

Department of Support Services

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VISION

Multnomah County will be a national model of governmental excellence. The human, financial, and information resources of the County will serve the County's strategic direction and help assure that the county's long term vision is achieved and that the citizens of the county receive both quality services and good value for their tax dollar.

DSS will align its divisions to support the County's organizational and management vision and enable programs to focus efforts and attention on service delivery, rather than procedures, and objectively and systematically measure success. DSS will strive to be the provider of choice for its county customers and will assist in building the organizational capacity which will help Multnomah County meet public expectations for efficiency and effectiveness in government services even when resources are declining.

Human Resources Vision

Multnomah County will be an excellent place to work providing quality human resource services to a talented and skilled workforce who have the support and training to assure high quality services. Central human resources service is provided through collaboration among the following divisions: Employee Services (Personnel, Training and Organizational Development, and Benefits and Health Promotion), Labor Relations, Affirmative Action, Risk Management, and Finance (Payroll). This collaborative entity is a work force planning and organizational leader that enables human resources practitioners and managers to:

- Get the right people in the right job;
- Support employees and departments in getting work done;
- Make the organization effective at central and department levels;
- Have healthy employees to create a healthy organization;
- Meet all legal compliance requirements; and,
- Operate with a clear and shared definition of authority and responsibility throughout the County for HR functions.

In addition:

- County managers and supervisors will have the talent, and skills to carry out their responsibilities.
- The workforce will reflect the cultural and ethnic makeup of the community.
- County managers and supervisors, as well as all employees and the unions and associations that represent them, will understand the mutual rights and responsibilities agreed to in the collective bargaining process.
- The collective bargaining process will be conducted in a way that affirms the legitimate roles of management and organized labor and optimizes mutual gain through a commitment to problem solving between management and labor.

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- Contract administration will be conducted in a manner which encourages Labor-Management cooperation.
- The County workforce will be committed to safe and healthy work sites.
- The County will encourage employees to be both physically and emotionally healthy. Employee injuries will be rare. Injured employees will receive appropriate medical care and will be assured support for a quick return to their work sites.
- The County's training programs will contribute to organizational, team, and individual effectiveness. Through innovative learning opportunities, employees will develop skills to improve their service delivery to the community, and have interpersonal, cultural and problem solving skills.

Compliance and Financial Management Vision

Compliance with governmental regulation and protection of assets will be the norm for Multnomah County.

- The County will protect its assets by following sound financial policies and maintaining its infrastructure.
- Multnomah County will comply with applicable Federal, State, Regional, and Local laws and regulations.
- Required financial and other reports will provide a positive reflection on the County and penalties will be avoided.
- Safety and safety training will be stressed through collaborative efforts among Risk Management, Facilities Management, and department staff.
- Multnomah County will lead in protecting the assets of the community from serious emergencies. All emergency response and recovery agencies in the county will be able to effectively and quickly respond to emergencies. Emergency management will be consolidated countywide so that these responses will be efficient and coordinated.

Information Vision

Multnomah County's information technology and delivery will enable our employees, our public and private partners and the community to interact and use information when, where and how they need it. The Strategic Plan for Information Technology (SPIT) provides a planning instrument to support this vision.

- Improved access to County information to the public, County employees and other public and private agencies through a cost-effective, widely available electronic infrastructure;
- The County has initiated the Intelligent Enterprise becoming an organization that is capable of providing the most complete and up to date information available to make effective decisions.
- The quality of service delivery to the public is enhanced through the effective use of information technology.

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- The separate islands of information available to the County are gathered into useable resources accessible to decision-makers and other end users.
- User friendly information access is provided that allows flexible custom views and processing capability while maintaining integrity of information.
- Public involvement in County processes that formulate County ordinances, policies and budget priorities is improved through the use of Information technology.
- A customer partnership in demand management exists that improves ongoing customer needs assessment, end user education and training resulting in successful exchange of information, project coordination and implementation.
- The quality of County decision making is improved by making current and accurate data and information available through the use of information technology.
- The efficiency and effectiveness of internal County business processes is improved through the effective use of Information technology.

MISSION STATEMENT

We provide consultation, expertise and leadership in developing and maintaining financial, information technology, human resource and community emergency systems that support Multnomah County agencies, employees, elected leaders and people who live in and do business with our County.

We will work in partnership with our customers, and meet their expectations by providing services that are:

- timely, accurate and coordinated
- flexible and responsive
- ethical and objective
- delivered at a competitive cost
- legally compliant

and delivered by employees who have the training and support to be effective.

In the future, we will be embraced by our customers for the value we add and the capacity we build in the County organization, so that our government can exceed the expectations of the public.

"We serve so that they may serve"

SITUATION ANALYSIS

The DSS contribution to the organization rests in its ability to provide a core set of support services to the organization. Good value for the tax dollar fundamentally relies on good operational and policy decisions which depend upon the organization's ability to provide stewardship for its human, financial and information resources.

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Through the last several years, DSS has been able to provide quality support service in the areas of compliance and financial management, human resources, and information delivery while at the same time reducing its total personnel count as a percent of County employees.

The DSS planning team performed a situation analysis to determine where the organization was and how it was perceived. This was completed to identify the Strengths, Weaknesses, Opportunities, and Threats to the organization. This data formed the cornerstone of the strategies that were designed to meet the objectives of the organization. Findings included:

- The regulations, rules, and procedures the Department must comply with have grown creating an increasingly complex environment.
- There are many islands of information in the County, which can not talk to each other or share data on customers or services.
- Other Departments are demanding more and better access to information, more timely service, and more control of their own decision-making processes.
- Employees of the Department have been asked and have delivered increased levels of service in the last few years, but with an inevitable toll on employee morale and some areas where services are perceived as not meeting current organizational needs.
- The Year 2000 computer problems loomed over all information products and many other electronic products.

Also, DSS conducted an Oregon Quality Initiative (OQI) review during 1996/97. From this assessment came the need for a strategic plan, more focus on results, quality, and diversity within the Department, and the desire for a review of the human resources operation of the County.

During 1997/98 DSS embarked on a Strategic Planning process for the Department and a review and reengineering of linkages of our services with the rest of the County. There were three major organizational focal points for the Strategic Planning process:

1. Insure the ability of DSS to support human resources of the County with a forward thinking and coordinated strategy developed in collaboration with our customers;
2. Improve information available to decisionmakers and the technology to deliver that information; and
3. Make DSS both a better place to work and more effective in serving our customers.

Two committees, RESULTS and Diversity were created with cross-departmental participation.

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OBJECTIVES – FISCAL YEAR 98/99

There are eight primary objectives DSS is concentrating on for the 1998-1999 timeframe. These are:

- 1. Act as a workforce planning and organizational leader who enables HR practitioners and managers to:**
 - Get the right people in the job.
 - Support employees and departments in getting work done.
 - Make organizations effective at central and department levels.
 - Assure healthy employees to create a healthy organization.
 - Meet all legal compliance requirements.
 - Operate with a clear and shared definition of authority and responsibility throughout the county for human resources functions.

- 2. Develop a comprehensive, integrated human resources and organizational development plan for Multnomah County accepted by the organization within two years with a scheduled process for maintenance and updating. In collaboration with our business partners:**
 - Determine the appropriate structure, roles, and array of services for Human Resources (*Completed February 1998.*)
 - Decide what information and systems are necessary to support work force planning and HR services/quality, process, accountability measures.
 - Identify policy revision priorities and procedures to support the organization— Implement in an easily accessible format.
 - Design and procure organizational agreement for HR decision process.

- 3. Continue to implement the Strategic Plan for Information Technology (SPIT):**
 - Improve access to County information to the public, County employees and other public and private agencies through a cost-effective, widely available electronic infrastructure.
 - Improve the quality of service delivery to the public through the effective use of information technology.
 - Improve public involvement in County processes that formulate County ordinances, policies and budget priorities through the use of information technology.
 - Improve the quality of County decision making by making current and accurate data and information available through the use of information technology.
 - Improve the efficiency and effectiveness of internal County business processes through the effective use of information technology.

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4. Initiate the Intelligent Enterprise as an organization that is capable of providing complete and timely information to make effective decisions. The Intelligent Enterprise will:

- Provide users with access to distributed resources in a manner that facilitates active user collaboration in the decision-making process.
- Address the information needs of every user within the organization to accelerate effective decision-making.
- Provide information to every user on a "need to know" basis.
- Safeguard the information resources of the enterprise.

5. Ensure the separate islands of information available to the County are gathered into useable resources accessible to decision-makers and other end users:

- Identify the separate islands of information.
- Identify methods of consolidating islands of information.
- Implement integrated systems.

6. Provide user friendly information access that allows flexible custom views and processing capability while maintaining integrity of information:

- Year 2000 Compliance.
- Development of Intranet Options.
- Systems that people will use.
- Ease of Access.

7. Develop a customer partnership in demand management that improves ongoing customer needs assessment, end user education and training resulting in successful exchange of information, project coordination and implementation.

8. Improve DSS performance as the County's central support service organization:

- Strategic plan for department.
- Quality organization.
- Results team encouragement and mentoring.
- Diversity awareness and assimilation into the workplace.

STRATEGIES

The Department has developed the following strategies to meet its mission for the next three years and make progress towards its long-term vision:

- Complete implementation of countywide systems already initiated (e.g. County E-Mail). Develop long range plan for sustaining use of technology.
- Integrate business plan with information system development (organizational engineering) in a partnership with customers to exchange information between respective strategic plans of DSS and other departments.

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- Determine what information our varying customers need to use our resources effectively and how to make information easily available and timely.
- Initiate more customer ownership of prioritization of information resources.
- Develop internet technology options.
- Develop and implement a workforce development plan that considers staffing, performance management, career development, organizational development, and employee health and wellness. Lay the groundwork for employee development planning.
- Reengineer the Human Resources function to delegate appropriate responsibility and accountability to departmental Human Resource practitioners.
- Develop collaborative structures within and among DSS human resource functions, which acknowledge and support the departmental human resources practitioners and effectively implement central human resource roles and services.
- Clarify management roles and structures and implement a plan for management development and support.
- Begin development of effective record systems to support central and departmental human resources roles and services.
- Identify and address the legal compliance policies, procedures, and issues in support of the human resource system.
- Implement the roles and responsibilities of the central and departmental human resource personnel as determined by the collaborative planning process.
- Continue the work of the RESULTS team formed in 1997 to coordinate evaluation within the department.
- Continue the work of the Diversity team formed in 1997 to address issues of cultural sensitivity, workplace acceptance and fairness and customer service.
- Integrate business planning with information system development.
- Implement, as appropriate, the recommendations of the department employees resulting from the Employee survey.

