

# Department of Support Services

---

## Table of Contents

Vision .....	1
Strategic Planning .....	2
Department Services .....	3
Budget Issues & Highlights .....	5
Department Performance Trends .....	6
How the Department Delivers its Services .....	7
Budget for FY 2001 .....	8
Department Organization Chart .....	10
Department Administration.....	11
Director's Office.....	12
Enterprise System.....	12
Affirmative Action.....	13
Budget & Quality .....	15
Budget.....	16
Evaluation.....	16
Labor Relations .....	18
Emergency Management.....	20
Finance .....	22
Director's Office.....	23
Accounting .....	23
Treasury .....	24
Payroll.....	24
Purchasing .....	24
Materiel Management.....	24
Contracts Administration.....	25
Human Resources.....	27
Human Resources Administration.....	28
Compensation, Benefits & Health Promotion .....	28
Organizational Learning.....	30
Risk Management.....	32
Information Services .....	34
Division Management .....	35
Applications Maintenance.....	35
Special Projects .....	36
Computer Operations .....	36
Network Services .....	37
Telecomm Services .....	37
Infrastructure.....	37

# Department of Support Services

---

This page intentionally left blank.

# Department of Support Services

---

## Vision

Multnomah County Department of Support Services (DSS) will be a national model of administrative and governmental excellence. The Department's resources will serve the County's strategic direction and help assure that the County's long term vision is achieved and the citizens of the county receive both quality services and good value for their tax dollar.

*County business depends on the services provided by DSS.*

DSS will align its divisions to support the County's management vision. DSS will 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 even when resources are declining.

*DSS continually strives to provide on time, appropriate, and quality services to Departments so they can concentrate on their programs and customers.*

### **Vision for Human Resources**

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: Human Resources (Personnel, and Compensation and Benefits), Organization Learning, Labor Relations, Affirmative Action, Risk Management, and Finance (Payroll). This collaborative entity is a work force planning and organizational leader.

### **Vision for Financial Management and Protection of Assets**

Compliance with governmental regulation and protection of financial assets will be the standard for Multnomah County. The protection of the County's fiscal and human resources will be achieved through strategies which reduce risk and increase collaboration of governments in this region.

### **Vision for Information Technology and Analysis**

Multnomah County's information technology infrastructure 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. Policy makers for Multnomah County will have both the information and the analytical support to enable decision making.

# Department of Support Services

---

## Strategic Planning

*The goal of DSS for the next two years will be continued progress on the strategic directions of our plan. The implementation of the Integrated Enterprise System is a foundation for meeting information and human resource service goals.*

DSS completed its initial strategic plan in June 1998. There were four main themes to the strategic plan. Highlights include:

- 1. Improve our ability to provide the information decision makers need to serve the public:**
  - Develop and implement an integrated enterprise system;
  - Create the Intelligent Enterprise, capable of providing complete and current information to make effective decisions;
  - Implement the County's Strategic Plan for Information Technology (SPIT);
  - Ensure that islands of information across Departments are accessible and shared among decision-makers;
  - Complete the implementation of countywide information systems already initiated and sustain investments already made.
- 2. Improve countywide Human Resource services and DSS internal coordination:**
  - Complete the realignment of roles, services and accountability within Human Resources;
  - Develop collaborative structures within and among DSS human resources functions;
  - Create and implement a countywide Human Resource and Organizational Development Plan that is comprehensive;
  - Develop effective records systems that support central and departmental human resource functions.
- 3. Improve planning for business continuation:**
  - Assist county departments in developing business continuation plans;
  - Conduct research and plan for emergencies.
- 4. Improve DSS as an organization:**
  - Conduct employee surveys and incorporate into business planning;
  - Form RESULTS and Diversity teams to address needs of the Department;
  - Conduct a follow-up Oregon Quality Assessment review;
  - Maintain focus on strategic direction by improving coordination among divisions.

# Department of Support Services

---

## Department Services

The Department of Support Services offers the following services:

- Financial services including budget and revenue estimates, accounting services, management of cash and investments, debt issues, payroll and required reporting to internal and external users.
- Personnel services including maintenance of the classification plan, recommendations to the Board 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.
- Leadership and stewardship of the enterprise information system (MERLIN).
- Countywide training to develop and improve management skills, to increase the organization's ability to use information technology effectively, to 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 maintain productivity and 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 on organizational development 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 materiel management.
- Support for the Countywide RESULTS Steering Committee and RESULTS Staff Group to plan RESULTS efforts which affect all departments.
- Evaluation programs, which provide technical assistance to departments, coordinate department evaluation efforts and focus on evaluation of programs of countywide significance.

Federal and state law and administrative requirements limit DSS discretion. The County Charter also affects the provision of DSS services.

# Department of Support Services

---

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

- Citizens Budget Advisory Committee (CBAC) which provides public input into the budget process.
- Operating Council which serves as the County's major policy group for business functions.
- Direct Report Managers, who assist in major policy direction for the County organization and which may act as sponsor for ad hoc efforts such as the Committee to Improve Human Service Contracting.
- Human Resources Forum which oversees the human resource reengineering effort and coordination among Departments and the Central Staff.
- Multnomah County Employee Benefits Board (MCEBB) 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 (ITC), customers group which advises Information Services on the more technical aspects of the information technology infrastructure and planning.
- Disparity Committee which advises on the County's program to correct the under-representation of minority, women and emerging small businesses in the county's public works and transportation contracts.
- Americans with Disabilities Act Oversight Committee which surveys 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 that provides input and assistance on purchasing, contracting and central stores.
- Investment Advisory Board which reviews investment policy and activities.
- Audit Committee reviews annual audit and selects external auditors.
- RESULTS Steering Committee to coordinate and support departmental RESULTS programs.

