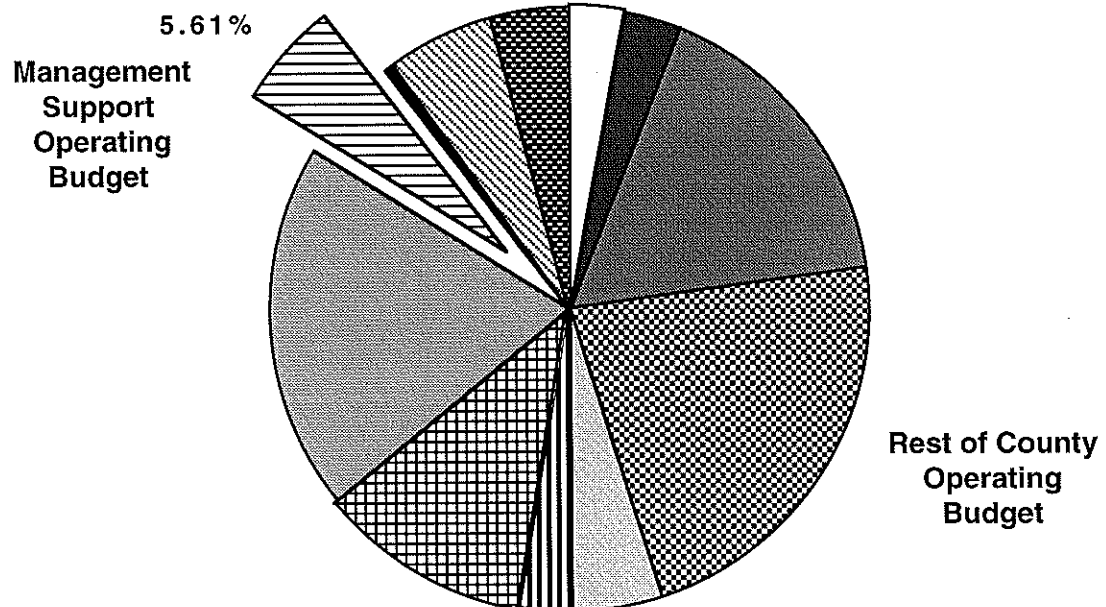
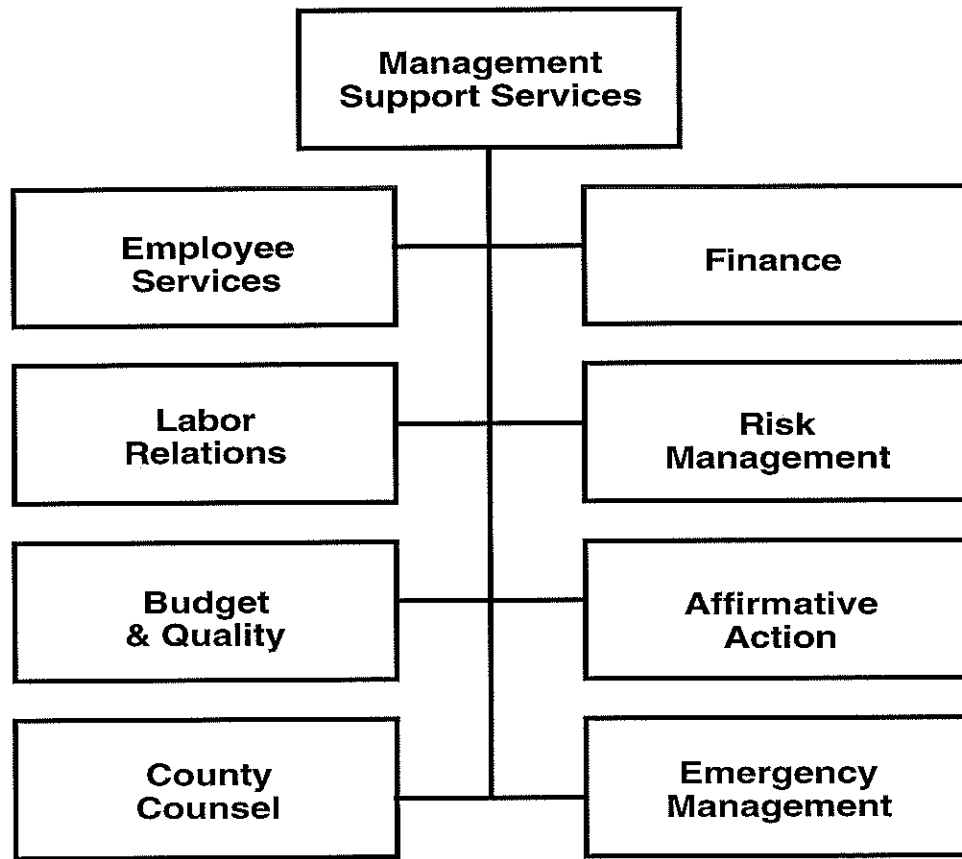


Management Support



Management Support Services Nondepartmental

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Management Support Services

Nondepartmental

Vision

By 2015, Multnomah County will be known as a model local government. Its internal systems, record of employment, and management will be nationally cited as an example of how local governments should be run. Multnomah County will focus its efforts and attention on service delivery rather than on procedures and it will objectively and systematically measure its success by its track record in improving the health of the community. The management support organizations of the County will work to assure that the County is on the cutting edge of effective operations.

Workforce

County managers will be noted for their professional expertise, particularly in the areas of supervision, interpersonal relations, effective use of cultural diversity, and developing high performance systems.

County managers will hire a workforce reflecting the cultural and ethnic makeup of the community. The County will attract, develop, and retain qualified employees. They will be fairly compensated and will feel they have opportunities for advancement and professional growth.

Managers and supervisors will have the time, talent, and skills to carry out their responsibilities. Managers, supervisors, and employees will understand the mutual rights and responsibilities they agreed to in the collective bargaining process. The process will be conducted in such a way that it:

- Affirms the legitimate respective roles of management and organized labor and optimizes mutual gain by means of the problem solving approach to interactions between management and labor.

The County's workforce will be encouraged to actively participate in family and community commitments. The County's work schedule will be flexible enough to make this possible while still delivering the services to which the County is committed.

Decentralization

County management will take advantage of technology. The County's internal information transactions will roll down the electronic information highway. Financial transactions and personnel transactions will be transmitted and received electronically. Employees will work from their homes in appropriate jobs. Routine communications will use electronic mail. Archives will be electronically maintained and accessed.

Caring Employer

County employees and supervisors will be committed to safe and healthy work sites. County facilities will be purchased and maintained to maximize public access and

Management Support Services Nondepartmental

safety to both the public and to employees. The County will encourage employees to be physically and emotionally healthy so that they are highly productive workers using minimal sick leave and incurring the lowest possible medical expenses. Employee injuries will be rare. Injured employees will receive appropriate medical care and return quickly to their work sites, for modified duty if necessary.