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FY 1998-99 Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	160.44	170.50	176.50	189.50	13.00
Departmental Costs	\$42,276,795	\$60,209,973	\$59,592,618	\$60,976,236	\$1,383,618
Program Revenues	\$32,784,540	\$52,463,530	\$49,712,003	\$50,415,492	\$703,489
General Fund Support	\$9,492,255	\$7,746,443	\$9,880,615	\$10,560,744	\$680,129

Department Services

The Department of Support Services (DSS) offers the following services:

- Financial services including budget and revenue estimates, accounting services, management of cash and investments, debt issues, payroll, required reporting to internal and external users.
- Personnel services including maintenance of the classification plan, recommendations on employee classification and compensation, maintenance of the County's Affirmative Action Plan, training and assistance in Equal Employment Opportunity (EEO) requirements, and consultation to managers.
- County wide training to develop and improve management skills, increase the organizations ability to use information technology effectively, improve the skills of clerical and technical staff, and to support the RESULTS initiative.
- Management and purchase of health and other employee benefit programs and wellness programs to contain health care costs.
- Negotiation and administration of county labor agreements including interest and grievance arbitration. Development of ongoing communication and problem solving mechanisms for improving management/labor relations.
- Consultation to departments and elected officials on technical and policy issues and on implementation of RESULTS.
- Insurance and loss control programs including Worker's Compensation and emergency management including planning, public and responder training and response in an emergency situation.
- Information technology services including operation of the mainframe data center, design and installation of new computer systems, maintenance of existing systems, network support for the county's wide area network and local area networks and telecommunication including voice mail and other productivity improvements.
- Procurement services including contracts, purchasing, and material management.
- Evaluation programs which provide technical assistance to departments, coordinate department evaluation efforts and focus on evaluation of programs of countywide significance.

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DSS discretion is limited by both federal and state law and state and federal administrative requirements. The county charter also affects the provision of DSS services.

There are a variety of oversight and advisory groups with which the Department consults. It is also the practice of the Department and its Divisions to form ad hoc groups for consideration of important customer issues. Groups include;

- CBAC which provides public input into the budget process,
- Operating Council which serves as the County's major policy group for business functions,
- Human Resources Committee which oversees the human resource reengineering effort and coordination among Departments and the Central Staff.
- Benefit Stakeholders Review Committee which advises on employee benefits,
- Employee Relations Committee which advises on county wide contract administration as it affects the General Employees Bargaining Unit (Local 88),
- Information Technology Council, the ITC, a customer group which advises Information Services on the more technical aspects of the information technology infrastructure and planning,
- Americans with Disabilities Act Oversight Committee to survey the county's efforts to comply with the ADA and coordinate compliance issues.
- County-wide Cultural Diversity Committee to support and guide cultural diversity activities and initiatives throughout the county,
- Purchasing Advisory Committee for input and assistance on purchasing, contracting and central stores.
- Investment Advisory Board reviews investment policy and activities.
- Audit Committee reviews annual audit and selects external auditors.

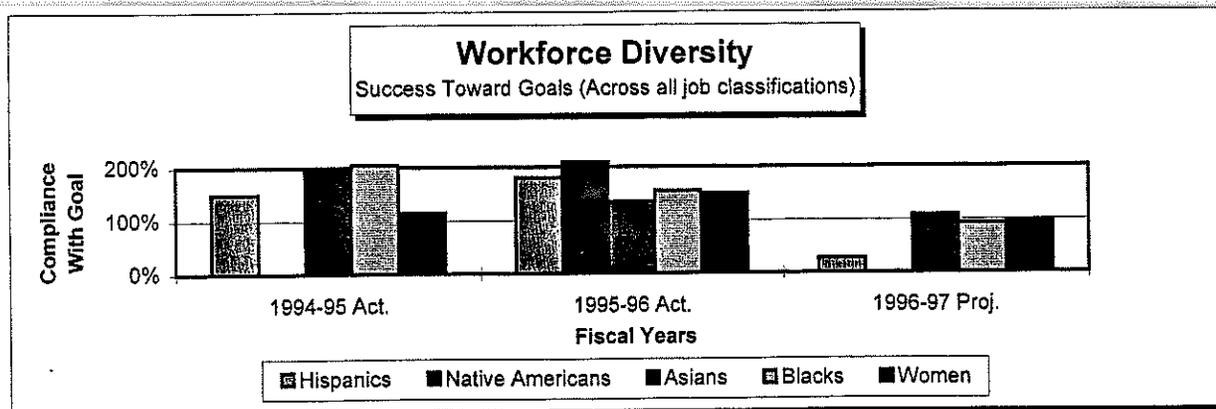
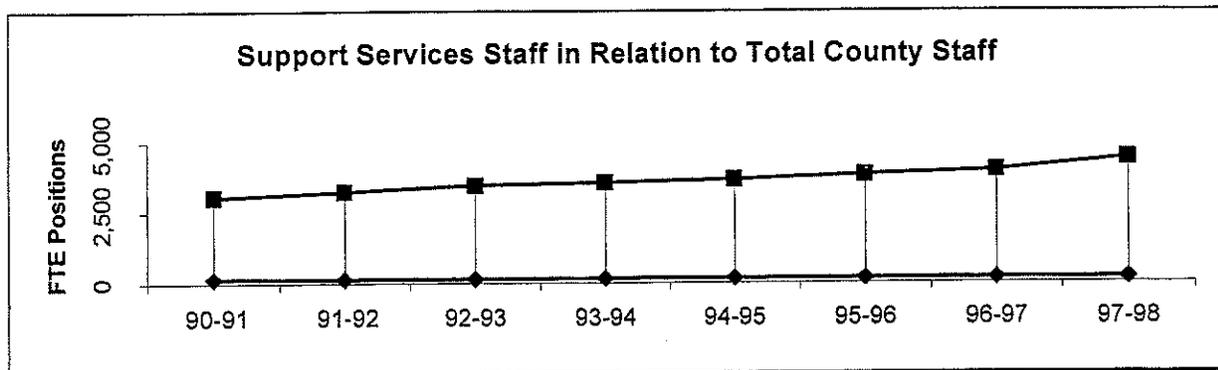
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Performance Trends

Support Services Staffing Compared to County Staffing

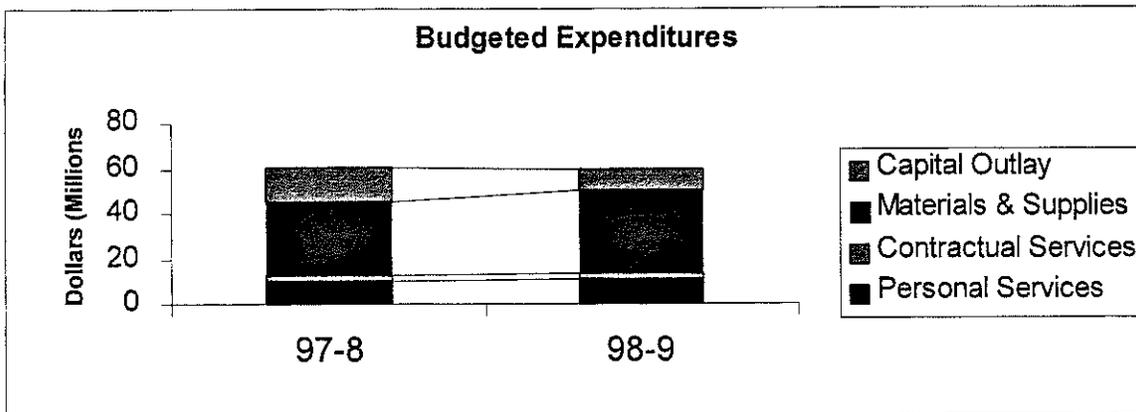
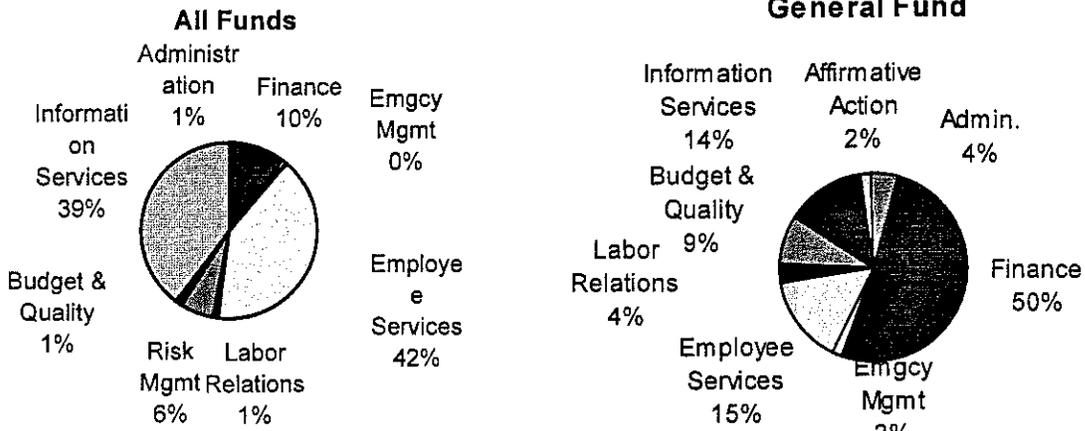
	90-91	91-92	92-93	93-94	94-95	95-96	96-97	97-98
Director	7.5	0.0	0.0	0.0	0.0	0.0	7.5	8.0
Finance	39.4	47.3	48.9	50.5	49.7	52.0	52.5	53.0
Employee Sv.	18.3	18.5	19.9	20.5	19.9	22.0	18.0	21.5
Labor Rel.	3.6	3.5	3.5	3.5	4.1	3.5	3.0	3.0
Risk Mgt.	4.5	4.0	3.4	6.0	6.9	4.0	5.0	5.0
Bud & Qual.	9.9	8.3	8.7	9.0	9.6	11.0	11.0	8.0
Aff. Action	1.2	2.0	2.6	3.0	3.1	3.5	3.5	3.0
Emerg. Mgt.	3.3	3.5	2.7	3.0	3.1	3.0	3.0	3.0
Inform. Svcs.	61.9	58.0	57.0	66.0	64.0	68.0	67.0	72.0
Total	149.6	145.1	146.7	161.5	160.4	167.0	170.5	176.5
County FTE	2,905	3,095	3,313	3,403	3,498	3,660	3,806	4,235
Percent	5.1%	4.7%	4.4%	4.7%	4.6%	4.6%	4.5%	4.2%

Actual Full Time Equivalentents used through 1994-97, Adopted FTE used for 1997-98.