# Department of Support Services

---

## Budget Issues and Highlights

An integrated enterprise system (SAP/MERLIN) is scheduled for implementation July 1, 2000. This system will include the core functions of payroll, time management, personnel, employee benefits, classification/position management, benefits, accounts payable, general ledger, purchasing, inventory, budgeting, accounts receivable, training registration, project management, and project costing (grant accounting). The transition to the new system will be challenging, with some identifiable incremental ongoing costs to go along with the long term benefits. Experience of other entities that have gone through such a change indicate that the benefits of the system start to be realized after about six months of operation as personnel become familiar with the new system and realize its potential.

*The transition to the new system will be challenging, with some identifiable incremental ongoing costs to go along with the long term benefits.*

The County must have staff able to manage the new system, upon implementation. DSS is the logical place to house this County-wide service function.

The scope of the SAP/MERLIN support team would include:

- Support and enhance existing functionality
- Provide technical and functional upgrades
- Train new users

The ongoing costs of the three infrastructure technical personnel plus the maintenance charge for MERLIN are contained in the rates charged by the Data Processing Fund to end-users. Support management, training, programming incremental costs, functional specialists, and a half year of budget system programming transition totals approximately \$910,000. Three of the functional positions (one each from Finance, Human Resources, and Organizational Learning) will be provided from within the current staffing levels of those divisions.

DSS requested that the Board appropriate funds for the remaining \$622,000 transition costs, with DSS to report in January 2001 a permanent level of funding for MERLIN support, as well as a preliminary review of savings and benefits across the County.

### **Board Action:**

The Adopted Budget includes funding for the program with one-time-only monies out of the Data Processing Fund reserves. Ongoing funding for MERLIN support will be determined during Fiscal Year 2001.

# Department of Support Services

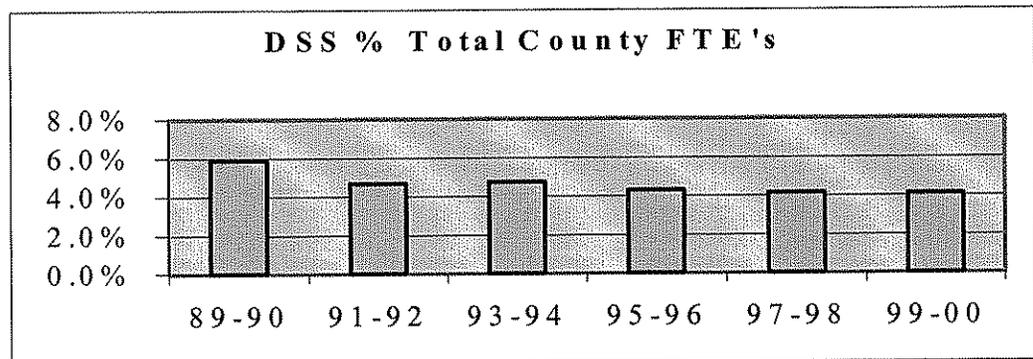
## Department Performance Trends

The charts below show the number of DSS staff compared with the growth of the County over time. At the same time, more has been expected from the Department due to increased state and federal regulations and greater need for timely and accurate information within the County. DSS's ability to provide these essential services has been enhanced by automation and process improvements.

*This trend shows that DSS is providing services with a declining % of total county staff.*

	FY 89-90	FY 91-92	FY 93-94	FY 95-96	FY 97-98	FY 99-00
DSS # FTE	142.0	145.0	161.5	167.0	176.5	199.5
Total County FTE	2,411	3,095	3,403	3,878	4,235	4,894
DSS %	5.9%	4.7%	4.7%	4.3%	4.2%	4.1%

*This picture is a graphic display of the data shown above.*



# Department of Support Services

---

## How the Department Delivers its Services

*The Department's major effort is to put users in the forefront of service design, development, and delivery.*

Support Services concentrated during Fiscal Year 2000 on three main areas of service delivery:

- Listening to customers to find out what their needs are;
- Establishing collaborative partnerships and committees to enhance dialog and search for win-win solutions;
- Managing the implementation of the new MERLIN enterprise-wide information system.

### Listening

DSS is an active participant in the following groups which help set overall Department and County policies for which DSS is the implementation arm:

- Direct Report Managers and Operating Council;
- HR Forum;
- IES Executive Team;
- RESULTS Steering Committee;
- Countywide Cultural Diversity Committee;
- Purchasing Forum;
- Information Technology Council;
- County-wide surveys for training and organization development;
- Surveys and focus groups for service delivery or new products.

### Partnering

Many new structures have been enhanced or put into place to allow better customer service and communication:

- Maintained the Integrated Enterprise System Executive team;
- HR Forum review roles of central and department HR professionals;
- Expanded interest-based bargaining to find win-win solutions;
- Established Benefits Board to bring unions and management together;
- Re-evaluated and enhanced role of Information Technology Council;
- Utilized Diversity and RESULTS committees to lead OQA analysis, survey employees, and analyze results of department surveys;
- Worked with City of Portland to create plan for coordinated Information and Referral service.

### Developing

Along with the ongoing work of the Department, DSS has developed and initiated the following:

- Implemented new County-wide diversity training opportunities;
- Developed a MINT presence for information about the MERLIN project;
- Managed MERLIN implementation and support organization;
- Moved towards integration of human services within DSS;
- Increased customer focus and outreach at Information Services;
- Created DSS leadership group in human resources to improve coordination of services.