Protect assets

The County will protect its own assets by maintaining its infrastructure and following sound financial policies. It will also 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 all emergencies. Emergency management will be consolidated countywide so that these responses will be efficient and coordinated.

Strategies

Management Support Services will work to establish as many electronic links as possible through the organization during the next few years. Purchasing and payroll systems will be the first processes allowing transactions to be handled from remote offices, improving speed and accuracy beyond what systems based on transferring paper can accomplish.

Managers will participate in a comprehensive management training program to support the interest based bargaining process that will begin when the County and the Oregon Nurses Association initiate negotiations.

Management Support Services will actively participate in the RESULTS campaign to extend throughout the workforce the effort to continuously redesign and improve the processes of the government so that the efficiency and quality of services continuously improves.

Partnerships

- County management and employees at all levels
- Other local jurisdictions, including the cities in Multnomah County, Metro, and the surrounding counties
- Local and state institutions of higher learning as constant sources of innovative management techniques and technology
- Private sector institutions with records of creative and effective solutions to productivity issues.

Management Support Services

Nondepartmental

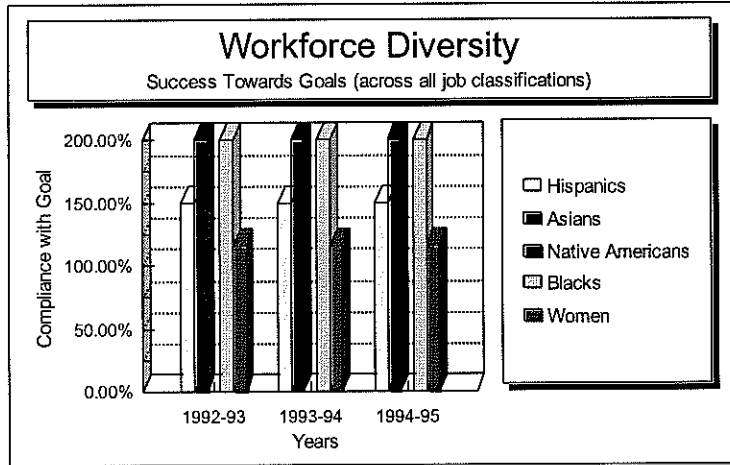
	1992-93	1993-94	1993-94	1994-95
Budget Overview	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Staffing FTE	105.34	111.53	111.03	115.03
MSS Costs	\$22,632,701	\$25,961,300	\$26,409,062	\$28,303,983
Program Revenues	\$17,928,960	\$20,892,312	\$21,291,721	\$22,414,131

Department Services

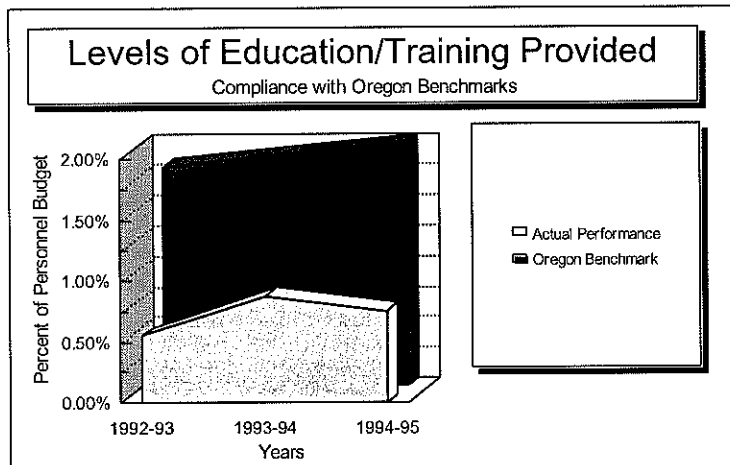
Management Support Services offers the following services:

- Finance and Purchasing
- Employee Services
- Labor Relations
- Risk Management
- Budget
- Affirmative Action
- County Counsel
- Emergency Management

Performance Trends



Commitment to Workforce Diversity has led to good results in meeting established goals in Management Support Services. Actual hires meet or exceed Affirmative Action compliance goals for Women and all minority classifications.



Underinvestment in workforce training is a continuing problem for Multnomah County.

Productivity decreases when needed education and training are unavailable. The Oregon Benchmarks establish an investment goal for the percent of personnel costs spent on training; by the year 2000, the goal is 2.5%

Recent Accomplishments

- The County has embarked on a new budget process with emphasis placed on outcome measurements and the most effective use of its resources. Key results are shown throughout the budget document.

Budget Highlights

- Purchasing has been consolidated with Finance.
- New Purchasing and Payroll systems will increase efficiency by permitting on-line entry and retrieval of some purchasing and payroll information at some County sites.
- A new attorney specializing in labor and employment law will help the County reduce the number and severity of lawsuits and claims in this area in the long run.
- A Labor Relations Specialist will provide needed support for Labor Relations when seven of the County's nine labor contracts are being negotiated.
- Affirmative Action will have the use of the Criterion Affirmative Action Management System (CAAMS). This will enable the County to keep track of employee diversity statistics in a more detailed manner, and will provide more accurate information for affirmative action planning.
- Management Support Services divisions are committed to developing customer satisfaction surveys in order to help determine the most effective way to serve their customers.

Management Support Services Nondepartmental

Revenue Sources	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
TOTAL GENERAL FUND	\$4,695,498	\$5,086,464	\$5,136,464	\$6,067,019
PROGRAM REVENUES - GENERAL FUND:				
Beginning Working Capital	\$0	\$0	\$0	\$21,000
Intergovernmental	15,993	16,000	16,000	17,372
Service Charges	40,863	75,445	75,445	69,668
Other Sources	<u>2,872</u>	<u>0</u>	<u>0</u>	<u>102,000</u>
Subtotal General Fund Program Revenues	\$123,711	\$128,107	\$128,107	\$310,806
PROGRAM REVENUES - OTHER FUNDS:				
Federal/State Fund	\$59,415	\$104,000	\$104,000	\$70,043
Insurance Fund	<u>17,745,834</u>	<u>20,660,205</u>	<u>21,059,614</u>	<u>22,033,282</u>
Subtotal Other Funds Program Revenues	<u>\$17,805,249</u>	<u>\$20,764,205</u>	<u>\$21,163,614</u>	<u>\$22,103,325</u>
TOTAL PROGRAM REVENUES	<u>\$17,928,960</u>	<u>\$20,892,312</u>	<u>\$21,291,721</u>	<u>\$22,414,131</u>
ADDITIONAL GENERAL FUND SUPPORT REQUIRED	\$4,703,741	\$5,068,988	\$5,117,341	\$5,889,852
TOTAL REVENUE REQUIRED	<u>\$22,632,701</u>	<u>\$25,961,300</u>	<u>\$26,409,062</u>	<u>\$28,303,983</u>