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Expenditure Graphs



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Budget Trends

	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	160.44	170.50	176.50	189.50	13.00
Personal Services	\$11,178,658	\$10,202,682	\$10,471,523	\$11,119,648	\$648,125
Contractual Services	2,976,202	2,580,742	2,677,534	3,668,686	991,152
Materials & Supplies	26,008,650	32,033,186	31,039,081	35,990,492	4,951,411
Capital Outlay	<u>2,113,285</u>	<u>15,393,363</u>	<u>15,404,480</u>	<u>10,197,410</u>	<u>(5,207,070)</u>
Total Costs	\$42,276,795	\$60,209,973	\$59,592,618	\$60,976,236	\$1,383,618
Program Revenues	\$32,784,540	\$52,463,530	\$49,712,003	\$50,415,492	\$703,489
General Fund Support	\$9,492,255	\$7,746,443	\$9,880,615	\$10,560,744	\$680,129

Costs by Division

	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Dept Administration	\$478,073	\$536,217	\$547,735	\$587,608	\$39,873
Finance	5,262,686	5,164,870	5,239,810	5,722,390	482,580
Employee Services	19,933,814	21,343,485	21,407,487	25,378,635	3,971,148
Labor Relations	276,283	307,000	322,854	397,910	75,056
Risk Management	3,427,055	3,557,704	3,737,615	3,788,084	50,469
Budget & Quality	790,893	660,635	684,207	1,109,350	425,143
Affirmative Action	224,901	206,000	206,493	205,167	(1,326)
Emgcy Management	248,208	228,236	235,664	272,483	36,819
Information Services	<u>11,634,882</u>	<u>28,205,826</u>	<u>27,210,753</u>	<u>23,514,609</u>	<u>(3,696,144)</u>
Total Costs	\$42,276,795	\$60,209,973	\$59,592,618	\$60,976,236	\$1,383,618

Staffing by Division

	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Dept Administration	6.10	8.00	8.00	7.00	-1.00
Finance	50.93	51.00	53.00	55.50	2.50
Employee Services	18.04	20.00	21.50	26.00	4.50
Labor Relations	2.98	3.00	3.00	4.00	1.00
Risk Management	5.88	5.00	5.00	6.00	1.00
Budget & Quality	9.92	8.00	8.00	11.00	3.00
Affirmative Action	3.61	3.00	3.00	3.00	0.00
Emgcy Management	3.00	3.00	3.00	3.00	0.00
Information Services	<u>60.01</u>	<u>69.50</u>	<u>72.00</u>	<u>74.00</u>	<u>2.00</u>
Total Staffing FTE's	160.44	170.50	176.50	189.50	13.00

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Issues

1.) Reengineering of the Human Resources Function

One of the RESULTS goals is to align human resource systems to promote high employee involvement and productivity. Some of the objectives have been met. We have explored new labor relations strategies such as interest based bargaining, and we have invested in training for quality and use of technology to improve our efficiency. We need now to make the critical connections between our Human Resources functions and the effectiveness of our workforce and develop the strategies for managing our human resources that will carry us into the next decade.

Good decisions for Multnomah County come not just from good information, but from an excellent well-trained workforce. To achieve this, we need to assure that our human resource infrastructure provides the necessary organizational development and support tools.

A group representing major departments and chaired by Support Services was commissioned for the task of rethinking and reengineering the human resource service delivery system. The first work of the committee was linked directly to the impact of Measure 47/50 with products such as a retirement incentive program and countywide coordination of layoff and assistance to displaced employees. It was followed by a broader effort to identify the problems in the existing system and rethink the balance between central support and departmental operations. The committee reviewed the key functions of Multnomah County's human resource program including personnel services, employee benefits and labor relations to identify how to best align key functions. The changes recommended reflect the County's management vision and commitment to RESULTS.

Major problems with the existing system identified included:

- Lack of clarity on role and responsibility for major human resources functions
- Lack of clear, focused accountability for the performance of human resource functions
- Recruitment processes perceived as not producing quality outcomes
- Lack of clear and accessible policy
- Lack of strategic planning and organizational development support
- Lack of management support in dealing with routine problems of employees
- Lack of capacity to address classification and compensation issues,
- Lack of development of state of the art personnel systems and best practices

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The policy vision for alignment can be simply stated: *There should be a balance of responsibilities between the agencies and central services that assures the best use of resources and expertise and produces the best management of the County's human resources:*

Agencies are held responsible for the results of county programs and to enhance their ability to manage: they should be delegated key portions of the human resources program under central policies and procedures. Under this proposal, agencies will:

- assume primary responsibility for recruitment and selection;
- enhance their ability to offer support to management and employees;
- become active participants in the development of policies and procedures and coordination of the human resource functions.

The Department of Support Services central unit should maintain primary responsibility in areas where consistency, policy oversight and cost effectiveness are critical. These include:

- countywide policy and procedure development and training;
- maintenance and development of the classification and compensation plan for the county;
- technical consultation and assistance;
- proactive development of state of the art systems and best practices;
- centralized coordination of County-wide human resource programs;
- monitoring and evaluating the county's human resource program;
- workforce planning and development.

Active partnership and collaborative sharing in development of human resource policies and strategies for the county is the vision. Values for the collaboration include:

- Maintenance of the principles of the merit system and assurance that laws, ordinances, procedures and bargaining contracts are enforced;
- Continued support for the County's affirmative action principles and goals;
- Support and enhancement of the County's role as employer;
- Collaborative and collegial operations to meet customer needs.

Board Action:

The Adopted Budget includes funding and personnel to initiate the reengineering described above. Departments have been instructed to begin accepting primary responsibility for recruitment within their constraint targets for 1998-99. The central Employee Services Division will be redesigned to address the key needs identified in cooperation with department staff. The Department of Support Services will work to assure the system support needed for implementation will be in next year's budget.

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Oregon Quality Assessment

1997-98 Review

The key action areas for the Department from the OQA assessment were improved communication and broader implementation of quality and customer service strategies. The Director continued to focus on team building and communication strategies for the Department. The Director initiated DSS RESULTS and DSS Diversity Steering Committees to further the communication, customer service, and enhanced quality. A strong focus on formalizing the Process Improvement Team process through the DSS RESULTS Steering Committee was a key part of making these improvements. Plans which were implemented or are in the process of implementation:

- Improve communication to all employees and extend vision and values to line staff
- Develop a DSS Strategic Plan
- Conduct and review with staff a department-wide employee survey using the RESULTS and Diversity committees

1998-99 Focus

The key action areas of the Department for the next year will be to implement the results of the Strategic Planning exercise and the recommendations resulting from the employee survey conducted in the Fall of 1997.

The Director will continue the efforts of the RESULTS and Diversity committees as well as to utilize the human resource professionals to address the training, workplace, and career development issues of the department.

DSS and Countywide OQA Themes

Building and maintaining workforce excellence is a key issue for the county. This has led to the formation of a Countywide Human Resources Committee. This committee serves as a focal point for addressing the human resource systems issues identified in the OQA Assessment through its own problem diagnosis process. To be successful in this effort, ownership must be across the board, so the use of a broad-based committee with DSS staff support and leadership is the most appropriate strategy.

The development of a strategy for workforce development and management for the organization as a whole and the implementation of necessary changes will be the second key area of DSS activity resulting from the OQA Assessment.

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Budget Highlights

This budget focuses on maintenance of those services, which are critical to the county's operations, realigns human resources services and allows continued progress in information technology and RESULTS.

Scope of Services

- The Central Personnel functions and staff are realigned to correspond with the reengineering of the human resource functions across the County.
- A strong training program is retained including continued commitment to RESULTS and information technology training programs. The two programs are consolidated in the Employee Services Division
- Information Services will be replacing its automated tape mounting machines and adding software for automatic job restart and Job Control Language (JCL) checking.
- Microsoft Exchange will continue to be rolled out to the Departments as the replacement for Microsoft Mail with two additional analysts.
- A labor relations technician is added to that division to reduce much of the routine workload from the three professionals, and assist in revamping the division's records.
- The Benefits program gains an analyst to provide more timely services to employees, former employees, and retirees.
- The Word Processing program in the Director's office is discontinued, with the personnel transferred to Personnel to assist with the new functions and information requirements there.
- Two purchasing specialists and a part time clerical support person will be added to Finance to assist with the purchasing related to capital bond issues.
- An additional technician has been added to maintain the Local Area Network for DSS, County Council, the Chair and Commissioner's offices and the Auditor and to assist in making sure systems are Year 2000 compliant.
- An additional programmer/analyst has been added to support the financial accounting and reporting, payroll, and human resources systems.
- Professional services funds are allocated for assist in the rapid deployment of and training for Advantage, the newest release of the financial and accounting system of the County

Description

The mission of the Department Administration Division is to create an efficient alignment of DSS responsibilities while ensuring effective, cooperative working relationships with the County Chair, County Commissioners, County Departments, and external customers. This section is responsible for managing the central functions of the Department of Support Services and coordinating activities of all the department's divisions. The Division's services also include information management services for the County programs/offices in the Portland Building.

With completion of the departments' Strategic Plan, the Director's Office will assume more responsibility for coordination of implementation of that plan and for assuring that the DSS Divisions meet the expectations of the RESULTS roadmap.

Action Plans

- Continue to work with the Human Resources Committee to improve the County's human resources services. The priority needs have been identified and reengineering initiated to restructure responses to the County's needs for a quality workforce now and in the future.
- Continue to work with ISD and Operating Council to improve the funding mechanism for ISD to recover costs from users and to work to improve planning for technology to assure that it responds to the program and business needs of the organization.
- Continue efforts to create a more coordinated team within the Department of Support Services. Focus on ways to include employees throughout the Department in improving services and improve Department wide communication of issues.
- Improve department procedures and make them more accessible to customers by on-line access. This will include taking a leadership role in developing means for County employees to use the Intranet for business transaction and resource purposes.
- Assist in development of procedures for use of the special project evaluation review funds.
- Continue work with DSS managers and county departments to improve central information systems for financial and human resources support.
- Continue to work with policy leaders and DSS staff on issues associated with City-County consolidation and improved collaboration.

Significant Changes - Revenue

No significant changes

Significant Changes-Expenditures

	<u>FTE's</u>	<u>Amount</u>
Increase Professional Services/HR Reengineering		\$41,000
Additional Technical Support - Data Technician	1.00	50,000
Transfer Personnel and Functions to Employee Services Division	(2.00)	(91,811)
Carryover Costs Associated w/ Design of MINT		26,000

Department Administration

Dept. of Support Services

Budget Trends

	1996-97 <u>Actual</u>	1997-98 Current <u>Estimate</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	6.10	8.00	8.00	7.00	(1.00)
Personal Services	\$326,256	\$438,339	\$446,226	\$418,016	(\$28,210)
Contractual Services	18,854	42,130	34,629	62,330	27,701
Materials & Supplies	81,771	55,182	61,880	102,262	40,382
Capital Outlay	<u>51,192</u>	566	<u>5,000</u>	<u>5,000</u>	<u>0</u>
Total Costs	\$478,073	\$536,217	\$547,735	\$587,608	\$39,873
Program Revenues	\$0	\$0	\$72,047	\$144,158	\$72,111
General Fund Support	\$478,073	\$536,217	\$475,688	\$443,450	(\$32,238)

Costs by Program

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Director's Office	\$204,972	\$252,399	\$335,849	\$83,450
Information Technology	209,796	203,525	251,759	48,234
Word Processing	<u>63,305</u>	<u>91,811</u>	<u>0</u>	<u>(91,811)</u>
Total Costs	\$478,073	\$547,735	\$587,608	\$39,873

Staffing by Program

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Director's Office	1.94	3.00	3.00	(0.00)
Information Technology	2.67	3.00	4.00	1.00
Word Processing	<u>1.49</u>	<u>2.00</u>	<u>0.00</u>	<u>(2.00)</u>
Total Staffing FTE's	6.10	8.00	7.00	(1.00)

Director's Office

Department Administration

Dept. of Support Services

Description

The mission of the Director's Office is to provide a central focus to the activities of the divisions of the Department of Support Services. The Director's Office is responsible for providing overall management and coordination to the Department, and to serve as an interface with the department's internal and external customers.