# Department of Support Services

## Budget for FY 2001

The DSS FY 2001 budget is \$76,720,826. The portion of the budget supported by the General Fund is \$14 million which represents a 6% increase over last year's Adopted Budget.

<b><u>Budget Trends</u></b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	177.12	199.50	199.50	215.50	16.00
Personal Services	\$10,921,056	\$12,351,732	\$12,576,908	\$14,602,708	\$2,025,800
Contractual Services	\$6,073,626	\$5,160,336	\$3,556,874	\$5,397,303	\$1,840,429
Materials & Supplies	\$37,007,929	\$40,637,201	\$46,034,541	\$52,465,968	\$6,431,427
Capital Outlay	<u>\$4,468,955</u>	<u>\$11,267,000</u>	<u>\$12,669,999</u>	<u>\$4,254,847</u>	<u>(\$8,415,152)</u>
<b>Total Costs</b>	<b>\$58,471,566</b>	<b>\$69,416,269</b>	<b>\$74,838,322</b>	<b>\$76,720,826</b>	<b>\$1,882,504</b>
Program Revenues	\$46,628,278	\$50,300,010	\$73,416,897	\$72,823,016	(\$593,881)
General Fund Support	\$11,483,030	\$12,929,770	\$13,245,535	\$14,045,311	\$799,776

<b><u>Costs by Division</u></b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Administration	\$352,510	\$9,258,000	\$9,078,097	\$4,891,294	(\$4,186,803)
Finance	\$5,937,991	\$6,300,000	\$6,329,450	\$6,528,571	\$199,121
Human Resources	\$22,606,842	\$24,275,000	\$27,324,024	\$32,559,819	\$5,235,795
Labor Relations	\$394,539	\$402,498	\$416,721	\$415,954	(\$767)
Risk Management	\$4,858,723	\$3,917,000	\$4,037,890	\$4,271,861	\$233,971
Budget & Quality	\$862,312	\$1,075,271	\$1,155,090	\$1,352,998	\$197,908
Affirmative Action	\$202,780	\$232,000	\$227,348	\$232,021	\$4,673
Org Dev & Learning	\$892,447	\$1,065,500	\$1,157,051	\$1,243,104	\$86,053
Emergency Mgmt	\$459,379	\$1,363,000	\$1,376,722	\$984,827	(\$391,895)
Information Services	<u>\$21,904,043</u>	<u>\$21,528,000</u>	<u>\$23,735,929</u>	<u>\$24,240,377</u>	<u>\$504,448</u>
<b>Total Costs</b>	<b>\$58,471,566</b>	<b>\$69,416,269</b>	<b>\$74,838,322</b>	<b>\$76,720,826</b>	<b>\$1,882,504</b>

