary to define essential required and desired services to customers. Link the Bureau's more technical internal service levels and indicators to the service levels that are essential to customers. In Process

4 Obtain confirmation from representative customers that the Bureau's defined essential required service levels are appropriate for use in decision making, including financial decisions. Not Implemented

5 Apply service levels as budget criteria, allocating resources to meet service levels while excluding budget items that do not contribute to meeting service levels. In Process

6 Document management decisions and direction in Asset Management Plans, using format and language to make the plans action plans supported by resources. Clarify the priority for implementing each planned action described. In Process

7 Clarify accountability for preparing Asset Management Plans and provide resources for completing plans. In Process

8 Consider preparing an overall asset management plan or other means of clarifying management policy and providing guidance for decision making that may not be explicit in the asset-specific AMPs. Implemented

9 Explicitly incorporate an accountability framework throughout the Bureau to increase the likelihood of successfully meeting its objective as intended. Not Implemented

Portland Housing Bureau: Bureau acting on risks, although more remains to be done (Report 421) - 5/23/12

1 We recommend that the Bureau continue work to address the risks we identified in this report. We also recommend the Bureau consider implementing the mitigating activities for the risks we outlined. In Process
Portland Police Bureau Learning: Improvements needed to strengthen existing processes (Report 416) - 5/15/12

We recommend the Commissioner in Charge direct the Chief of Police to:

1. Implement annual individual performance assessments. Not yet available
2. Implement discipline matrix. Not yet available
3. Explore ways to speed investigations of incidents and at a minimum give explicit, written authority from the Chief to one person to advocate for the timely and thorough completion of officer conduct investigations. Not yet available
4. Improve accountability and oversight for the SERT unit by establishing an independent process to review SERT training. Not yet available
5. Produce regular management reports on the effectiveness and use of the employee information system. Not yet available
6. Research and implement efforts to reduce turnover in key positions. Not yet available
7. Strengthen the cultural learning environment by addressing issues identified in our employee survey. Not yet available

Downtown Office Space: City uses most of its owned space, but lease practices need attention (Report 417) - 4/30/12

We recommend:

1. The Commissioner in Charge of OMF should ask Council to review the existing policies on office space and determine if revisions should be made to clarify and/or strengthen the policies. Implemented
2. Facilities Services should formalize its lease process. Implemented

PDC Economic Development Loans: Loan programs improved, but tracking major borrowers limited (Report 419) - 3/14/12

We recommend that the City’s Commissioner in Charge and the PDC Board of Commissioners direct PDC to:

1. Review the existing administrative policies and procedures related to the loan programs to ensure current improvements continue. Implemented
2. Review and update the policy regarding allocation of the total loan portfolio to determine whether loan portfolio composition is consistent with the original intent, and to provide the PDC Board with the necessary information to guide future loan decisions. Implemented
3 Review all loans to the Portland Family of Funds and affiliates that were used to leverage NMTC tax credits, to ensure compliance with loan agreements. Prepare a report to PDC board on status of NMTC programs including total program costs and benefits. Implemented

4 Continue current work to refine performance measures for all loans, and document the methodology and responsibility for reporting performance measures identified in the PDC Board Financial Investment Policy. Implemented

Portland Development Commission: Financial transaction review reveals areas warranting management attention (Report 406B) - 2/16/12

We recommend that PDC management:

1 Revise its manual to include state and City registration requirements for all entities doing business with PDC, including borrowers and grant recipients. Implemented

2 Develop new and strengthen existing procedures to assure entities are current with registration requirements prior to and while doing business with PDC. Implemented

3 Ensure its "Conflict of Interest and Related Party Transactions" policy applies to all public officials as defined in Oregon Ethics Law, and include a nepotism policy. Implemented

4 At a minimum, regularly advise all public officials how to disclose potential conflict of interest, including financial interest and related party relationships, in accordance with PDC’s policies. Implemented

5 Strengthen Executive Director authorization and waiver practices to align with existing policy and procedure requirements. Implemented

6 Separately record and track its regular and overtime wages in the designated general ledger accounts in accordance with PDC’s accounting system. Implemented

7 Assure Human Resources Division, Legal Division and other applicable staff receive training on the Oregon Ethics Law requirements so they can advise PDC on compliance issues in the future. Implemented

8 Develop and approve a policy for its current Hats Off Awards. Implemented

9 Strengthen existing procedures designed to restrict system access timely and according to PDC policy. Implemented

10 Require the IT Division regularly review the communication of user access information and monitor coordination across the Finance Division, Human Resources Division, and applicable staff. Implemented

11 Strengthen data entry procedures to maintain a complete record - with no redundancies or gaps in information - in the appropriate master files. Implemented
DNA Testing: Turnaround time must improve to meet national guidelines (Report 427) - 1/12/12

We recommend:

1. The Commissioner in Charge and the Bureau should work with State and Federal partners to identify funding sources to help alleviate backlogs from the State Police crime lab.  Implemented

2. The Bureau should establish a periodic supervisory case review system to ensure that DNA samples are submitted for testing appropriately.  Implemented

Span of Control: Although numbers are reported, bureaus lack organizational structure goals (Report 397) - 8/17/11

We recommend the City Council direct the Office of Management and Finance to:

1. Ensure the City reviews and where appropriate implements the 1994 span of control study recommendations.  Implemented

2. Direct the bureaus to establish organizational structure goals specific to each bureau's operations. Bureaus goals should support the bureaus' and City's objectives.  Implemented

3. Continue to work with bureaus on developing consistent reporting and on using the span of control information during the budget process. Direct the bureaus to report their span of control targets along with the actual average span of control in their annual budget requests.  Implemented

Portland's Fiscal Sustainability and Financial Condition: Actions now can reduce risk of future problems (Report 399) - 7/28/11

We recommend the Office of Management and Finance:

1. Develop and monitor measures of Citywide debt and report this information annually to the Council.  Implemented

2. OMF reconsider options to prefund and/or reduce the costs of FPDR pension and other post-employment benefit liabilities.  Implemented

We recommend the City Council:

3. Develop a funding strategy to shrink unmet budget needs for infrastructure maintenance, and follow City financial planning policies to take care of current assets before adding new ones.  Not Implemented