Budget Overview

	1996-97	1997-98	1998-99	
	Actual	Adopted	Adopted	Difference
		Budget	Budget	
Staffing FTE	1.94	3.00	3.00	(0.00)
Program Costs	\$204,972	\$252,399	\$335,849	\$83,450

Significant Changes-Expenditures

	Amount
Increase Professional Services/HR Reengineering	\$41,000
Carryover Costs Associated w/ Development of MINT	26,000

Information Management

Description

Information Management provides information systems support for Support Services, Non-Departmental and Elected Officials in the Portland Building. The program is responsible for planning, implementation and maintenance of computer hardware and software associated with the local area network. These services include desktop personal computer end-user support, LAN administration, and database design, implementation, and administration.

Budget Overview

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	2.67	3.00	4.00	1.00
Program Costs	\$209,796	\$203,525	\$251,759	\$48,234

Significant Changes-Expenditures

	<u>FTE's</u>	<u>Amount</u>
Additional Technical Support - Data Technician	1.00	\$50,000

Word Processing

Department Administration

Dept. of Support Services

Description

Word Processing previously provided information processing services for all Support Services staff. However, the Employee Services division used most of the resource. With the reengineering of the Personnel functions and the availability of sophisticated software packages for presentation to the end users, there was no longer a need for a stand alone word processing function. The personnel are being transferred to Employee Services Division.

Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	1.49	2.00	0.00	(2.00)
Program Costs	\$63,305	\$91,811	\$0	(\$91,811)

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Customer service average rating	4.41	4.42	4.88	4.2	4.9	N/A
Percent of rush orders completed within 4 hours	98%	98%	98%	98%	98%	N/A
Document count per Word Processing Operator	2,193	2,247	1,906	2,300	2,000	N/A

Significant Changes-Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer Personnel and Functions to Employee Services Division	(2.00)	(\$91,811)

Description

The Affirmative Action Office plans, organizes and directs implementation strategies for the City/County. The Office also monitors the City/County progress in assuring social and representative equality; consults on human resources decisions in the area of diversity, recruitment, selection and promotional policies and procedures; interprets various civil rights rules, regulations, and procedures to department officers and employees; serves in a liaison capacity to various interest groups on diversity and civil rights; provides internal training resources on various EEO/AA related issues and provides internal investigation, mediation and conflict resolution options.

The City of Portland and Multnomah County share an Affirmative Action program to reduce duplication while assuring that each government conforms to regulatory requirements for monitoring, reporting, planning and implementing programs and strategies to provide creative solutions to work force and service program diversity. Affirmative Action is results oriented and is designed to be the least restrictive means of correcting any workforce deficiencies spotted by a technical utilization analysis; assisting the Training Officers in coordinating and providing training and educational opportunities regarding equal employment opportunity issues (Workforce 2000, sexual harassment, Americans with Disabilities, etc.); and offering informal counseling and consultation to managers and employees on interpreting and resolving equal employment opportunity issues.

The critical test of affirmative action is whether the value of social equity has penetrated the core personnel and operational functions of the organization. Local program discretion regarding the implementation of an affirmative action program is governed by Presidential Executive Order 11246 (30 FR 12319), September 29, 1965; Office of Federal Contract Compliance Programs regulation (41 CFR Chapter 60); and various state and local government policies and courts' ongoing decisions on EEO/Affirmative Action issues.

Action Plans

- Collaborate with the Employee Services Division on conducting semi-annual exit surveys designed to measure employee's opinions and attitudes on terminating employment.
- Actively recruit from "underutilized groups", on an ongoing basis for open County positions (report progress annually).
- Maintain the Criterion Affirmative Action Monitoring System (CAAMS) to provide quarterly monitoring reports, and annual affirmative action statistical information designed to measure the effectiveness of the program.
- Review and report quarterly ADA Transition Plan Compliance (report to include total number of facilities needing modification vs. the number of facility projects started and completed).
- Design, develop and implement mediation/conflict resolution processes for dispute resolution. (Measure the effectiveness of this model vs. informal complaints procedures by June, 1997.)

Significant Changes - Revenue

No significant changes

Significant Changes - Expenditure

No significant changes

Affirmative Action

Dept. of Support Services

Budget Trends

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	3.61	3.00	3.00	3.00	0.00
Personal Services	\$206,466	\$187,000	\$186,898	\$187,470	\$572
Contractual Services	10,000	1,000	1,544	1,044	(500)
Materials & Supplies	8,435	18,000	18,051	16,653	(1,398)
Capital Outlay	0	0	0	0	0
Total Costs	\$224,901	\$206,000	\$206,493	\$205,167	(\$1,326)
Program Revenues	\$0	\$0	\$0	\$0	\$0
General Fund Support	\$224,901	\$206,000	\$206,493	\$205,167	(\$1,326)

Costs by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Affirmative Action	<u>\$224,901</u>	<u>\$206,493</u>	<u>\$205,167</u>	<u>(\$1,326)</u>
Total Costs	\$224,901	\$206,493	\$205,167	(\$1,326)

Staffing by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Affirmative Action	<u>3.61</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
Total Staffing FTE's	3.61	3.00	3.00	0.00

Key Results

	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projected</u>
Minority employees as percent of Portland MSA availability	98%	97%	109.8%	98.6%	99.5%	100%
Females in protected services category as percent of workforce availability	93%	93.8%	74.4%	95%	94%	96%
Percent of affirmative action plan implemented to date	85%	80%	85%	95%	90%	100%

Description

The purpose of the Budget and Quality Division is to protect the long-term financial stability of the County and to provide a source of internal consulting in the areas of analysis and total quality management. The Budget and Quality Office is responsible for designing and coordinating budget processes, for financial forecasting, for supporting evaluation efforts throughout the County, and for assisting the departments in their RESULTS campaign efforts.

Action Plans

- Work to establish a more formal mechanism for fiscal review of Board agenda items.
- Continue the development of the budget development system, increase its flexibility and ease of use for departments, and substitute it for the paper-based budget modification process.
- Evaluation of alcohol and drug programs.
- Full review of fees in selected departments.

Significant Changes - Revenue

No significant changes

Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Add Evaluation section to enhance capacity for program measurement and analysis across departments and within departments	2.00	\$208,000
Add Evaluation Specialist – A&D Issues	1.00	75,000
Carryover Evaluation Contracts		150,000

Budget & Quality

Dept. of Support Services

Budget Trends

	1996-97 <u>Actual</u>	1997-98 Current <u>Estimate</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	9.92	8.00	8.00	11.00	3.00
Personal Services	\$636,481	\$517,250	\$532,259	\$683,311	\$151,052
Contractual Services	10,467	6,540	6,540	262,202	255,662
Materials & Supplies	143,945	136,845	145,408	163,837	18,429
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$790,893	\$660,635	\$684,207	\$1,109,350	\$425,143
Program Revenues	\$344	\$0	\$0	\$150,000	\$150,000
General Fund Support	\$790,549	\$660,635	\$684,207	\$959,350	\$275,143

Costs by Program

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Budget	\$790,893	\$684,207	\$609,257	(\$74,950)
Evaluation	<u>0</u>	<u>0</u>	<u>500,093</u>	<u>500,093</u>
Total Costs	\$790,893	\$684,207	\$1,109,350	\$425,143

Staffing by Program

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Budget	9.92	8.00	7.00	(1.00)
Evaluation	<u>0.00</u>	<u>0.00</u>	<u>4.00</u>	<u>4.00</u>
Total Staffing FTE's	9.92	8.00	11.00	3.00

Budget

Description

The purpose of the Budget section is to maintain legal compliance in budget processes and provide the Board, Chair, and departments with financial information and other analysis. It is responsible for the annual budget process, for assisting departments in preparing and administering their budgets, for financial forecasting, and for program and financial analysis. It estimates current and future years spending and revenues, prepares legal budget documents, analyzes issues that come before the Board, acts as liaison between the Board's policies and the administration, shares responsibility with the Evaluation section for the Key Results database, and assists departments with fiscal and program analysis.

Budget preparation involves roughly 350 employees. Many budget processes are constrained by the sections of ORS 294 known as the Local Budget Law, including: deadlines for completion of budgets, hearings before the Tax Supervising and Conservation Commission, and the contents of the summary and detailed estimate sheets.

Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	9.92	8.00	7.00	(1.00)
Program Costs	\$790,893	\$684,207	\$609,257	(\$74,950)

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Accuracy of revenue projection (+ means collect more than we project)	+3.49%	+2.56%	+1.58%	+-2.0%	+-2.0%	+-2.0%
Accuracy of expenditure projection (- means spend less than we project)	-.05%	-1.25%	-3.22%	+-2.0%	+-2.0%	+-2.0%

Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Transferred Principal Analyst to Evaluation	(1.00)	(\$74,135)
Transferred Building Management Charges to Evaluation		(16,271)
Carryover Evaluation Contract		35,000

Evaluation

Description

The purpose of this program is to improve and enhance the evaluation capacity of all County departments. It is responsible for assisting departments in setting up and maintaining program evaluation and reporting systems, coordinating and performing evaluation that crosses departmental lines, and reporting on program performance for the County as a whole. It maintains and reports the Key Results of County organizations, trains and assists departmental personnel in collecting and analyzing performance measures, and arranges for and pays for specific external evaluations and consulting as directed by the Board.

The County is in its fifth year of moving toward program / performance budgeting and of measuring the success of all programs in meeting their objectives. The level of information being collected is still inconsistent across County organizations and the information collected is still not used consistently.

This program was established in December 1997 with the addition of two staff and the transfer of the Principal Analyst dedicated to Evaluation from the Budget section.

Budget Overview

	<u>1996-97 Actual</u>	<u>1997-98 Adopted Budget</u>	<u>1998-99 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	4.00	4.00
Program Costs	\$0	\$0	\$500,093	\$500,093

Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Added Two Program Evaluation Specialists	2.00	\$110,796
Transferred Principal Analyst From Budget	1.00	74,135
Transferred Building Management Charges From Budget		16,271
Added Materials and Supplies for New Staff		13,858
Added Contractual Support for External Consulting		95,752
Add Another Evaluation Specialist – A&D Issues	1.00	75,000
Carryover Evaluation Contracts		115,000

Description

The mission of the Labor Relations Division is to effectively negotiate and administer the County's collective bargaining agreements. The Division is currently responsible for nine collective bargaining agreements. Tasks performed include technical contractual research, contract drafting, negotiations, contract interpretation, grievance handling, and interest and grievance arbitration. The program is designed to meet the legal requirements of the Public Employee Collective Bargaining Act to engage in good faith bargaining with the County's Collective Bargaining Agents and to comply with the terms of the resulting agreements. The program also functions as an integral part of the County's broader human resource management structure. Particular emphasis is placed on labor-management cooperation in efforts to continuously improve service quality while ensuring that the County remains an excellent place to work.