Management Support Services

Nondepartmental

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels	105.34	111.53	111.03	115.03
Personal Services	\$5,039,931	\$5,597,896	\$5,572,413	\$6,210,960
Contractual Services	1,067,096	819,768	868,268	959,767
Materials & Supplies	16,464,991	19,471,935	19,896,680	21,051,995
Capital Outlay	<u>60,683</u>	<u>71,701</u>	<u>71,701</u>	<u>81,261</u>
Total Costs	\$22,632,701	\$25,961,300	\$26,409,062	\$28,303,983
Program Revenues	<u>\$17,928,960</u>	<u>\$20,892,312</u>	<u>\$21,291,721</u>	<u>\$22,414,131</u>
Net Revenues Required	\$4,703,741	\$5,068,988	\$5,117,341	\$5,889,852
Costs by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Finance	\$2,456,969	\$2,684,929	\$2,734,929	\$3,103,237
Employee Services	15,323,941	17,602,589	18,005,973	19,195,776
Labor Relations	260,907	269,768	269,768	347,061
Risk Management	2,755,159	3,403,045	3,399,070	3,156,053
Budget	513,152	555,711	555,711	785,449
Affirmative Action	140,723	182,653	182,653	205,094
County Counsel	990,481	1,047,974	1,047,974	1,307,631
Emergency Management	<u>191,369</u>	<u>214,631</u>	<u>212,984</u>	<u>203,682</u>
Total Costs	\$22,632,701	\$25,961,300	\$26,409,062	\$28,303,983
Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Finance	48.90	50.50	50.50	51.50
Employee Services	19.89	20.53	20.53	20.53
Labor Relations	3.40	3.50	3.50	4.50
Risk Management	3.39	6.00	6.00	4.00
Budget	8.70	9.00	8.50	11.00
Affirmative Action	2.62	3.00	3.00	3.50
County Counsel	15.71	16.00	16.00	17.00
Emergency Management	<u>2.73</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Total Staffing	105.34	111.53	111.03	115.03

1994-95 Budget

Management Support Services Nondepartmental

Issues and Opportunities

1. Labor Contracts Negotiations

FY 1994-95 promises to be a hectic year for labor contracts negotiations, since seven of the County's nine labor contracts will expire June 30, 1995. Three of the contracts are with non-strikeable units and are thus subject to resolution through interest arbitration hearings. These hearings have grown increasingly elaborate over the past few years, requiring months of advance preparation. Due to this heavy workload, Labor Relations will require an additional employee to help gather and compile statistical and other types of needed information.

Major Alternatives:

- Fund a Labor Relations Specialist till the end of the 1994-95 bargaining session.
- Use temporary help. There is a substantial difference in the quality of employee available to work as a temporary versus a regular employee.

Board Action:

Fund a Labor Relations Specialist to assist in contract negotiations.

2. RESULTS Campaign Training Program

The RESULTS Campaign is a plan to achieve good government through a customer-focused quality improvement initiative. It is a strategy of management working with labor, and is designed to earn Multnomah County a place as a national model of excellence. This training program for the RESULTS Campaign will support the Campaign by:

1. Conducting a training workshop for key stakeholders;
2. Establishing project grants to develop and nurture high-performance work teams throughout the County; and
3. Reinforcing successful projects and encouraging expansion of high-performance teams through a periodic newsletter and other publicity as appropriate.

Board Action:

Approval of the training program of \$48,200 as proposed by Employee Services.

Management Support Services

Finance

Nondepartmental

Description

The Finance Division is a support center that provides professional financial services in an efficient manner to enable other County programs to concentrate on services. 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 produces 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.

During the year, the Purchasing Division was consolidated with the Finance Division. The 1994-95 budget reflects this consolidation.

Action Plan

- Install and implement a new on-line time and attendance system by December 31, 1994 to be used by all County departments.
- Implement fully the on-line extended purchasing system by June 30, 1995 to be used by all County departments, allowing decentralized purchase order and payment processing.
- Continue the Multnomah County Business Tax filing enforcement program in cooperation with the City of Portland. This project is expected to take 3 fiscal years to complete.

Explanation of Changes	FTE's	Dollars
One Fiscal Assistant added due to increased workload	1.00	\$29,242
Professional Services has increased because bank service charges are being budgeted for the first time	0.00	102,000
Building Management budgeted for the first time	0.00	179,481
General Inflation and wage increases	0.00	107,585
Total Expenditure Change	1.00	\$418,308
Interest Revenue is budgeted for the first time	0.00	\$102,000
Other changes detailed in individual programs	0.00	28,189
Total Revenue Change	0.00	\$130,189

1994-95 Budget

Finance

Management Support Services

Nondepartmental

Budget Changes		1993-94 Adopted	1994-95 Budget	Change
Staffing Level		50.50	51.50	1.00
Costs		\$2,684,929	\$3,103,237	\$418,308
Less: Program Revenue		<u>201,133</u>	<u>331,322</u>	<u>130,189</u>
Net Revenue Required		\$2,483,796	\$2,771,915	\$288,119
Budget Trends	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Staffing Levels	48.90	50.50	50.50	51.50
Personal Services	\$2,083,793	\$2,297,623	\$2,297,623	\$2,408,303
Contractual Services	103,575	103,481	153,481	240,751
Materials & Supplies	261,307	244,125	244,125	430,683
Capital Outlay	<u>8,294</u>	<u>39,700</u>	<u>39,700</u>	<u>23,500</u>
Total Costs	\$2,456,969	\$2,684,929	\$2,734,929	\$3,103,237
Program Revenues	\$121,188	\$201,133	\$201,133	\$331,322
Net Revenues Required	\$2,335,781	\$2,483,796	\$2,533,796	\$2,771,915
Costs by Activity/Service	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Finance Director's Office	\$234,029	\$188,713	\$188,713	\$424,237
Accounting	762,012	884,357	884,357	908,835
Treasury	286,739	344,942	344,942	350,081
Payroll	229,866	260,063	260,063	262,113
Purchasing	765,224	787,061	837,061	899,402
Central Stores	<u>179,099</u>	<u>219,793</u>	<u>219,793</u>	<u>258,569</u>
Total Costs	\$2,456,969	\$2,684,929	\$2,734,929	\$3,103,237
Staffing by Activity/Service	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Finance Director's Office	3.21	2.75	2.75	5.00
Accounting	14.98	16.30	16.30	16.50
Treasury	4.88	5.45	5.45	4.00
Payroll	4.71	5.00	5.00	5.00
Purchasing	16.07	16.00	16.00	16.00
Central Stores	<u>5.05</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Total Staffing	48.90	50.50	50.50	51.50

1994-95 Budget

Finance Director's Office

Finance
Nondepartmental

Description

It is Finance Administration's mission to provide professional financial services to all users, and provide functional and primary support that will enable and empower all sections reporting to the Finance Director. Finance Administration is responsible for administering, collecting, auditing and enforcing Multnomah County Business Income Tax (MCBIT); administering the Deferred Compensation and Library Retirement Plans; Finance Division budget coordination; Finance contract and expense approval; providing financial assistance to the Board of County Commissioners and all County departments; establishing financing for capital acquisitions; and seeking and recommending effective intergovernmental relations in the areas of education, shared data bases and records, and reduction of duplication.