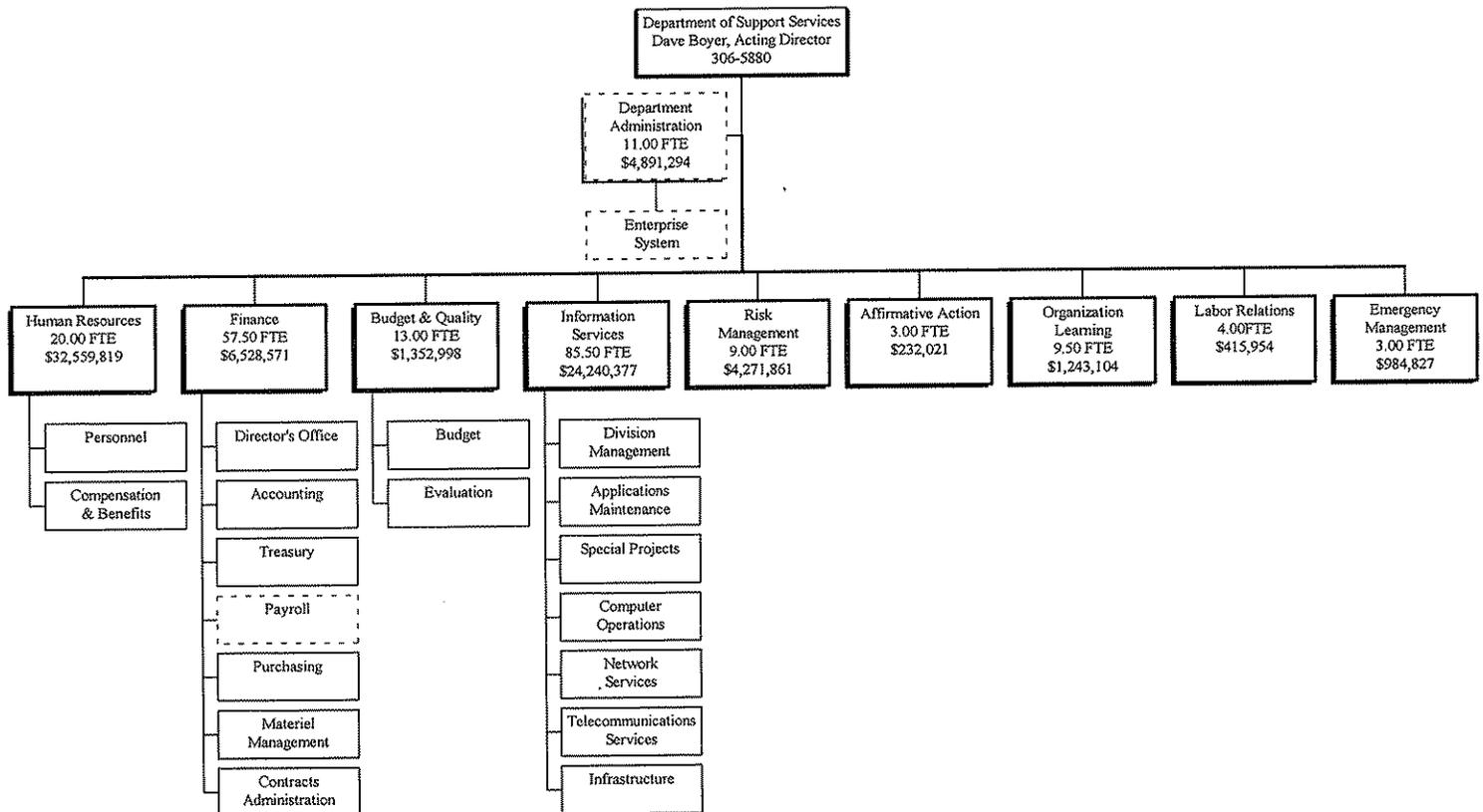
# Department of Support Services

<u>Staffing by Division</u>	<u>1998-99</u>	<u>1999-00</u>	<u>1999-00</u>	<u>2000-01</u>	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Administration	2.92	7.00	4.00	11.00	7.00
Finance	53.06	58.00	58.00	57.50	-0.50
Human Resources	18.09	21.00	21.00	20.00	-1.00
Labor Relations	3.19	4.00	4.00	4.00	0.00
Risk Management	5.14	6.00	6.00	9.00	3.00
Budget & Quality	10.13	11.00	11.00	13.00	2.00
Affirmative Action	3.02	3.00	3.00	3.00	0.00
Org Dev & Learning	6.32	7.50	7.50	9.50	2.00
Emergency Mgmt	3.00	3.00	3.00	3.00	0.00
Information Services	<u>72.25</u>	<u>79.00</u>	<u>82.00</u>	<u>85.50</u>	<u>3.50</u>
<b>Total Staffing FTE's</b>	<b>177.12</b>	<b>199.50</b>	<b>199.50</b>	<b>215.50</b>	<b>16.00</b>

# Department of Support Services

## Department Organization

The Department of Support Services delivers its services through ten divisions and 19 programs. Below is an organization chart.



## Department Administration

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 information management services for the County programs/offices in the Portland Building/Multnomah Building have been transferred to the Information Services Division for the FY 2001 budget. The Department Director is the project sponsor for the Integrated Enterprise System. The Administrative Division is coordinating implementation of the MERLIN project. For the next fiscal year the MERLIN Support team will be a part of the Department Administration division.

### Action Plans:

- Aggressively manage the policy and service portions of the integrated enterprise project. Keep elected officials and senior management informed and solicit their input, concurrence and support.
- Support forums to share ways to capture the benefits of MERLIN across the County.
- Continue to work with the Human Resources Forum and DSS divisions to improve the County's human resources services.
- Continue to work with policy leaders and DSS staff on countywide policy issues such as central information systems, disparity, contracting policies and procedures and other critical support issues.
- Continue to improve accessibility of DSS services to the organization through continuous improvement of tools such as the DSS MINT.

<b>Department Administration</b>					
<b>Budget Trends</b>					
	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	2.92	7.00	4.00	11.00	7.00
Personal Services	\$233,373	\$464,000	\$304,928	\$852,922	\$547,994
Contractual Services	11,375	35,000	58,914	2,475,703	2,416,789
Materials & Supplies	107,762	746,000	713,005	1,562,669	849,664
Capital Outlay	0	8,013,000	8,001,250	0	(8,001,250)
<b>Total Costs</b>	<b>\$352,510</b>	<b>\$9,258,000</b>	<b>\$9,078,097</b>	<b>\$4,891,294</b>	<b>(\$4,186,803)</b>
Program Revenues	\$0	\$134,010	\$8,102,107	\$2,618,300	(\$5,483,807)

**Director's Office**

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

**FY 2000: 4.00 FTE      FY 2001: 3.00 FTE**

**Enterprise System**

The Director of Support Services is the project sponsor for the Integrated Enterprise System (MERLIN) implementation project and ongoing support. The support team will consist of functional, training, and technical personnel who will support the existing functionality, train new users, enhance the functionality, and implement technical upgrades. Technical employees are shown in the Information Services budget, and additional functional employees are shown in the Finance, Human Resources, and Organizational Learning budgets (one FTE each).

**FY 2000: 0.00      FY 2001: 8.00 FTE**

<b>Costs by Program</b>	<b>1998-99</b>	<b>1999-00</b>	<b>2000-01</b>	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Director's Office	\$327,991	\$428,097	\$417,960	(\$10,137)
Information Technology	24,519	8,650,000	4,473,334	(4,176,666)
<b>Total Costs</b>	<b>\$352,510</b>	<b>\$9,078,097</b>	<b>\$4,891,294</b>	<b>(\$4,186,803)</b>

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Data Analyst Transferred to Budget Office to continue work on linking Budget System to MERLIN.	<i>Director's Office</i>	(1.00)	(\$68,266)	
Completion of IES Development	<i>Enterprise System</i>		(\$5,620,297)	(\$5,459,900)
Full year principal and interest payment on COP.	<i>Enterprise System</i>		\$665,000	
IES Support Team added mid-1999-00, OA Sr.	<i>Enterprise System</i>	1.00	\$31,117	
IES Support Team addition of 6.00 Business Analyst Sr.	<i>Enterprise System</i>	6.00	328,800	
IES Support Team added mid-1999-00, Information Systems Manager Sr.	<i>Enterprise System</i>	1.00	\$84,839	

## Affirmative Action

The Affirmative Action Office plans, organizes and directs equal employment opportunity implementation strategies for the County in accordance with Multnomah County Code 3.10.015 Merit Principles and 3.10.270 Equal Employment Opportunity

### The Office:

- Monitors County progress in all areas of equal employment opportunity;
- Consults on decisions in the areas of diversity, disability access, recruitment, selection, promotional policies, disciplinary practices, 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;
- Provides internal investigation, mediation and conflict resolution options.