Action Plans

Negotiate or conclude negotiations and execute collective bargaining agreements with:

- Local 88, AFSCME (general employees and juvenile custody specialist units)
- Brotherhood of Painters and Allied Trades, Council 55
- Oregon Nurses Association
- International Brotherhood of Electrical Workers, Local 48
- Multnomah County Corrections Officers Association
- International Union of Operating Engineers, Local 701
- Multnomah County Deputy Sheriffs Association

For any agreements executed prior to March 1, 1999, conduct training for managers and supervisors regarding requirements of new contracts.

Commence and conclude the first phase of a microfilming project intended to better organize the division's records system. The records in this system include some which describe the history of county policy development on certain employment related subjects, and usually shed light on disputes concerning the meaning, interpretation, or application of existing agreements.

The division's efforts to develop a cooperative framework for labor relations, combined with the County's broader RESULTS related efforts, has significantly increased time demands on division staff. The Technician position will provide technical support to professional staff in the contract negotiations process including ensuring that the County's representatives in those negotiations have adequate research data and analysis on which to base decisions and that an accurate negotiations history is maintained for future dispute resolution.

Significant Changes - Revenue

No Significant Changes

Significant Changes – Expenditures

Addition of Labor Relations Technician

Eliminate Temporary Position

Carryover Costs Associated w/ Ongoing Negotiations

<u>FTE's</u>	<u>Amount</u>
1.00	\$43,200
	(20,111)
	21,800

Labor Relations

Dept. of Support Services

Budget Trends

	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	2.98	3.00	3.00	4.00	1.00
Personal Services	\$230,923	\$242,000	\$258,922	\$309,003	\$50,081
Contractual Services	5,285	14,000	23,000	29,500	6,500
Materials & Supplies	40,075	51,000	40,932	59,407	18,475
Capital Outlay	0	0	0	0	0
Total Costs	\$276,283	\$307,000	\$322,854	\$397,910	\$75,056
Program Revenues	\$65	\$0	\$0	\$29,800	\$29,800
General Fund Support	\$276,218	\$307,000	\$322,854	\$368,110	\$45,256

Costs by Program

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Labor Relations	\$276,283	\$322,854	\$397,910	\$75,056
Total Costs	\$276,283	\$322,854	\$397,910	\$75,056

Staffing by Program

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Labor Relations	2.98	3.00	4.00	1.00
Total Staffing FTE's	2.98	3.00	4.00	1.00

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
Percent change in ratio of Represented employees from base of 1988 with professional FTE's	124%	171%	175%	167%	178%	134%*

* Reflects addition of Labor Relations Technician.

Emergency Management

Dept. of Support Services

Description

The Office of Emergency Management is responsible for the organization, administration, and operation of the emergency management program for the County. This program coordinates the performance of essential and emergency services for the public's benefit prior to, during, and following an emergency situation. The Office performs activities necessary to provide, support, and maintain an emergency services system to prevent or reduce the impact of emergency conditions. These activities include: coordinated development of plans, procedures, and policies; fiscal management; maintenance of an emergency operations facility; coordination with other emergency management agencies and other organizations; providing coordinated communications; an alert and notification network; a public information and education system; training and implementation of an incident command structure for coordinated response and recovery; and the development and implementation of exercises. This Office is established under ORS 401.305. The Office also provides support to the joint Multnomah County/Gresham Oregon Hazardous Materials Response Team #3.

The Office of Emergency Management continues to participate as a member of the Regional Emergency Management Technical Committee. This Committee develops a yearly work plan made up of emergency management items of a regional nature such as the Emergency Alert System, (EAS). The Committee meets on a monthly basis to share information and ideas among emergency management agencies from Clackamas, Multnomah and Washington Counties, Clark County Washington, and cities within those counties.

The Office of Emergency Management is participating in the consolidation of the three separate offices of emergency management within the County into one regional agency. The consolidation started with the temporary relocation of the County Office of Emergency Management to facilities located at the City of Gresham. It is anticipated that the consolidation will be totally implemented by the end of fiscal year 1999-00.

Action Plans

- Meet State guidelines for preparing Multnomah County departments to respond to and recover from a major emergency.
- Prepare the community to deal with emergencies by promoting on-going self-help programs and public education information.
- Participate in regional emergency management activities to include planning to deal with emergencies that cross County boundaries.
- In conjunction with the cities of Portland and Gresham, continue implementation of the emergency management consolidation intergovernmental agreement.

Significant Changes – Revenue

Add'l State Fire Marshal Revenue

Amount

\$28,868

Significant Changes – Expenditures

Increase Reimbursable Expenses

Amount

\$28,868

Emergency Management

Dept. of Support Services

<u>Budget Trends</u>	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	3.00	3.00	3.00	3.00	0.00
Personal Services	\$156,207	\$166,000	\$164,387	\$171,660	\$7,273
Contractual Services	35,549	18,227	21,000	22,047	1,047
Materials & Supplies	50,926	44,009	50,277	78,776	28,499
Capital Outlay	<u>5,526</u>	0	0	0	0
Total Costs	\$248,208	\$228,236	\$235,664	\$272,483	\$36,819
Program Revenues	\$130,477	\$0	\$87,000	\$115,868	\$28,868
General Fund Support	\$117,731	\$228,236	\$148,664	\$156,615	\$7,951

<u>Costs by Program</u>	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Emgcy Management	<u>\$248,208</u>	<u>\$235,664</u>	<u>\$272,483</u>	<u>\$36,819</u>
Total Costs	\$248,208	\$235,664	\$272,483	\$36,819

<u>Staffing by Program</u>	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Emgcy Management	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
Total Staffing FTE's	3.00	3.00	3.00	0.00

<u>Key Results</u>	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projected</u>
# of planning guidelines completed annually	6	11	10	14	8	N/A
Intro to Incident Command System training attendance as a percent of ideal seating capacity	105%	111%	126%	100%	110%	100%
# exercises or exercise credits	1	2	2	1	1	1
# Emgy Prep presentations	N/A	N/A	N/A	N/A	10	20

Description

The Finance Division is responsible for providing central financial functions in an accurate and timely manner, paying the County's bills, maintaining and recording accounting transactions, collecting all money due in a timely manner, managing cash, the investment portfolio and debt issues, issuing payroll checks and providing required reports to all internal and external users, and ensuring that fiduciary money is safeguarded.

The Division manages the contract process, surplus property and Central Stores function for the County. The division procures goods and services for all departments/offices, makes payments to vendors, bills and collects for services, prepares grant and monthly financial reports, produces and publishes the Comprehensive Annual Financial Report (CAFR), develops and maintains financial internal control policies and procedures, ensures adherence to all federal and IRS regulations, state statutes and County resolutions and orders. The Finance Division trains and provides support in all areas of fiduciary responsibility, including financial services, cash handling, time entry and employee information; and actively seeks ways in which efficiencies can be implemented throughout the County.

Action Plans

- By June 30, 1999, The Local Government Financial System (LGFS) will be running on Advantage Version 2.0 which uses Windows desktop applications.
- By June 30, 1999, Contracts Administration will have two years data to support progress made on M/WBE, ESB purchasing changes, including the sheltered market program.
- By June 30, 1999, all critical financial systems will be year 2000 compliant.
- By June 30, 1999, monthly financial reports will be available on-line or via compact discs.

Significant Changes – Revenue

No significant changes

Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
Facilities Management Service Reimbursement Charges		\$30,900
Data Processing Service Reimbursement Charge-LGFS		265,000
Additional Programmer Analyst-Data Processing Charges		59,601
Facilities Management Service Reimbursement Charges		8,900
Data Processing Service Reimbursement Charges		(103,000)
Purchasing Specialist 1 (COP/Bond Proceeds Supported)	1.00	52,000
Purchasing Specialist 2 (COP/Bond Proceeds Supported)	1.00	52,000
Facilities Management Service Reimbursement Charges		43,400
Office Assistant 2 COP/Bond Funded Position	0.50	19,000

Finance

Dept. of Support Services

Budget Trends

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	50.93	51.00	53.00	55.50	2.50
Personal Services	\$2,526,785	\$2,600,270	\$2,675,270	\$2,798,886	\$123,616
Contractual Services	234,972	347,600	347,540	366,842	19,302
Materials & Supplies	2,478,879	2,217,000	2,217,000	2,556,662	339,662
Capital Outlay	<u>22,050</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$5,262,686	\$5,164,870	\$5,239,810	\$5,722,390	\$482,580
Program Revenues	\$348,115	\$425,000	\$370,862	\$535,389	\$164,527
General Fund Support	\$4,914,571	\$4,739,870	\$4,868,948	\$5,187,001	\$318,053

Costs by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Director's Office	\$2,205,532	\$1,929,127	\$2,256,369	\$327,242
Accounting	870,340	943,784	974,516	30,732
Treasury	408,518	400,352	405,105	4,753
Payroll	338,043	334,661	337,033	2,372
Purchasing	757,233	800,479	824,879	24,400
Materials Mgmt	440,419	454,789	524,642	69,853
Contracts Admin	<u>242,601</u>	<u>376,618</u>	<u>399,846</u>	<u>23,228</u>
Total Costs	\$5,262,686	\$5,239,810	\$5,722,390	\$482,580

Staffing by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Director's Office	2.89	3.50	3.50	0.00
Accounting	15.94	16.50	16.50	0.00
Treasury	5.16	5.00	5.00	0.00
Payroll	5.16	6.00	6.00	0.00
Purchasing	9.59	9.00	11.00	2.00
Materials Mgmt	8.91	9.00	9.00	0.00
Contracts Admin	<u>3.28</u>	<u>4.00</u>	<u>4.50</u>	<u>0.50</u>
Total Staffing FTE's	50.93	53.00	55.50	2.50

Finance Director's Office

Dept. of Support Services

Description

The Finance Director's Office provides professional financial services to all users, and provides functional and primary support that will enable and empower all sections reporting to the Finance Director. Finance Administration is responsible for Finance Division budget coordination; Finance contract approval; providing financial assistance to the Board of County Commissioners and all County departments; establish policy for financing capital acquisitions; and seeking and recommending effective intergovernmental relations in the areas of education, shared data bases and records, and reduction of duplication.

Budget Overview

	1996-97	1997-98	1998-99	
	Actual	Adopted	Adopted	Difference
		Budget	Budget	
Staffing FTE	2.89	3.50	3.50	0.00
Program Costs	\$2,205,532	\$1,929,127	\$2,256,369	\$327,242

Significant Changes-Expenditures

	Amount
Facilities Management Service Reimbursement Charges	\$30,900
Data Processing Service Reimbursement Charge-LGFS	265,000
Additional Programmer Analyst-Data Processing Charges	59,601

Accounting

Description

The mission of the Accounting Unit is to provide professional financial services and timely and accurate financial information to any potential user. The Accounting Unit is responsible for maintaining the County's accounting systems and financial records and administering the Library Retirement Plan. The Unit processes payments to vendors, bills for services, manages collections, prepares grant reports, monthly financial reports, the Indirect Cost Allocation Plan, and the Comprehensive Annual Financial Report (CAFR); maintains financial internal control policies and procedures; ensures that all financial laws and policies are adhered to; safeguards assets; and provides financial information in a form that meets user's needs. The Accounting Unit also provides accounting training, as well as financial systems training to users throughout the County.