During the fiscal year, a Fiscal Specialist Senior was reclassified to a Fiscal Specialist II.

Explanation of Changes	FTE's	Dollars
Building Management budgeted for the first time	0.00	\$102,510
2 Fiscal Specialist 2 and 1 Fiscal Specialist Supervisor are being budgeted here. 0.75 FTE Financial Analyst has been deleted.	2.25	116,557
General inflation and wage increases	0.00	16,457
Total Expenditure Change	2.25	\$235,524
Service Reimbursement from the Insurance Fund	0.00	\$1,289
Total Revenue Change	0.00	\$1,289

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	2.75	5.00	2.25
Costs	\$188,713	\$424,237	\$235,524
Less: Program Revenue	19,227	20,516	1,289
Net Revenue Required	\$169,486	\$403,721	\$234,235

1994-95 Budget

Accounting

Finance Nondepartmental

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. 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 117,906 payment vouchers, 44,116 journal vouchers, and 7,490 cash receipts during the 1992-93 fiscal year. It is anticipated that workload volume will increase as a direct result of program budgeting.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of audit adjustments	1	0	0	0
Percent of satisfied customers	NA	NA	90%	90%
Number of incidents of non-compliance with Audit of Oregon Municipalities minimum standards	15	0	<5	<5

Explanation of Changes

	FTE's	Dollars
Addition of a Fiscal Assistant, reduction of 0.35 FTE Fiscal Specialist 2, 0.15 FTE Financial Analyst, 0.10 FTE Finance Manager, 0.20 FTE Treasury Administrator	0.20	(\$4,866)
General inflation and wage increases	0.00	29,344
Total Expenditure Change	0.20	\$24,478
Reduction in ADOF revenue	0.00	(\$8,000)
Miscellaneous changes in other revenue	0.00	(3,028)
Total Revenue Change	0.00	(\$11,028)

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	16.30	16.50	0.20
Costs	\$884,357	\$908,835	\$24,478
Less: Program Revenue	38,400	27,372	(11,028)
Net Revenue Required	\$845,957	\$881,463	\$35,506

1994-95 Budget

Treasury

Finance Nondepartmental

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 assets and management, investment portfolio, financing capital acquisitions and on-going debt management, establishing and maintaining quality relationships with the financial community and providing mandated trust and fiduciary responsibilities. Treasury is the repository for all cash transactions; safeguards cash assets; maximizes the return on investments; maintains quality financial systems; provides internal control policies and procedures for cash handling, including training for cash handlers County-wide; provides accurate and timely financial information; and establishes financing for capital acquisitions.

In FY 92/93, the Treasury Section processed \$1.7 billion in cash transactions in the county's bank accounts, managed 88 trust and fiduciary accounts with a balance of \$2 million, managed an investment portfolio of \$87 million (peaking at about \$250 million during the November tax collection period), issued \$67 million in tax anticipation refunding, managed 10 direct financing and managed 11,000 receivable accounts for Community Corrections. Treasury's workload will continue to increase due to favorable financing rates resulting in increased management of the County's financial assets, collection of supervision fees from a greater number of parole and probation offenders, and the County's needs for cash handling and banking services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Return on investment compared to the Treasury Bill Yield and State Pool Yield				
County	3.52	3.25	3.50	3.50
T-Bill	3.08	3.00	3.25	3.25
State	3.91	3.75	3.95	3.95
Long-Term Obligations Bond Rating	Aa1	Aaa	Aaa	Aaa
Short-Term Note Rating	MIG1	MIG1	MIG1	MIG1

Explanation of Changes	FTE's	Dollars
Reduction of .65 FTE Fiscal Specialist 2 and 1 Fiscal Specialist Senior and increase of .2 FTE Treasury Administrator	(1.45)	(\$80,202)
Bank service charges are being budgeted for the first time	0.00	102,000
General inflation and wage increases	0.00	(16,659)
Total Expenditure Change	(1.45)	\$5,139
Interest Revenue from escrow accounts is budgeted for the first time	0.00	\$102,000
Miscellaneous changes	0.00	13,305
Total Revenue Change	0.00	\$115,305

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	5.45	4.00	(1.45)
Costs	\$344,942	\$350,081	\$5,139
Less: Program Revenue	67,461	182,766	115,305
Net Revenue Required	\$277,481	\$167,315	(\$110,166)

1994-95 Budget

Payroll

Finance
Nondepartmental

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, is responsible for input of all time entry, maintains the data base including PERS information, 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, produces over 110,000 payments to employees annually, and in fiscal year 92/93 paid over \$114 million in gross wages. It is anticipated that the need for payroll services will increase in the near future, as the Clinton tax and health plans are implemented and reporting requirements increase.

During the fiscal year, an Office Assistant 2 was reclassified to a Fiscal Assistant.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of manual paychecks as a percent of total number of payments	0.70%	0.70%	0.70%	0.70%
Percent of satisfied customers	NA	NA	90%	90%
Dollar amount of penalties	\$6,470	\$0	\$0	\$0
Number of penalties	1	0	0	0

Explanation of Changes

	FTE's	Dollars
General inflation and wage increases	0.00	\$2,050
Total Expenditure Change	0.00	\$2,050
Deferred Compensation Service Charge	0.00	\$5,503
Total Revenue Change	0.00	\$5,503

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	5.00	5.00	0.00
Costs	\$260,063	\$262,113	\$2,050
Less: Program Revenue	<u>35,500</u>	<u>41,003</u>	<u>5,503</u>
Net Revenue Required	\$224,563	\$221,110	(\$3,453)

1994-95 Budget

Purchasing

Finance
Nondepartmental

Description

Purchasing'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 and Qualified Rehabilitation Facilities, processes all purchase orders, quotes, bids and RFP's, moves contracts through the approval process, tracks and maintains contract files, 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 the requirements of ORS 279 and other applicable State Purchasing laws and contract conditions required by Federal and State funding sources.