The Office provides service to both the City of Portland and Multnomah County reducing duplication while assuring that each government conforms to regulatory requirements for monitoring, reporting, planning and implementing programs

### Action Plans:

- Provide EEO and Affirmative Action training workshops for supervisors and managers to enhance their skills and general knowledge.
- Actively recruit from "underutilized groups" for employment classifications where they are underrepresented.
- Implement mediation/conflict resolution processes for dispute resolution. (Measure the effectiveness of this model vs. informal complaints procedures annually).

# Department of Support Services

## Affirmative Action

<b>Affirmative Action</b>					
<b>Budget Trends</b>					
	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	3.02	3.00	3.00	3.00	0.00
Personal Services	\$196,399	\$197,000	\$206,251	\$211,822	\$5,571
Contractual Services	325	9,000	3,544	3,544	0
Materials & Supplies	6,056	26,000	17,553	16,655	(898)
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$202,780</b>	<b>\$232,000</b>	<b>\$227,348</b>	<b>\$232,021</b>	<b>\$4,673</b>
Program Revenues	\$0	\$3,000	\$3,000	\$3,000	\$0

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE</b>	<b>Expenditure</b>	<b>Revenue</b>
		<b>Changes</b>	<b>Changes</b>	<b>Changes</b>
No Significant Changes				

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97</b>	<b>FY 98</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
Minority employees as % of Portland MSA available	<i>Affirmative Action</i>	109.8%	114.5%	111.1%	116.0%	117.0%
Females in protected service category as % of workforce availability	<i>Affirmative Action</i>	74.4%	82.7%	82.3%	85.0%	87.0%
% of Affirmative Action Plan implemented to date	<i>Affirmative Action</i>	85%	94.5%	99.0%	70.0%	90.0%
Minorities in skilled crafts as % of workforce availability	<i>Affirmative Action</i>	N/A	11%	14.0%	14.0%	15.0%
Minorities in service/maintenance as % of workforce availability	<i>Affirmative Action</i>	N/A	12%	13.3%	14.0%	14.4%

# Budget & Quality

The Budget and Quality Division gathers data, analyzes it from a countywide perspective, and transforms it into information that Multnomah County decision-makers and citizens use. The Budget and Quality Office is responsible for designing and coordinating budget processes, financial forecasting, and supporting program evaluation efforts throughout the County.

**Action Plans:**

- Assist the Board, Sheriff, Health and Community Justice to review public safety issues and to prepare a new Public Safety levy.
- Convert existing budget system to new Merlin format.
- Revise budget manual to reflect new Merlin financial structure and processes.
- Convert historical and current budgetary and financial data into the new MERLIN system.
- Conduct multi-year program evaluations and analysis of two major county initiatives: SUN Schools (Schools Uniting Neighborhoods) and InterChange (secure alcohol and drug treatment for offenders).
- Support County workgroups with additional short-term evaluations and surveys on areas assigned by the Board, such as: Living Wage Workgroup; Contract Policy Team; County-wide Employee Survey; Annual Contractor Satisfaction Survey; annual Diversity Conference evaluation.
- Improve Benchmark budgeting by linking programs and funding to cross-departmental benchmarks, investigating how these programs work together to achieve benchmarks and researching "best and promising practices."

<b>Budget &amp; Quality</b>					
<b>Budget Trends</b>					
	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	10.13	11.00	11.00	13.00	2.00
Personal Services	\$612,494	\$707,734	\$716,491	\$916,859	\$200,368
Contractual Services	100,342	196,336	279,450	258,952	(20,498)
Materials & Supplies	149,476	171,201	159,149	177,187	18,038
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$862,312</b>	<b>\$1,075,271</b>	<b>\$1,155,090</b>	<b>\$1,352,998</b>	<b>\$197,908</b>
Program Revenues	\$5,416	\$76,000	\$115,000	\$78,300	(\$36,700)

**Budget**

The purpose of the Budget program is to maintain legal compliance in budget processes, to protect the long-term financial stability of the County 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, maintains and reports 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

**FY 2000: 7.00 FTE      FY 2001: 8.00 FTE**

**Evaluation**

The Evaluation/Research unit was established to improve the accountability of County programs, especially those involved in key cross-departmental initiatives. It has focused on the County's three long-term benchmarks: Reduce Crime; Reduce the Number of Children in Poverty; Improve School Success During 2000-2001 work will focus on gathering information to assist the Board of Commissioners in key decisions regarding the adult criminal justice system and on evaluating the SUN schools

**FY 2000: 4.00 FTE      FY 2001: 5.00 FTE**

<b>Costs by Program</b>	1998-99	1999-00	2000-01	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Budget	\$531,412	\$588,380	\$676,994	\$88,614
Evaluation	<u>330,900</u>	<u>566,710</u>	<u>676,004</u>	<u>109,294</u>
<b>Total Costs</b>	<b>\$862,312</b>	<b>\$1,155,090</b>	<b>\$1,352,998</b>	<b>\$197,908</b>