The Accounting Unit processed 131,678 payment vouchers in FY 1996-97 compared to 128,434 in FY 1995-96, 61,926 journal vouchers in FY 1996-97 compared to 60,122 in FY 1995-96, and 6,799 cash receipts in FY 1996-97 compared to 6,601 in FY 1995-96.

Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	15.94	16.50	16.50	0.00
Program Costs	\$870,340	\$943,784	\$974,516	\$30,732

Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Number of audit adjustments	0	0	0	0	0	0
Percent of satisfied customers	96%	97.3%	100%	95%	95%	95%
Number of incidents of non-compliance with Audit of Oregon Municipalities minimum standards	14	14	1	5	1	5

Significant Changes – Expenditures

No significant changes

Treasury

Description

The mission of the Treasury Section is to provide professional centralized treasury management services to all County units, other governmental units and constituents. It is responsible for cash asset management, investment portfolio, financing capital acquisitions and on-going debt management, establishing and maintaining relationships with the financial community, administering Multnomah County Business Income Tax in partnership with the City of Portland, administering the Motor Vehicle Rental Tax, and providing mandated trust and fiduciary responsibilities.

Treasury is the repository for all cash transactions; safeguards cash assets; maximizes the return on investments; banking; maintains accurate financial systems; provides internal control policies and procedures for cash handling, including training for cash handlers throughout the County; provides accurate and timely financial information; and maintains records for arbitrage rebate calculations required by the Internal Revenue Service.

During FY 1996-97, Treasury processed \$6.3 billion in cash transactions managed an investment portfolio that averaged \$229 million while peaking at \$590 million during the November and December tax collection cycle, and issued \$119.7 million in various debt financings.

<u>Budget Overview</u>	1996-97	1997-98	1998-99	<u>Difference</u>
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	5.16	5.00	5.00	0.00
Program Costs	\$408,518	\$400,352	\$405,105	\$4,753

<u>Key Results</u>	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projected</u>
1) Annual return compared to the T-Bill Yield and State Pool Yield						
1) County	5.74%	5.79%	5.51%	6.00%	5.50%	5.00%
2) 90 Day T-Bill	5.37%	5.17%	5.12%	5.75%	5.25%	4.75%
3) State Pool (LGIP)	5.17%	5.75%	5.61%	6.00%	5.60%	5.25%
4) long-term Obligations Bond Rating	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1
5) short-term Note Rating	MIG1	MIG1	MIG1	MIG1	MIG1	MIG1

Significant Changes – Expenditures

No significant changes

Payroll

Description

Payroll's mission is to produce timely and accurate wage payments to all County employees, payroll tax employment reports to governing agencies, and informational reports and feedback to County departments and the public. Payroll is responsible for: maintaining the employee data base used to produce timely and accurate paychecks, reports, employment tax reporting, and payout of all deductions withheld from employee paychecks; maintaining high quality internal control policies and procedures; ensuring compliance with payroll-related federal and state laws and regulations; and carrying out the payroll-related provisions of union contracts, ordinances and policies. Payroll trains County timekeepers to facilitate a timely flow of accurate information about employees, and maintains the data base including PERS information and deductions, federal and state taxation, Section 125 Cafeteria plans and deferred compensation elections, salary adjustments, voluntary and involuntary deductions from pay, account coding, and position data.

Payroll maintains a data base containing information on nearly 8,000 permanent and temporary employees, produced over 111,000 payments to employees in FY 1996-97 compared to 114,000 in FY 1995-96, and in FY 1996-97 paid over \$160 million in gross wages compared to \$150 million in FY 1995-96.

Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	5.16	6.00	6.00	0.00
Program Costs	\$338,043	\$334,661	\$337,033	\$2,372

Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Percent of Satisfied Customers	98%	95.5%	100%	95%	100%	100%
Dollar amount of penalties	0	0	0	0	0	0
Number of penalties	0	0	0	0	0	0

Significant Changes – Expenditures

No significant changes

Purchasing

Description

The Purchasing Section's mission is to support the County's operations with an uninterrupted flow of materials and services procured without prejudice, obtaining the maximum value for each dollar of expenditure. Purchasing is responsible for competitively procuring equipment, materials and services, taking into consideration the best combination of price, quality and service. The Purchasing Section develops and maintains a broad vendor base from which to solicit competition, maximizing contracting opportunities for Minority/Women Business Enterprises, Emerging Small Business, and Qualified Rehabilitation Facilities, processes all purchase orders, quotes, bids and RFP's, performs analysis to determine if procedures can be improved, assists County users with information and training, and develops and implements policies and procedures to ensure that all applicable laws, ordinances, administrative rules and policies are adhered to. Local discretion is limited by ORS 279 and other applicable State Purchasing laws and contract conditions required by Federal and State funding sources.

<u>Budget Overview</u>	1996-97	1997-98	1998-99	<u>Difference</u>
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	9.59	9.00	11.00	2.00
Program Costs	\$757,233	\$800,479	\$824,879	\$24,400

<u>Key Results</u>	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projected</u>
Cost per dollar purchased	\$0.0065	\$0.0051	\$0.0045	\$0.0100	\$0.005	\$0.005
Percent of customers satisfied	80%	73.3%	75%	85%	80%	80%

<u>Significant Changes – Expenditures</u>	<u>FTEs</u>	<u>Amount</u>
Facilities Management Service Reimbursement Charges		\$8,900
Data Processing Service Reimbursement Charges		(103,000)
Purchasing Specialist 1 (COP/Bond Proceeds Supported)	1.00	52,000
Purchasing Specialist 2 (COP/Bond Proceeds Supported)	1.00	52,000

Materials Management

Description

Materials Management includes a variety of County programs that provide commonly used supplies and equipment to County and other governmental agencies. Inventory Control purchases standard stock food, office, medical, and janitorial supplies and equipment to maximize volume savings and convenience to County customers. Central Stores receives, warehouses and distributes all purchased standard stock items to assure accountability of inventory.

Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	8.91	9.00	9.00	0.00
Program Costs	\$440,419	\$454,789	\$524,642	\$69,853

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
Customer satisfaction with Materials Services	85.7%	97.1%	95.1%	95%	95%	95%

Significant Changes – Expenditures

Facilities Management Service Reimbursement Charges

Amount
\$43,400

Contracts Administration

Dept. of Support Services

Description

Contracts Administration's mission is to support the County's contracting operations. This section works with the community to maximize opportunities for Minority/Women and Emerging Small Business Enterprises and Qualified Rehabilitation Facilities. This section is responsible for: moving contracts through the approval process, tracking and maintaining contract files, providing reports on County-wide contracting activity, performing analysis to determine if procedures can be improved, assisting County users and Contractors with information and training, and developing and implementing policies and procedures to ensure that all applicable laws, ordinances, administrative rules and policies are adhered to.

Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	3.28	4.00	4.50	0.50
Program Costs	\$242,601	\$376,618	\$399,846	\$23,228

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Percent of satisfied customers	85%	76%	86.7%	90%	90%	95%
Percent of purchases from MBE/WBE contractors	5.6%	2.8%	4.7%	2%	3%	3%
Percent of contracts routed through purchasing within 5 business days	91%	94%	90%	95%	90%	90%

Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
Office Assistant 2 COP/Bond Funded Position	0.50	\$19,000

Employee Services

Dept. of Support Services

Description

The Employee Services Division provides managers, employees, and job applicants with professional human resource services that attract, retain, and develop an effective workforce that achieves the County's goals. The Division is responsible for delivery of professional services to all County managers and employees in the areas of personnel, training, and employee benefits.

Division services are designed to be in compliance with the norms of the human resource profession and government regulations. Increasing government regulation has caused, and is expected to continue causing greater complexity in our operations. The Division will align itself to support a major reengineering effort on service delivery functions between its Central Services section and Departments. The goal is to enhance the Department's ability to manage agency programs by delegating authority and responsibility of key portions of Central Services' deliverables to the Departments by using human resources practitioners at the point of contact in the departments. This will also strengthen the ability of Central Services to provide improved technical assistance and strategic direction for the year 2000 and beyond.

Action Plans

- Continue development of a comprehensive human resource (HR) plan.
- Continue implementing the exempt pay and performance management system, including establishment of accountability for all managers.
- Implement the training plan and programs to support the goals of the *RESULTS Roadmap*.
- Continue the process of reviewing and improving all divisional service delivery systems.
- A Human Resources policy analyst will develop and implement on-line Human Resource Policy Access.
- Central Service providers and departments will continue to support Affirmative Action principles and goals of the County.
- Central Service providers and departments will support and foster the County's role as employer.
- Central Service providers and departments served will operate collaboratively to meet the needs of the end user customer of transferred services.
- Central Service providers and departments will continue to act in a fashion congruent with the principles of the merit system, and to assure laws, ordinances, rules bargaining contracts and county policies related to transferred functions are enforced.
- Coordinate the countywide 1998 RESULTS assessment using the Oregon Quality Assessment (OQA) process.

Significant Changes – Revenue

No significant changes

Significant Changes-Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer Word Processing Function and Personnel	2.00	\$91,811
Transfer Computer Training From Information Services	1.00	304,500
Add Benefits Technician	1.00	71,500
Countywide OQA Project Manager (Limited Term)	1.00	76,125
Carryover Costs Associated w/ Development of "WIZARD" System		94,900

Employee Services

Dept. of Support Services

Budget Trends

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	18.04	20.00	21.50	26.00	4.50
Personal Services	\$2,899,838	\$1,136,346	\$1,251,290	\$1,457,780	\$206,490
Contractual Services	929,189	681,445	711,275	936,030	224,755
Materials & Supplies	16,096,695	19,483,934	19,402,132	22,981,825	3,579,693
Capital Outlay	<u>8,092</u>	<u>41,760</u>	<u>42,790</u>	<u>3,000</u>	<u>(39,790)</u>
Total Costs	\$19,933,814	\$21,343,485	\$21,407,487	\$25,378,635	\$3,971,148
Program Revenues	\$19,030,192	\$20,275,000	\$19,993,208	\$23,548,873	\$3,555,665
General Fund Support	\$903,622	\$1,068,485	\$1,414,279	\$1,829,762	\$415,483

Costs by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Personnel	\$1,314,460	\$1,308,808	\$1,402,654	\$93,846
Training	381,733	711,224	1,078,246	367,022
Health & Benefits	<u>18,194,126</u>	<u>19,387,455</u>	<u>22,897,735</u>	<u>3,510,280</u>
Total Costs	\$19,890,319	\$21,407,487	\$25,378,635	\$3,971,148

Staffing by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Personnel	10.60	11.50	13.50	2.00
Training	2.04	4.50	6.00	1.50
Health & Benefits	<u>5.40</u>	<u>5.50</u>	<u>6.50</u>	<u>1.00</u>
Total Staffing FTE's	18.04	21.50	26.00	4.50

Personnel

Description

Personnel Services transitions for the 98/99 budget year to an organization that provides policy and administrative experts to work in concert with Departmental human resource professionals who will be the "Point of Contact" experts. The Central Personnel Services program will be responsible for policy and procedure development and testing, proactive development of state of the art personnel systems, coordinating records management, classification systems, and compensation plans. Personnel Services will also monitor and evaluate County human resource programs. Prior to the reengineering of the human resource functions in spring, 1998, most of the Personnel Services effort was in recruiting and staffing activities.