Purchasing converted from Walker to the AMS Extended Purchasing and Inventory System. The Minority/Women (M/WBE) Disparity Study will require documentation and monitoring of race and gender neutral efforts to increase M/WBE participation, tracking statistical data and response to consultants hired to perform the study. It is estimated that these activities will require at least one half-time FTE.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Cost per dollar purchased	\$0.0167	\$0.0164	\$0.0159	\$0.0156
Percent of purchases from MBE/WBE contractors	2%	4%	4%	6%
Percent savings due to centralized purchasing	1%	2%	3%	3%
Percent of contracts routed through purchasing within 5 business days	92%	95%	95%	95%
Percent of customers satisfied	NA	NA	80%	95%
Percent increase in efficiency through automation	NA	NA	20%	25%

Explanation of Changes

	FTE's	Dollars
Building Management budgeted for the first time	0.00	\$24,900
Professional Services increased to fund a M/WBE Disparity Study	0.00	50,000
Miscellaneous	0.00	37,441
Total Expenditure Change	0.00	\$112,341

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	16.00	16.00	0.00
Costs	\$787,061	\$899,402	\$112,341
Less: Program Revenue	0	0	0
Net Revenue Required	\$787,061	\$899,402	\$112,341

1994-95 Budget

Central Stores

Finance
Nondepartmental

Description

Central Stores provides commonly used supplies and equipment to County and other governmental agencies and is responsible for the County's surplus property. It purchases food, office, medical and janitorial supplies and equipment to maximize volume savings and convenience to County customers. Warehousing and Distribution assures accountability for the receipt, storage and distribution of all inventory purchased or owned by the County and for the redistribution or disposal of all surplus or obsolete materials and equipment using methods that are financially advantageous to the County.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of surplus property reused	25%	30%	30%	30%

Explanation of Changes

	FTE's	Dollars
Building Management budgeted for the first time	0.00	\$52,071
Equipment reduced because of no need to purchase another fork lift	0.00	(25,000)
General inflation and wage increases	0.00	11,705
Total Expenditure Change	0.00	\$38,776
Increase in Purchasing/Stores fees	0.00	\$12,385
Miscellaneous changes	0.00	6,735
Total Revenue Change	0.00	\$19,120

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	5.00	5.00	0.00
Costs	\$219,793	\$258,569	\$38,776
Less: Program Revenue	40,545	59,665	19,120
Net Revenue Required	\$179,248	\$198,904	\$19,656

1994-95 Budget

Management Support Services

Employee Services Nondepartmental

Description

The Employee Services Division provides managers, employees, and job applicants with professional human resource services which 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. The Division recruits and selects candidates for employment, classifies positions, administers a civil service system, designs and recommends a compensation system, provides consultation to managers, provides word processing services to a defined customer base, trains managers and employees, administers employee incentives, designs and delivers employee benefit programs, promotes employee health, maintains employee records, and prepares reports for managers, employees, and other governments.

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.

Action Plan

- Implement the exempt pay ordinance, including establishment of accountability for all managers, and payment for results obtained.
- Develop and implement a County training policy and programs to support the RESULTS campaign.

Explanation of Changes	FTE's	Dollars
Building Management Costs for General Fund organizations are budgeted for the first time	0.00	\$69,447
Insurance Fund Building Management increase	0.00	33,719
RESULTS add package for training and awards	0.00	48,200
Insurance Fund Insurance and Claims Paid change due mainly to increased service reimbursements and insurance allocations	0.00	1,425,183
Inflation and miscellaneous changes	0.00	16,638
Total Expenditure Change	0.00	\$1,593,187
Service Reimbursement from the Insurance Fund	0.00	\$1,457,037
Total Revenue Change	0.00	\$1,457,037

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	20.53	20.53	0.00
Costs	\$17,602,589	\$19,195,776	\$1,593,187
Less: Program Revenue	<u>16,742,460</u>	<u>18,199,497</u>	<u>1,457,037</u>
Net Revenue Required	\$860,129	\$996,279	\$136,150
1994-95 Budget			

	Management Support Services
Employee Services	Nondepartmental

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels	19.89	20.53	20.53	20.53
Personal Services	\$875,442	\$1,001,010	\$1,001,010	\$1,051,231
Contractual Services	674,341	397,662	397,662	409,281
Materials & Supplies	13,759,976	16,191,917	16,595,301	17,720,429
Capital Outlay	<u>14,182</u>	<u>12,000</u>	<u>12,000</u>	<u>14,835</u>
Total Costs	\$15,323,941	\$17,602,589	\$18,005,973	\$19,195,776
Program Revenues	\$14,531,033	\$16,742,460	\$17,145,844	\$18,199,497
Net Revenues Required	\$792,908	\$860,129	\$860,129	\$996,279
Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Director's Office and Word Processing	\$111,496	\$117,972	\$117,972	\$203,967
Personnel	598,810	642,183	642,183	620,529
Training	82,602	99,974	99,974	171,783
Health and Benefits	<u>14,531,033</u>	<u>16,742,460</u>	<u>17,145,844</u>	<u>18,199,497</u>
Total Costs	\$15,323,941	\$17,602,589	\$18,005,973	\$19,195,776
Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Director's Office and Word Processing	3.00	3.00	3.00	4.00
Personnel	10.97	10.53	10.53	9.53
Training	1.42	1.50	1.50	1.50
Health and Benefits	<u>4.50</u>	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>
Total Staffing	19.89	20.53	20.53	20.53

1994-95 Budget

Div. Director & Word Processing

Employee Services

Nondepartmental

Description

The Division Director directs the programs of the Employee Services Division, develops County personnel policy, trains County and City managers, and pursues other opportunities for intergovernmental cooperation.

Word Processing provides information processing services to all Management Support Services staff, and to all other County units not otherwise supported. Word Processing is responsible for the quick turnaround of neatly typed and proofread material. The operators receive input from handwritten and electronic sources, and output finished copy from their PC's to various printers on our local area network.

Word Processing responds to employees' correspondence and report needs by processing 7,000 completed work orders annually, of which 1,750 are "rush" work orders delivered within four hours. Text pages have grown from 57,901 in FY 91, to 70,287 in FY 93, for a 21% increase in two years.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Customer service average rating	NA	NA	4.0	4.0
Percent of rush orders completed within 4 hours	NA	95%	95%	95%
Document count per Word Processing Operator	2,314	2,333	2,333	2,333

Explanation of Changes

Personal Services has increased because the Employee Services Manager is now budgeted here
General inflation and wage increases

	FTE's	Dollars
	1.00	\$83,848
	0.00	2,147
Total Expenditure Change	1.00	\$85,995

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	3.00	4.00	1.00
Costs	\$117,972	\$203,967	\$85,995
Less: Program Revenue	0	0	0
Net Revenue Required	\$117,972	\$203,967	\$85,995

1994-95 Budget

Personnel

Employee Services

Nondepartmental

Description

Personnel Services provides County management, employees, and job applicants with services which attract, retain, and develop an effective work force that achieves the County's goals. Personnel Services is responsible for recruiting and selecting employees, maintaining a classification system, developing and recommending compensation, providing professional consultation to employees, maintaining personnel records, and producing personnel reports. Typical activities include civil service exams, salary surveys, regression analysis of pay trends, classification studies, organizational development, counseling, and government compliance reports.

Personnel Services annually receives 10,000 employment applications, certifies 500 eligible lists, and makes pay recommendations which affect approximately 33% of all County expenditures. As the number of County employees has risen from 2,624 FTE in FY 81 to 3,506 in FY 94 and the personnel professional staff has declined from 9 to 7 in the same time, we have become the leanest general purpose government personnel staff in the metro region.