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Transfer Data Analyst from Directors Office to Budget	<i>Budget</i>	1.00	\$68,266	
Incorporates debt service from Multnomah Building into FM space charges	<i>Budget</i>		\$28,868	
Reclass Budget Analyst to Principal Analyst	<i>Budget</i>	0.00		
Reduced carryover from 1998-99 into 1999-00	<i>Evaluation</i>		(\$115,000)	(\$115,000)
Incorporates debt service from Multnomah Building into FM space charges	<i>Evaluation</i>		\$16,495	
Add Budget Analyst to support Living Wage Project	<i>Evaluation</i>	1.00	\$64,225	
Carries over GF approp. For evaluation, consulting services for current contracts, SUN school evaluation and Interchange Evaluation	<i>Evaluation</i>		\$53,300	\$53,300
Add contract for Bennett Jail Study	<i>Evaluation</i>		\$112,500	

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
Accuracy of revenue projection	<i>Budget</i>	+1.56%	+0.16%	-1.81%	+/-2.00%	+/-2.00%
Accuracy of expenditure projection	<i>Budget</i>	-3.22%	+0.67%	+0.89%	+/-2.00%	+/-2.00%

## Labor Relations

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. 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:

- Conclude negotiations and execute a collective bargaining agreement with the Multnomah County Prosecuting Attorneys Association.
- Commence negotiations for successor collective bargaining agreements:
  - AFSCME Local 88 (General Employees Bargaining Unit);
  - AFSCME Local 88 (Juvenile Custody Specialists Unit);
  - Multnomah County Corrections Officers Association;
  - Multnomah County Deputy Sheriffs Association;
  - Oregon Nurses Association;
  - International Brotherhood of Electrical Workers Local 48;
  - International Union of Operating Engineers Local 701;
  - International Brotherhood of Painters District Council 5;
- Conclude negotiations over contract terms related to long term establishment and operation of the joint labor-management Benefits Board.
- Maintain consultation services for managers on contract administration matters, including grievance arbitration representation.

<b>Labor Relations</b>					
<b>Budget Trends</b>					
	1998-99	1999-00	1999-00	2000-01	
	<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	3.19	4.00	4.00	4.00	0.00
Personal Services	\$243,057	\$307,498	\$307,498	\$320,730	\$13,232
Contractual Services	73,206	22,000	24,000	29,000	5,000
Materials & Supplies	72,776	53,000	65,223	66,224	1,001
Capital Outlay	5,500	20,000	20,000	0	(20,000)
<b>Total Costs</b>	<b>\$394,539</b>	<b>\$402,498</b>	<b>\$416,721</b>	<b>\$415,954</b>	<b>(\$767)</b>
Program Revenues	\$0	\$48,000	\$48,000	\$24,000	(\$24,000)

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Incorporates debt service from Multnomah Building into FM space charges			\$21,127	

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
% change in ratio of represented employees from base of 1988 w/ professional FTEs	<i>Labor Relations</i>	175%	185%	201%	201%	201%

# Emergency Management

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 also provides support to the joint Multnomah County/Gresham Oregon Hazardous Materials Response Team.

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.

**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 and assess areas for improvement of the emergency management consolidation intergovernmental agreement.

<b>Emergency Management</b>					
<b>Budget Trends</b>					
	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<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	\$169,532	\$183,000	\$181,435	\$192,244	\$10,809
Contractual Services	34,322	260,000	268,900	214,052	(54,848)
Materials & Supplies	52,995	150,000	156,387	130,316	(26,071)
Capital Outlay	<u>202,530</u>	<u>770,000</u>	<u>770,000</u>	<u>448,215</u>	<u>(321,785)</u>
<b>Total Costs</b>	<b>\$459,379</b>	<b>\$1,363,000</b>	<b>\$1,376,722</b>	<b>\$984,827</b>	<b>(\$391,895)</b>
Program Revenues	\$310,205	\$1,372,000	\$1,207,372	\$814,827	(\$392,545)

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Carryover EM Grants Dodson/Warrendale Acquisition Hazard Mitigation Project	<i>Emergency Management</i>		475,998	\$475,998
Portion of Dodson/Warrendale Acquisition Hazard Mitigation Project completed	<i>Emergency Management</i>		(\$771,000)	(\$771,000)
Carryover Hazardous Materials	<i>Emergency Management</i>		\$15,368	\$15,368
Portion of EM Grant Project IMPACT (Johnson Creek) completed	<i>Emergency Management</i>		(\$305,000)	(\$305,000)
Carryover EM Grant Project IMPACT (Johnson Creek)	<i>Emergency Management</i>		\$218,036	\$218,036

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
Training attendance as % of seating capacity	<i>Emergency Management</i>	126%	101%	100%	100%	100%
# exercises or exercise credits	<i>Emergency Management</i>	2	1	4	4	4

**Finance**

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 and 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. It actively seeks ways in which efficiencies can be implemented throughout the County.

**Action Plans:**

- Support and transition to the new MERLIN enterprise system.
- Continue to work with AOC/LOC task force to resolve PERS administration and fiduciary responsibilities.

<b>Finance</b>					
<b>Budget Trends</b>					
	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	53.06	58.00	58.00	57.50	(0.50)
Personal Services	\$2,844,050	\$3,157,000	\$3,157,360	\$3,227,432	\$70,072
Contractual Services	317,516	380,000	380,343	351,324	(29,019)
Materials & Supplies	2,776,425	2,763,000	2,791,747	2,949,815	158,068
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$5,937,991</b>	<b>\$6,300,000</b>	<b>\$6,329,450</b>	<b>\$6,528,571</b>	<b>\$199,121</b>
Program Revenues	\$519,699	\$591,000	\$546,526	\$655,977	\$109,451

## Director's Office

The Finance Director's Office provides professional financial services countywide as the ultimate financial authority for the County. The Finance Director's Office provides functional and primary support that enables and empowers the areas that report to the Financial Director. Those areas include Accounting (Accounts Payable and General Ledger), Contracts, Information Management, Materiel Management, Payroll, Purchasing, System Administration, and Treasury.