Personnel Services will provide recruitment and staffing services for countywide positions, and for those within Support Services

Local discretion is limited by constantly increasing regulations, including federal and state law, administrative rules, case law, County Charter and ordinances, and labor contracts.

Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	10.60	11.50	13.50	2.00
Program Costs	\$1,314,460	\$1,308,808	\$1,402,654	\$93,846

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
Customer service rating	3.8	3.8	NA	3.8	NA	NA
Percent of eligible lists delivered within 4 weeks	48.2%	51.4%	56.5%	50%	NA	NA
Percent of minority applicants	24.4%	25.4%	27.2%	24%	27%	25%

Significant Changes-Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer Word Processing Personnel From Director's Office	2.00	\$91,811
Reduce Senior H/R Specialist	(1.00)	(71,000)
Add OA II	1.00	32,000
Professional Services for Special Projects		15,000
Additional Specialized Training		17,800
Facilities Management Charge Increase		26,000

Training

Description

The mission of the Countywide Training and Organizational Development Section is to encourage the advancement of organizational and individual performance by connecting innovative learning opportunities to the diverse needs of our customers and departments. The Training/OD Section provides consulting, training, leadership and organizational development to support individual, workgroup and organizational learning. In 1997-98, our services included a comprehensive RESULTS and team support program, management forums, diversity dialogues, a newly revised employee orientation program, over 450 computer software training classes, and the first stages of employee and management development curricula.

New services in 1998-99 will include a comprehensive management development curriculum, a broader diversity curriculum, and on-line training tutorials and performance support for managers and supervisors. The Training/OD section will continue to provide leadership in support of the Countywide RESULTS initiative. Significant new programs in employee and career development will be initiated to implement the DSS strategic emphasis on workforce development.

Additionally, in 1998 the section will help coordinate the countywide bi-annual RESULTS assessment with the addition of an Oregon Quality Assessment (OQA) project manager. Based on our countywide training assessment we will be increasing our computer training services by adding both more classroom sessions and on-line, Intranet based training. For administrative purposes, the Computer training budget was transferred from Information Services to this program.

Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	2.04	4.50	6.00	1.50
Program Costs	\$381,733	\$711,224	\$1,078,246	\$367,022

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
Student evaluation of Cultural Diversity course	4.1	3.97	4.17	4.2	4.2	4.5
Student evaluation of other courses	6.11	6.24	6.40	6.30	6.30	6.30
Service award timeliness	98%	100%	100%	100% 85%	100%	
Training capacity usage	83%	96%	87%	85%	75%	85%

Significant Changes-Expenditures

	<u>FTE's</u>	<u>Amount</u>
Computer Training Transferred From Information Services	1.00	\$304,500
Reduce .5 FTE Employee Services Specialist	(0.50)	(30,000)
Reduce Professional Services		(24,000)
Reduce Capital Expenditures		(37,000)
Countywide OQA Project Manager (Limited Term)	1.00	76,125
Carryover Costs Associated w/ Development of "WIZARD" System		94,900

Benefits & Health Promotion**Description**

The Employee Benefits and Health Promotion Section is responsible for the management of the benefit and wellness programs for eligible Multnomah County employees and their families. Included are medical/vision, dental, life, and disability insurance; the employee assistance program; childcare resource and referral; employee health promotion activities; and the child care and health care expense reimbursement plans. The Section also administers medical/vision, dental, and life insurance benefits for retirees. Staff develop and implement benefit plan design improvements and modifications; solicit stakeholder input and develop long term strategies; work with Labor Relations regarding benefit provisions in bargaining agreements; assure compliance with benefit laws; develop benefits policy and procedures; maintain benefit records and files; prepare and monitor service contracts with health plan and program providers; prepare employee education and benefit communication materials; and process insurance billings.

Benefit design and administration are subject to compliance with federal and state laws and regulations, as well as terms of County ordinances and labor agreements. The addition/revision of laws such as the Family and Medical Leave Act, the Health Insurance Portability and Accountability Act, COBRA (continuation coverage), and IRS code section 125 (governs the medical, dental, opt out programs) continue to increase complexities in this area and increase workload.

Additional staff of 1 FTE is being requested to meet the workload resulting from the increasing number of laws governing benefit plans and the complexity of legal compliance issues.

Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	5.40	5.50	6.50	1.00
Program Costs	\$18,194,126	\$19,387,455	\$22,897,735	\$3,510,280

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
Participation rate in Health Promotion programs	45.5%	45.2%	41%	40%	40%	42%
Customer service average rating	4.4	4.4	N/A	N/A	N/A	4.4
Cost as a percent of average government health plan cost	92.5%	82.0%	89.4%	93%	93%	95%
Cost as a percent of average responding employer health plan cost	99.4%	96.3%	99.7%	100%	102%	104%

Significant Changes-Expenditures

Add 1 FTE Benefits Specialist

<u>FTE's</u>	<u>Amount</u>
1.00	\$70,000

Risk Management

Dept. of Support Services

Description

The Risk Management Division's purpose is to protect the human, physical, and financial assets of the County. It is responsible for identification and evaluation of potential causes of loss; training, consultation, and policy and procedure recommendations to prevent losses; purchase of insurance (excluding that provided by the Employee Health and Benefits Program); and management of the County's self-insured workers' compensation and property insurance programs. It provides technical assistance and training in loss prevention, including health and safety assessments and liability loss prevention; manages the workers' compensation and return to work programs; determines the need for and negotiates insurance coverage and property appraisals; develops and implements County policies and procedures to reduce risk to County customers, employees, property and other assets; and administers programs to recover County losses.

State and federal laws on workers' safety, workers' compensation, self-insurance, employment and environmental protection limit the County's discretion. Insurance coverage may be limited by market conditions.

Action Plans

- Implement improvements to County's subrogation and liability loss prevention programs, in conjunction with County Counsel's Office by December 31, 1998.
- Participate in the implementation of human resource system improvements and clarify department and Risk Management responsibilities, especially for safety and workers' compensation programs, by December 31, 1998.
- Analyze, develop recommendations for and begin implementation of improvements to workers' compensation claims management processes by June 30, 1999.

Significant Changes - Revenue

No significant changes

Significant Changes-Expenditures

	<u>FTE's</u>	<u>Amount</u>
Addition of Loss Control Specialist	1.00	\$61,314
Bloodborne Pathogen Follow Up- Transferred to Health		(100,000)
Portion of Justice Center Premium		27,000
Special Insurance Premium for Hawthorne Bridge Project		75,000

Risk Management

Dept. of Support Services

Budget Trends

	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	5.88	5.00	5.00	6.00	1.00
Personal Services	\$384,719	\$424,963	\$431,757	\$499,457	\$67,700
Contractual Services	530,074	602,679	664,885	633,500	(31,385)
Materials & Supplies	2,500,185	2,480,287	2,583,198	2,647,627	64,429
Capital Outlay	<u>12,077</u>	<u>49,775</u>	<u>57,775</u>	<u>7,500</u>	<u>(50,275)</u>
Total Costs	\$3,427,055	\$3,557,704	\$3,737,615	\$3,788,084	\$50,469
Program Revenues	\$3,427,055	\$3,557,704	\$3,737,615	\$3,788,084	\$50,469
General Fund Support	\$0	\$0	\$0	\$0	\$0

Costs by Program

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Risk Management	<u>\$3,427,055</u>	<u>\$3,737,615</u>	<u>\$3,788,084</u>	<u>\$50,469</u>
Total Costs	\$3,427,055	\$3,737,615	\$3,788,084	\$50,469

Staffing by Program

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Risk Management	<u>5.88</u>	<u>5.00</u>	<u>6.00</u>	<u>1.00</u>
Total Staffing FTE's	5.88	5.00	6.00	1.00

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Original Projection</u>	1996-97 <u>Current Estimate</u>	1997-98 <u>Projected</u>
Frequency of workers' compensation claims per 100 FTEs	9.1	7.7	9.0	8.0	8.0
Number of work days lost annually per 100 FTEs	40	25	20	22	22
Quarterly Training Capacity Usage	78%	89%	80%	85%	85%

Information Services

Dept. of Support Services

Description

The mission of the Information Services Division is to improve the productivity of Multnomah County programs through the use of information technology. The division provides services including business process reengineering; analysis, design and implementation of new or replacement computer information systems; maintenance and enhancements; computer operation, technical services and data administration; network support for the County's wide area network and local area networks; analysis and design of telecommunications needs and coordination of changes to existing equipment, voice mail and other telecommunications services.

Information technology will be a key element in the implementation of the County's RESULTS Program. As the County moves to improve the quality of services it provides to its customers, it is essential that the necessary information technology be in place to provide information directly and quickly to those responsible for point of contact service delivery and quality improvements.

Action Plans

- Adopt policies recommended in the Strategic Plan for Information Technology (SPIT).
- Work with departments to implement departmental plans for information technology.
- Develop standards for databases to allow sharing and integration of data.
- Develop internet working technologies to improve access to county information

Significant Changes-Revenue

	<u>Amount</u>
Capital Projects - From DP Fund Beginning Working Capital	(\$142,000)
Certificate of Participation -Tape System replacement	570,000
GF Transfer – Initial Year COP Payment for Y2K	1,180,000
Eliminate GF Transfer for Computer Training & Infrastructure Costs	(580,600)

Significant Changes-Expenditures

	<u>FTEs</u>	<u>Amount</u>
Transfer Computer Training From Flat Fee to Employee Services	(1.00)	(\$304,500)
Add 1 FTE OA II for Information Service	1.00	31,875
Add 1 FTE Programmer Analyst Senior for Financial Systems	1.00	59,601
Add 1 FTE Data Processing Specialist 2	1.00	48,766
Cut 1 FTE Data Processing Specialist 1	(1.00)	(44,544)
Transfer GIS Specialist to Enviromental Services	(1.00)	(59,000)
Add 2 FTE WAN Specialists Senior. and Exchange Mail Hardware	2.00	327,000
Increase in Principal and Interest Payment for Y2K COP		1,180,000
Replace Tape System		583,000
Carryover Costs Associated w/ Y2K, Special Projects and Infrastructure		868,147
Carryover Consulting Costs/Strategic Planning		45,000
Carryover Costs Associated w/ Telephone System Upgrades		247,853