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

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Customer service average rating	NA	NA	NA	3.5
Percent of eligible lists delivered within 4 weeks	61.6%	60.0%	60.0%	60.0%
Percent of minority applicants	17.0%	17.0%	17.0%	17.0%

Explanation of Changes	FTE's	Dollars
Building Management budgeted for the first time	0.00	\$52,079
Personal Services change due to transfer of the Employee Services Manager to the Word Processing/Division Director's Office	(1.00)	(83,848)
General inflation and miscellaneous changes	0.00	10,115
Total Expenditure Change	(1.00)	(\$21,654)

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	10.53	9.53	(1.00)
Costs	\$642,183	\$620,529	(\$21,654)
Less: Program Revenue	0	0	0
Net Revenue Required	\$642,183	\$620,529	(\$21,654)

1994-95 Budget

Training

Employee Services Nondepartmental

Description

The mission of the Training Section is to design and deliver courses which meet those employee learning needs that cut across Department lines. We currently offer 13 courses in various aspects of management, clerical, and technical training, and will introduce in 1994-95 much-requested courses in conversational Spanish and conflict resolution. Training staff support these classes by surveying learning needs, publicizing offerings, recruiting trainers, and scheduling students; additionally, they administer the Employee Service Award Program and Tri-Met Bus Program.

Approximately 1,378 students will be trained in 1994-95, 298 employees will receive service awards, and approximately 82 exempt employees will participate each month in the Tri-Met Bus Pass Program. These programs are expected to continue at about the same level, unless more resources are committed for additional training.

While the County has considerable discretion in offering courses, most of our management training is required by federal law, union contract, and/or Executive Order 124.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Student evaluation of Cultural Diversity course	NA	4.0	4.0	4.0
Student evaluation of other courses	NA	5.75	5.75	5.75
Service award timeliness	NA	97%	97%	97%
Training capacity usage	NA	NA	NA	75%

Explanation of Changes

	FTE's	Dollars
Building Management budgeted for the first time	0.00	\$17,368
Professional Services increase to support RESULTS	0.00	38,000
General inflation and miscellaneous changes	0.00	16,441
Total Expenditure Change	0.00	\$71,809

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	1.50	1.50	0.00
Costs	\$99,974	\$171,783	\$71,809
Less: Program Revenue	0	0	0
Net Revenue Required	\$99,974	\$171,783	\$71,809

1994-95 Budget

Employee Services

Health and Benefits

Nondepartmental

Description

Health and Benefits is responsible for the management of the health and welfare programs for about 3,500 Multnomah County employees and their families, including medical, vision, and dental insurance, life and disability insurance, employee assistance (counseling services), employee health promotion, child care resource and referral, child care and health care expense reimbursement plans, new employee orientation, and HIV/AIDS mandated training. The program also administers medical/vision, dental, and life insurance benefits for retirees. Health and Benefits prepares and monitors service contracts with health plan and program providers; plans and delivers health enhancing classes and activities; develops and implements benefit plan design improvements and modifications; develops health-related policy and procedures; delivers group training and presentations including new employee orientation and open enrollment; maintains benefit records and files; prepares employee education and benefit communication materials; and processes insurance billings.

New and proposed federal legislation including OBRA '93, the Family and Medical Leave Act 1993 and the Clinton health plan contribute to increased complexities in this area and have increased the demand for our services.

Benefit design and administration is subject to compliance with federal and state laws and regulations, as well as terms of County ordinances and labor agreements.

	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Key Results				
Participation rate in Health Promotion programs	37%	40%	40%	40%
Customer service rating	NA	3.5	3.5	3.5
Cost as a percent of average government health plan cost	94.65%	94.00%	94.00%	94.00%
Cost as a percent of average responding employer health plan cost	94.08%	94.00%	94.00%	94.00%

Explanation of Changes

	FTE's	Dollars
Profession Services decrease due to drug training decrease and flexible spending decrease	0.00	(\$24,650)
Building Management budgeted for the first time	0.00	42,846
Insurance and Claims Paid increase due to higher costs and change in insurance fund allocations	0.00	1,425,483
General inflation and miscellaneous changes	0.00	13,358
Total Expenditure Change	0.00	\$1,457,037
Insurance Fund Service Reimbursement revenue	0.00	\$1,457,037
Total Revenue Change	0.00	\$1,457,037

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	5.50	5.50	0.00
Costs	\$16,742,460	\$18,199,497	\$1,457,037
Less: Program Revenue	<u>16,742,460</u>	<u>18,199,497</u>	<u>1,457,037</u>
Net Revenue Required	\$0	\$0	\$0

1994-95 Budget

Management Support Services

Labor Relations

Nondepartmental

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 requirements of the program have been increasing due to both the substantial increase in the numbers of represented employees and the recent addition of another bargaining unit.

This program is designed to meet the legal requirements of the Public Employees 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.

Action Plan

- Negotiate, in accordance with the parameters established by the Board of County Commissioners, the seven collective bargaining agreements which expire June 30, 1995, including the Local 88 General Employees Agreement.
- Conclude negotiations with the Oregon Nurses Association (Summer 1994) utilizing interest-based model developed by the Oregon Conciliation Service.
- Develop and implement a Management/Labor Problem Solving Training Module for members of the Departmental Employee Relations Committee Groups (Local 88) and Departmental Bargaining Team Members (Local 88).
- Develop, in consultation with the Departmental Labor Relations Advisory Committee, an Annual Grievance Report.
- Publish a Comprehensive Labor Relations Manual.

Explanation of Changes	FTE's	Dollars
Building Management budgeted for the first time	0.00	\$12,448
Personal Services increase of a Labor Relations Specialist to provide support for the bargaining of 7 union contracts	1.00	41,968
Inflation and wage increases	0.00	22,877
Total Expenditure Change	1.00	\$77,293

Management Support Services
Nondepartmental

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	3.50	4.50	1.00
Costs	\$269,768	\$347,061	\$77,293
Less: Program Revenue	0	0	0
Net Revenue Required	\$269,768	\$347,061	\$77,293

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent change in represented employees from base of 1988 with professional FTE's	149%	153%	153%	125%*
* 1 professional FTE added for 1994-95				

Budget Trends		1992-93	1993-94	1993-94	1994-95
		Actual	Adopted	Revised	Budget
Staffing Levels		3.40	3.50	3.50	4.50
Personal Services		\$200,166	\$220,196	\$220,196	\$271,770
Contractual Services		35,747	29,143	29,143	35,143
Materials & Supplies		23,264	18,179	18,179	35,572
Capital Outlay		<u>1,730</u>	<u>2,250</u>	<u>2,250</u>	<u>4,576</u>
	Total Costs	\$260,907	\$269,768	\$269,768	\$347,061
Program Revenues		\$0	\$0	\$0	\$0
Net Revenues Required		\$260,907	\$269,768	\$269,768	\$347,061

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Labor Relations	\$260,907	\$269,768	\$269,768	\$347,061

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Labor Relations	3.40	3.50	3.50	4.50

1994-95 Budget

Management Support Services

Nondepartmental

Risk Management

Description

The Risk Management Division's purpose is to protect the human, physical, and financial assets of the County. We are responsible for identification of potential causes of loss, training, consultation, and policy recommendations to prevent losses, purchase of insurance (excluding that provided by the Employee Health and Benefit Program), and management of the Workers' Compensation program. We provide technical assistance and training in loss control, including health and safety assessments; manage the Workers' Compensation and Return to Work programs; determine the need for and negotiate insurance coverage; develop County policies and procedures to reduce risk.