The Director's Office is responsible for:

- Coordinating the Finance Division's budget process;
- Approving Finance's contracts;
- Providing financial analysis and advice to the Board of County Commissioners and all County departments;
- Establishing financial, administrative, and procurement policies;
- Maintaining effective intergovernmental relations with other agencies;
- Providing smooth and efficient operations in Finance as a whole;
- Managing the Combined Charitable Giving Campaign;
- Delivering hands-on computer training classes for the County's financial systems;
- Meeting the financial reporting needs of the County;
- Administering the security profiles for the County's financial systems.

**FY 2000: 3.50 FTE      FY 2001: 3.00 FTE**

## Accounting

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.

**FY 2000: 18.00 FTE      FY 2001: 17.50 FTE**

<p><b>Treasury</b></p>	<p>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. During FY 1998-99, Treasury managed an investment portfolio that averaged \$266 million, peaking at \$578 million during the November and December tax collection cycle, and also managed \$223 million in outstanding debt</p> <p><b>FY 2000: 5.00 FTE      FY 2001: 5.00 FTE</b></p>
<p><b>Payroll</b></p>	<p>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 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, Internal Revenue Code Section 125 Cafeteria plans and deferred compensation elections, salary adjustments, voluntary and involuntary deductions from pay, account coding, and position data.</p> <p><b>FY 2000: 6.00 FTE      FY 2001: 6.00 FTE</b></p>
<p><b>Purchasing</b></p>	<p>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 RFPs, 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</p> <p><b>FY 2000: 11.00 FTE      FY 2001: 11.00 FTE</b></p>
<p><b>Materiel Management</b></p>	<p>Materiel Management includes a variety of County programs that provide commonly used supplies and equipment to County and other governmental agencies. Inventory Control purchases volume discounted standard stock food, office, medical, and janitorial commodities. Central Stores assures</p>

inventory accountability by receiving, warehousing, reselling and distribution of these items, which maximize savings and convenience to County customers. Central Stores surplus facilitates County customers who need help in disposal of surplus and excess supplies or equipment

**FY 2000: 10.00 FTE      FY 2001: 10.00 FTE**

**Contracts Administration**

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

**FY 2000: 4.50 FTE      FY 2001: 5.00 FTE**

<b>Costs by Program</b>	<b>1998-99 Actual</b>	<b>1999-00 Adopted Budget</b>	<b>2000-01 Adopted Budget</b>	<b>Difference</b>
Director's Office	\$2,474,938	\$2,466,139	\$2,746,681	\$280,542
Accounting	1,006,038	1,150,223	1,146,444	(3,779)
Treasury	422,507	436,980	464,836	27,856
Payroll	370,338	366,115	368,036	1,921
Purchasing	782,167	860,472	691,905	(168,567)
Materials Management	526,621	608,756	640,698	31,942
Contracts Administration	<u>355,382</u>	<u>440,765</u>	<u>469,971</u>	<u>29,206</u>
<b>Total Costs</b>	<b>\$5,937,991</b>	<b>\$6,329,450</b>	<b>\$6,528,571</b>	<b>\$199,121</b>

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Cut 0.50 Info Systems Analyst 2 to transfer to MERLIN	<i>Director's Office</i>	(0.50)	(\$35,000)	
Incorporates debt service from Multnomah Building into FM space charges	<i>Director's Office</i>		\$145,481	
Increased Programming Costs for MERLIN	<i>Director's Office</i>		\$58,000	
Increased excise tax revenue to Finance Division.	<i>Director's Office</i>			\$50,700
DCJ's Weed and Seed Grant 10% allocation for grant accounting	<i>General Ledger</i>		\$30,038	\$30,038
Eliminate 0.50 FSI, Add Prog Dev Spec	<i>Contracts Admin</i>	0.50	\$35,000	
Eliminate 0.50 FTE to transfer to MERLIN	<i>Accounting</i>	(0.50)	(\$32,000)	
Increased supply handling for Family Planning.	<i>Materiel Mgmt</i>		\$17,500	\$17,500

Key Result Measures	Program	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Estimate	FY 01 Estimate
# of audit adjustments	<i>Accounting</i>	0	0	0	0	0
% satisfied customers	<i>Accounting</i>	100%	95%	95%	95%	95%
# of incidents of non-compliance w/ Audit of Oregon Municipalities minimum standards	<i>Accounting</i>	1	3	1	0	0
Annual return compared to T-Bill yield and State Pool yield						
1) County		5.51%	5.64%	5.23%	5.00%	6.00%
2) 90 Day T-Bill	<i>Treasury</i>	5.12%	5.15%	4.79%	4.65%	5.65%
3) State Pool		5.61%	5.68%	5.10%	5.10%	5.75%
4) Long Term Obligation Bonds		Aa1	Aa1	Aa1	Aa1	Aa1
5) Short Term Note		MIG1	MIG1	MIG1	MIG1	MIG1
% of satisfied customers	<i>Payroll</i>	100%	100%	100%	100%	100%
\$ amount of penalties	<i>Payroll</i>	0	0	0	0	0
# of penalties	<i>Payroll</i>	0	0	0	0	0
Cost per \$ purchased	<i>Purchasing</i>	\$0.005	\$0.005	\$0.005	\$0.005	\$0.005
% of satisfied customers	<i>Purchasing</i>	75%	95%	100%	95%	95%
Customer satisfaction	<i>Materiel Management</i>	95.1%	100%	N/A	95%	95%
Annual inventory turnovers	<i>Materiel Management</i>	4.2	5.6	6.3	6.0	6.0
% satisfied customers	<i>Contracts Administration</i>	86.7%	90%	90%	95%	95%
% purchases from MBE/WBE contractors	<i>Contracts Administration</i>	4%	4%	5%	5%	5%
% contracts routed through Purchasing within 5 business days	<i>Contracts Administration</i>	90%	90%	90%	90%	90%