Information Services

Dept. of Support Services

Budget Trends

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	60.01	69.50	72.00	74.00	2.00
Personal Services	\$3,810,983	\$4,490,514	\$4,524,514	\$4,594,065	\$69,551
Contractual Services	1,201,812	867,121	867,121	1,355,191	488,070
Materials & Supplies	4,607,739	7,546,929	6,520,203	7,383,443	863,240
Capital Outlay	<u>2,014,348</u>	<u>15,301,262</u>	<u>15,298,915</u>	<u>10,181,910</u>	<u>(5,117,005)</u>
Total Costs	\$11,634,882	\$28,205,826	\$27,210,753	\$23,514,609	(\$3,696,144)
Program Revenues	\$9,848,292	\$28,205,826	\$25,451,271	\$22,103,320	(\$3,347,951)
General Fund Support	\$1,786,590	\$0	\$1,759,482	\$1,411,289	(\$348,193)

Costs by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Division Management	\$776,862	\$1,051,415	\$2,536,843	\$1,485,428
Apps Maintenance	1,245,283	1,454,462	1,460,913	6,451
Special Projects	368,062	5,690,286	1,564,540	(4,125,746)
Computer Operations	3,174,747	3,657,598	4,453,156	795,558
Network Services	1,085,947	1,200,920	1,747,529	546,609
Telecommunications	3,656,041	4,303,170	4,865,835	562,665
Infrastructure	<u>2,211,024</u>	<u>10,852,429</u>	<u>8,881,289</u>	<u>(1,971,140)</u>
Total Costs	\$12,517,966	\$28,210,280	\$25,510,105	(\$2,700,175)

Staffing by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Division Management	5.41	7.00	8.00	1.00
Apps Maintenance	15.73	17.00	18.00	1.00
Special Projects	5.62	6.00	4.00	(2.00)
Computer Operations	19.26	23.00	23.00	0.00
Network Services	7.34	8.00	11.00	3.00
Telecommunications	6.19	9.00	9.00	0.00
Infrastructure	<u>0.45</u>	<u>2.00</u>	<u>1.00</u>	<u>(1.00)</u>
Total Staffing FTE's	60.01	72.00	74.00	2.00

Division Management

Description

The Division Management Activity plans, organizes and directs all of the activities of the Information Services Division. This section is responsible for providing strategic direction for all information services activities; to define and maintain acceptable levels of services; to provide accountability to users for all services provided. The section develops a strategic plan for the delivery of information services to county programs; prepares and submits an annual budget which identifies the cost of providing information services; develops a recharge mechanism which allocates the cost of these services to the various county programs; monitors the performance of information services programs to see that program objectives are met; reviews major purchases of data processing hardware, software and consulting for compliance with established standards; works with program staff to develop a strategic plan for the use of information technology.

The use of information technology in the county is doubling every two to three years. Planning and coordination is essential to insure that County programs make cost effective use of new technology to improve the quality of service delivery and increase customer satisfaction.

Budget Overview

	1996-97	1997-98	1998-99	
	Actual	Adopted	Adopted	Difference
		Budget	Budget	
Staffing FTE	5.41	7.00	8.00	1.00
Program Costs	\$776,862	\$1,051,415	\$2,536,843	\$1,485,428

Significant Changes - Expenditures

	FTEs	Amount
Add 1 Office Assistant II	1.00	\$31,875
COP Payment – Y2K Project		1,180,000
Overestimated Previous Year's Service Demands		(320,00)
Carryover Consulting Costs/Strategic Planning		45,000
Carryover MS Exchange Implementation Costs		148,000

Applications Maintenance

Description

The Applications Maintenance Activity maintains, enhances and supports the County's computer information systems. The work of this section includes the analysis of requested changes and estimation of the time and effort necessary to accomplish the change; development of detail specifications for new programs or modifications to existing programs; programming and testing of the program changes; installation of the modifications and training; installation and testing of maintenance releases to vendor supported computer applications systems.

The County's computer systems portfolio includes 47 different computer applications, over 15,000 individual programs, 3 million lines of computer code and represents an investment in excess of \$30 million. We receive about 600 user submitted requests for changes each year, changes which are required to support State and Federal mandates and to adapt these systems to the changing needs of County programs.

Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	15.73	17.00	18.00	1.00
Program Costs	\$1,245,283	\$1,454,462	\$1,460,913	\$6,451

Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Percentage of customers who agree ISD provides a quality service:	54%	89%	89%	85%	85%	85%

Significant Changes-Expenditures

	FTE's	Amount
Add 1.00 FTE Programmer Analyst Senior for Finance	1.00	\$59,601

Special Projects

Description

The Special Projects Activity works with County programs to design, develop and acquire new or replacement computer applications and physical information infrastructure necessary to support the Programs' work. The work of this section varies significantly depending on the projects funded in any given fiscal year.

The geographic information systems (GIS) unit added in fiscal year 98 with support from the Department of Environmental Services has been transferred directly to DES. The general fund support for one GIS position remains in ISD budget. The focus of this unit will be to educate county Programs about potential applications of GIS, and to coordinate efforts across the County so that our GIS applications are compatible.

Application development will be completed on the County's mainframe applications to correctly handle dates in the 21st century. This work includes 4,000+ mainframe programs that need to be tested and made Year 2000 compliant. These programs are managed by ISD and do not include programs managed independently by County departments. Funding for this effort was received in fiscal year 98, and any remaining funds will be carried forward to fiscal year 99.

The County Intranet program will be continued, designing and implementing, and managing the county's effort.

Budget Overview

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	5.62	6.00	4.00	(2.00)
Program Costs	\$368,062	\$5,690,286	\$1,564,540	(\$4,125,746)

Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
Move Programmer Analyst Senior to DES	(1.00)	(\$60,693)
Move System Programmer to Network	(1.00)	(63,270)
CFSA Capital Project Funded in FY 97-98		(275,000)
Y2K Expenditures in FY97-98		(4,300,000)
Move Y2K Interest Expense to Division Management		(115,000)

Computer Operations

Description

The Computer Operations Activity provides efficient, reliable computer services to all County programs. This section is responsible for all the activities necessary to support the development and maintenance of computer systems and to operate the systems in an effective and responsive manner. The work of this section includes data preparation, job setup and scheduling, output validation and distribution development of standards, technical assistance, implementation and maintenance of the operating system software, systems evaluation and configuration management; planning, design, installation and maintenance of the county's data bases; help desk services.

Computer Operations schedules and processes nearly 250,000 jobs a year which produce over 12 million pages of computer printed reports. The section supports 201 million requests for on-line information each year. The computer workload is increasing at a rate of 27 to 32 percent each year.

Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	19.26	23.00	23.00	0.00
Program Costs	\$3,174,747	\$3,657,598	\$4,453,156	\$795,558

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Online response time	3.4 sec	2.8 sec	2.75 sec	2.8 sec	2.8 sec	2.8 sec
Percentage of scheduled reports delivered on time	98.7%	99.3%	99.5%	99.3%	99.3%	99.5%
Percentage of scheduled operating time that the computer system is available	98.0%	99.0%	99.4%	99.7%	99.7%	99.7%

Significant Changes-Expenditures

	<u>Amount</u>
Replace Tape System	\$583,000
Add Auto Restart/JCL Check	25,000
Additional Enterprise Data Storage Due to Growth of Storage Requirements	72,000
Card Key Entry/Security System	55,000
Replace Air Conditioning Unit for Computer Room	25,000

Network Services

Description

The Network Services Activity plans, designs and directs the installation of and changes to the County's wide area network, maintains the legacy 3270 terminal network, provides access to the enterprise server, provides electronic mail services including SMTP and MS Exchange, and access to the Internet. The section is responsible for the interconnections that allow the data necessary to support county programs to be available at facilities located throughout the county; it also provides the connections for data sharing between computers located in other state and local governments and with the Federal Government. The work of Network Services includes planning and implementation of the necessary changes or additions to the wide area network (WAN); diagnosis and correction of error conditions; evaluation of new communication technologies and planning for enhancements or upgrades to the existing networks.

The county's wide area network created in late 1995 now provides frame relay services to 47 sites within the County and to computers located in Oregon State and local governments. The number of employees using the County' electronic mail system has had a twenty-fold increase since November 1995 (from 120 to 2,477). The older terminal network continues to support 303 terminals and 101 printers, located in 36 different sites.

Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	7.34	8.00	11.00	3.00
Program Costs	\$1,085,947	\$1,200,920	\$1,747,529	\$546,609

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
% of scheduled time the Wide Area Network is available	NA	88%	99%	95%	95%	95%

Significant Changes-Expenditures

	<u>FTEs</u>	<u>Amount</u>
Add WAN Specialist Senior From Special Projects	1.00	\$63,270
Add Hardware & 2 FTE WAN Specialist Senior for MS Exchange Rollout	2.00	327,000
Software Tools for Diagnostics, Capacity and Virus Protection		87,500
WAN Upgrade		95,000

Telecommunications Services

Description

The Telecommunications Services Activity provides efficient and cost effective telephone and related services to all County programs. The section is responsible for telephone and voice mail services, Interactive Voice Response, Video Conferencing, paging systems, cellular telephones, pagers, pay phones and wiring for local area networks and other data systems. The work of the Telecommunications section is to coordinate new installations and changes to existing telephone, voice mail, interactive voice response, and videoconferencing services; resolve telecommunications problems; identify the needs and provide paging systems, cellular telephones, pagers, pay phone and data wiring; provide a public information and referral service; and generate an internal telephone directory and telephone company directory listings.

The County's telecommunications system supports the work of County programs by providing over 5800 telephone instruments in 110 different locations. The work of this section has increased as telecommunications technology continues to improve and new features are added to the system; the movement of programs within and between County facilities also affects it.

Budget Overview

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	6.19	9.00	9.00	0.00
Program Costs	\$3,656,041	\$4,303,170	\$4,865,835	\$562,665

Key Results

	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projected</u>
Average time to repair - Telecommunications Services	5.8 hrs	7.3 hrs	6.7 hrs	6.0 hrs	6.0 hrs	8.0 hrs

Significant Changes – Expenditures

	<u>Amount</u>
Additional Trunking	\$61,461
Capital Expenditure Increase	312,709
Carryover Costs Associated w/ Telephone System Upgrades	247,853

Infrastructure**Description**

To support the County's growing communications infrastructure and improve data access and sharing between County departments, the County implemented the personal computer Flat Fee Program as part of the FY 1996-97 budget process. This program pays for personal computer replacement on a four-year cycle. It also pays for operating system and applications software for each desktop and network operating systems software for personal computers and local area network servers. ISD serves as the County's interface for the software license agreements and administers the replacement fund.

This is the third year of the multi-year program. The program 'collects' fees from each department based on the number of personal computers currently installed in the department. A portion of the fee is returned to the department to purchase replacement computers. The rest is used to purchase operating system, applications and network operating system software maintenance. The program is self-sustaining.

Budget Overview

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	0.45	2.00	1.00	(1.00)
Program Costs	\$2,211,024	\$10,852,429	\$8,881,289	(\$1,971,140)

Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
County-wide training program moved to Employee Services	(1.00)	(\$304,500)
Special Projects Underway or Completed FY 97-98		(1,100,000)
Flat Fee Program Expenditures Paid for in FY 97-98		(300,000)
Carryover Costs Associated w/ Flat Fee Program		98,369