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

In FY 1993-94, a Senior Office Assistant was reclassified to a Risk Management Technician.

Action Plan

- Develop a plan for improved workers' compensation claims administration and fully implement the changes effective July 1, 1995.
- Determine long-term occupational health training and evaluation requirements for County employees and develop the most effective strategy for meeting them.
- Develop Risk Management training modules to include in the County's management training core curriculum.

Explanation of Changes	FTE's	Dollars
Reduction of 2 FTE because of shift of workers' compensation light duty personnel from Permanent to Temporary	(2.00)	\$0
Claims Paid increase due mainly to change in insurance fund allocations	0.00	(372,089)
Inflation and miscellaneous changes	0.00	125,097
Total Expenditure Change	(2.00)	(\$246,992)
Service Reimbursement to the Insurance Fund	0.00	(\$246,992)
Total Revenue Change	0.00	(\$246,992)

Management Support Services

Risk Management

Nondepartmental

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	6.00	4.00	(2.00)
Costs	\$3,403,045	\$3,156,053	(\$246,992)
Less: Program Revenue	<u>3,403,045</u>	<u>3,156,053</u>	<u>(246,992)</u>
Net Revenue Required	\$0	\$0	\$0

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Frequency of workers' compensation claims per 100 FTEs	7.5	NA	9.0	9.0
Number of work days lost per 100 FTEs	29.9	NA	18.19	18.19
Quarterly Training Capacity Usage	NA	NA	50%	75%
Percent of employees eligible for loss control training who receive it	NA	NA	45%	50%

Budget Trends	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Staffing Levels	3.39	6.00	6.00	4.00
Personal Services	\$255,628	\$290,872	\$290,872	\$424,906
Contractual Services	194,751	251,000	251,000	229,000
Materials & Supplies	2,301,359	2,858,673	2,854,698	2,482,947
Capital Outlay	<u>3,421</u>	<u>2,500</u>	<u>2,500</u>	<u>19,200</u>
Total Costs	\$2,755,159	\$3,403,045	\$3,399,070	\$3,156,053
Program Revenues	\$2,755,159	\$3,403,045	\$3,399,070	\$3,156,053
Net Revenues Required	\$0	\$0	\$0	\$0

Costs by Activity/Service	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Risk Management	\$2,755,159	\$3,403,045	\$3,399,070	\$3,156,053

Staffing by Activity/Service	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Risk Management	3.39	6.00	6.00	4.00

1994-95 Budget

Management Support Services

Nondepartmental

Budget & Quality

Description

The purpose of this division is to protect the long-term financial stability of the County. The Budget Office is responsible for designing and coordinating budget processes and for financial forecasting. The division estimates current and future years spending and revenues, prepares legal budget documents, assists departments with fiscal and program analysis, prepares fiscal analysis of issues that come before the Board, maintains budgetary accounts in the general ledger, and assists policy makers in long range planning efforts.

Budget preparation involves roughly 350 employees, about 10% of the County's workforce. As the County moves toward more sophisticated budget processes and performance measurement, more employees will be involved in performing more complex tasks and the workload of the division will tend to increase.

Many budget processes and formats are constrained by the sections of ORS 294 known as the Local Budget Law, including: deadlines for completion of approved and adopted budgets, hearings before the Tax Supervising and Conservation Commission, and the form and contents of the financial summary and detailed estimate sheets.

Action Plan

- Refine the County's budget process and documents by November 1994 based on citizen and staff surveys and recommendations from the Government Finance Officers Association.
- Improve the efficiency of budget processes by training current managers beginning November 1994.
- Improve the timeliness of budget information by finding a way for departments to enter budget transactions in LGFS, the County's accounting system, and the budget system by January 1995.

Explanation of Changes

	FTE's	Dollars
Evaluation Specialist added to evaluate success of County's programs	1.00	\$80,000
Grants Specialist added to cultivate and identify new grants	1.00	60,000
Building Management is budgeted for the first time	0.00	38,647
External Data Processing increase for Policies and Procedures Update and Maintenance software	0.00	20,000
General inflation and wage increases	0.00	31,091
Total Expenditure Change	2.00	\$229,738

Management Support Services

Nondepartmental

Budget & Quality

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	Change
Staffing Level	9.00	11.00	2.00
Costs	\$555,711	\$785,449	\$229,738
Less: Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
Net Revenue Required	\$555,711	\$785,449	\$229,738

Key Results	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Estimated</u>	1994-95 <u>Projected</u>
Accuracy of revenue projection	+1.89%	±2.00%	±2.00%	±2.00%
Accuracy of spending projection	-1.07%	±2.00%	±2.00%	±2.00%

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels	8.70	9.00	8.50	11.00
Personal Services	\$469,417	\$521,978	\$496,495	\$657,630
Contractual Services	561	900	2,700	13,152
Materials & Supplies	33,224	27,333	51,016	104,367
Capital Outlay	<u>9,950</u>	<u>5,500</u>	<u>5,500</u>	<u>10,300</u>
Total Costs	\$513,152	\$555,711	\$555,711	\$785,449
Program Revenues	\$0	\$0	\$0	\$0
Net Revenues Required	\$513,152	\$555,711	\$555,711	\$785,449

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Budget	\$513,152	\$555,711	\$555,711	\$785,449

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Budget	8.70	9.00	8.50	11.00

1994-95 Budget

<h1 style="margin: 0;">Affirmative Action</h1>	<h1 style="margin: 0;">Management Support Services</h1> <h2 style="margin: 0;">Nondepartmental</h2>
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Description

The City of Portland and Multnomah County share an Affirmative Action program to reduce duplication between the two governments while assuring that each government meets the regulatory requirements for having an office to monitor, report, plan and implement program strategies, and to provide creative solutions to work force and service program diversity. Affirmative Action is responsible for helping the City and County achieve a diverse and representative work force; 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 who are experiencing problems in the work place and who may be considering formal action.

The Affirmative Action program helps assure compliance with equal opportunity laws. The need for such services will increase due to new federal regulations, equal opportunity and ADA requirements contained in federal grant regulations, and ongoing court interpretations of regulatory requirements.

Local program discretion regarding the implementation of an affirmative action program is significantly limited by Presidential Executive Order 11246 (30 FR 12319, September 29, 1965; Office of Federal Contract Compliance Programs regulation (41 CFR Chapter 60); and various courts' ongoing decisions on EEO/Affirmative Action issues.

Action Plan

- Implement an exit survey designed to measure employees' opinions and attitudes on terminating employment with the County.
- Develop a recruitment plan by September 1994 that will reach and attract job candidates in support of its equal employment opportunity efforts.
- Implement a mediation model of conflict resolution to reduce the win-lose model of current investigations and increase opportunity to reach win-win solutions.
- Implement an improved data tracking program that will identify problems and achieve reasonable good-faith equal employment opportunity objectives.

Explanation of Changes

	FTE's	Dollars
Increase of .5 FTE to investigate sexual harassment complaints	0.50	\$17,539
Inflation and wage increases	0.00	4,902
Total Expenditure Change	0.50	\$22,441

Management Support Services

Affirmative Action Nondepartmental

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	3.00	3.50	0.50
Costs	\$182,653	\$205,094	\$22,441
Less: Program Revenue	0	0	0
Net Revenue Required	\$182,653	\$205,094	\$22,441

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Minority employees as percent of Portland MSA availability	97.00%	98.40%	98.80%	100.00%
Females in protected services category as percent of workforce availability	92.40%	93.80%	93.80%	95.00%
Percent of affirmative plan implemented to date	40%	70%	70%	100%

Budget Trends	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Staffing Levels	2.62	3.00	3.00	3.50
Personal Services	\$133,756	\$162,663	\$162,663	\$185,504
Contractual Services	100	5,581	5,581	3,040
Materials & Supplies	4,917	14,409	14,409	16,550
Capital Outlay	1,950	0	0	0
Total Costs	\$140,723	\$182,653	\$182,653	\$205,094
Program Revenues	\$0	\$0	\$0	\$0
Net Revenues Required	\$140,723	\$182,653	\$182,653	\$205,094

Costs by Activity/Service	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Affirmative Action	\$140,723	\$182,653	\$182,653	\$205,094

Staffing by Activity/Service	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Affirmative Action	2.62	3.00	3.00	3.50

1994-95 Budget

County Counsel

Management Support Services Nondepartmental

Description

The office of County Counsel provides legal services to all elected officials and other County employees. Legal services include rendering legal advice and opinions, drafting and approving legal documents, representing the County, its officials and employees, in all court and administrative proceedings, and in general reviewing all legal aspects of County government operations.

Legal services are provided to insure compliance with state and federal legal requirements for conduct of governmental affairs as well as the County charter and regulations, to defend against claims against the County to reduce the cost of operations, and to enforce compliance with County law. New legal mandates, such as the ADA, Family Leave Law and the Oregon Health Plan, add complexity to the legal environment and increase the demand for legal services. The changing structure and modes of government (e.g. entrepreneurial initiatives) also will increase the need for legal services.

Action Plan

- Develop an internal office manual by June 1995 to standardize office policies and procedures in order to increase efficiency.
- Produce standardized periodic reports by January 1995 on types of cases/claims brought against the County in order to show trends that can assist the County avoid or minimize future liability.

Explanation of Changes

	FTE's	Dollars
Personal Services increase for a Labor/Employment Lawyer	1.00	\$61,541
Building Management costs, previously not budgeted	0.00	156,558
General inflation and wage increases	0.00	41,558
Total Expenditure Change	1.00	\$259,657
Service Reimbursement to the Insurance Fund	0.00	\$161,743
Total Revenue Change	0.00	\$161,743

County Counsel

Nondepartmental

Budget Changes

Key Results

Budget Trends

Costs by Activity/Service

Staffing by Activity/Service

1994-95 Budget

Management Support Services

Emergency Management Nondepartmental

Description

Emergency Management is responsible for the organization, administration and operation of the emergency management and hazardous materials response programs. The Emergency Management Program coordinates the performance of essential and emergency services for the public's benefit prior to, during, and following an emergency. The Office performs activities necessary to provide, support and maintain an emergency services system to prevent or reduce the impact of emergency conditions which includes the coordinating development of plans, procedures, policies; fiscal management; maintenance of an emergency operating facility; coordination with agencies and organizations; provide a coordinated communications, an alert and notification network and a public information and education system; training and implementation of an incident command structure for coordinated response and recovery; and development and implementation of exercises. The Office also provides the equivalent of one FTE as a team member to the joint Multnomah County /Gresham Oregon Hazardous Material Response Team #3.

Each county shall, each city may, have an emergency management agency (ORS 401.305). If cities do not establish an agency, it is the responsibility of the County to provide emergency management activities countywide to include all cities and special districts.

There are two issues that could impact the 1994-95 budget. Issue one is the signing of the Regional Emergency Management Group Intergovernmental Agreement and FY 94-95 workplan. Issue two is the City/County consolidation Committee. This committee has not met so possible impacts are unknown at this time.

Action Plan

- Meet State guidelines for preparing Multnomah County departments and agencies 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 annual regional planning to deal with emergencies that cross County boundaries.

Explanation of Changes

	FTE's	Dollars
Hazardous Materials Spill Response has decreased due to use of State owned rather than County owned equipment	0.00	(\$39,446)
General inflation and wage increases	0.00	28,497
Total Expenditure Change	0.00	(\$10,949)
Hazardous Materials Spill Response Reimbursement has decreased due to use of State owned rather than County owned equipment	0.00	(\$39,446)
Miscellaneous changes	0.00	5,489
Total Revenue Change	0.00	(\$33,957)

1994-95 Budget

Management Support Services Emergency Management Nondepartmental

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	3.00	3.00	0.00
Costs	\$214,631	\$203,682	(\$10,949)
Less: Program Revenue	<u>104,000</u>	<u>70,043</u>	<u>(33,957)</u>
Net Revenue Required	\$110,631	\$133,639	\$23,008

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of planning guidelines completed annually	1	6	6	13
Accumulative percentage of personnel trained in the Intro to Incident Command System to date	38%	75%	50%	100%
Number of exercises or exercise credits	2	1	1	1

Budget Trends	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Staffing Levels	2.73	3.00	3.00	3.00
Personal Services	\$133,544	\$145,587	\$145,587	\$149,593
Contractual Services	8,000	2,000	2,000	0
Materials & Supplies	38,729	64,044	62,397	54,089
Capital Outlay	<u>11,096</u>	<u>3,000</u>	<u>3,000</u>	<u>0</u>
Total Costs	\$191,369	\$214,631	\$212,984	\$203,682
Program Revenues	\$100,135	\$104,000	\$104,000	\$70,043
Net Revenues Required	\$91,234	\$110,631	\$108,984	\$133,639

Costs by Activity/Service	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Emergency Management	\$191,369	\$214,631	\$212,984	\$203,682

Staffing by Activity/Service	1992-93 Actual	1993-94 Adopted	1993-94 Revised	1994-95 Budget
Emergency Management	2.73	3.00	3.00	3.00

1994-95 Budget