**Human Resources**  
(formerly Employee Services)

Human Resources Division (HRD) provides managers, employees, job applicants and departmental human resources staff with professional services to recruit, hire, develop, promote, involve and retain an effective workforce that achieves the County's goals. Human Resources delivers central coordination and technical support for departmental human resources staff and specialized countywide services in the areas of Recruitment and Selection, Classification and Compensation, Human Resources Policy and Strategic Planning, Administration and Evaluation, Workforce Development, Performance Management, Rewards and Recognition, Benefits Administration, Health Promotion and School to Career Programs, and Human Resources Information Systems coordination (SAP/MERLIN).

**Action Plans:**

- Implement the Integrated Enterprise System (SAP/MERLIN) within Human Resources and coordinate countywide implementation.
- Collaborate with the AA Office to publish and implement a Countywide Recruitment Strategic Plan to ensure that the County is recruiting a highly qualified and diverse workforce.
- Continue Compensation plan design and revision along with classification structure systematic review and analysis.
- Support the Multnomah County Employee Benefits Board (MCEBB) to develop viable and attractive benefit plan design options for all employees.
- Continue revisions to the County's Personnel Rules to ensure relevant, efficient and effective best practices in countywide HR policy administration.
- Continue collaboration with the Countywide Office of Organizational Learning to provide training in Human Resources competencies.

<b>Human Resources</b>					
<b>Budget Trends</b>					
	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	18.09	21.00	21.00	20.00	(1.00)
Personal Services	\$993,283	\$1,266,000	\$1,172,058	\$1,290,563	\$118,505
Contractual Services	911,154	520,000	569,371	1,155,126	585,755
Materials & Supplies	20,702,405	22,489,000	25,582,595	30,114,130	4,531,535
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$22,606,842</b>	<b>\$24,275,000</b>	<b>\$27,324,024</b>	<b>\$32,559,819</b>	<b>\$5,235,795</b>
Program Revenues	\$19,030,192	\$23,175,000	\$36,239,802	\$40,513,593	\$4,273,791

**Human Resources Administration**

Human Resources Administration is responsible for four general areas: (1) establishing and coordinating the strategic plan of the Human Resources Division and conducting Human Resources policy analysis, administration and consultation for the county; (2) coordinating county-wide Human Resources operations and process improvement with other county HR departments including recruitment and selection, performance management, rewards & recognition; (3) general human resource services for the Department of Support Services, District Attorney's Office, and Non-departmental offices; (4) general administrative support for the division; (4) School to Career Program administration and coordination.; (5) coordination of county-wide implementation of the overall Human Resources functionality in the county's new Integrated Enterprise System.

**FY 2000: 14.00 FTE      FY2001: 13.50 FTE**

**Compensation, Benefits & Health Promotion Programs**

The mission of the Compensation, Benefits & Health Promotion programs is to provide county-wide expertise and leadership in order to create and maintain a compensation and benefit program that is innovative, legally compliant and attracts and retains a productive workforce while providing value for taxpayers. These programs will also be responsible for the countywide administration of Compensation and Benefits Integrated Enterprise Systems.

The Compensation program is responsible for the development and implementation of countywide classification and compensation policy and practice including reviewing of all reclassification requests, conducting classification studies and market surveys; and assisting the Labor Relations organization with collective bargaining comparability data management.

The Benefits and Health Promotion Programs are responsible for the management of the benefit and wellness programs for eligible Multnomah County employees and their families.

**FY 2000: 7.00 FTE      FY2001: 6.50 FTE**

<b>Costs by Program</b>	1998-99	1999-00	2000-01	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Human Resources Admin	\$1,077,621	\$1,178,313	\$1,425,062	\$246,749
Health & Benefits	21,497,726	26,145,711	31,134,757	4,989,046
<b>Total Costs</b>	<b>\$22,575,347</b>	<b>\$27,324,024</b>	<b>\$32,559,819</b>	<b>\$5,235,795</b>

# Department of Support Services

## Human Resources

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Reclass 2 ES Spec 2's to ES Spec Sr	<i>Human Resources Admin</i>		\$12,000	
Provide employee benefit increase to cover cost of contraception and durable medical equipment	<i>Human Resources Admin</i>		\$132,000	\$132,000
Carries over GF for HR class comp study of \$45,500 to complete projects in process	<i>Human Resources Admin</i>		\$45,500	\$45,500
Reclass OA Sr. to Clerical Unit Supv	<i>Human Resources Admin</i>		\$5,000	
Transferred 0.50 Employee specialist	<i>Human Resources Admin</i>	(0.50)	(\$21,113)	
Delete 1.00 Eligibility Specialist to reflect work duties and organizational structure	<i>Compensation, Benefits &amp; Health Promotion</i>	(1.00)	(\$27,098)	
Add 0.50 OA2 and 0.50 OA Sr.	<i>Compensation, Benefits &amp; Health Promotion</i>	1.00	\$26,534	
Add 0.50 Employee Specialist to reflect work duties and organizational structure	<i>Compensation, Benefits &amp; Health Promotion</i>	0.50	\$21,113	
Delete Employee Service Specialist to reflect work duties and organizational structure	<i>Compensation, Benefits &amp; Health Promotion</i>	(1.00)	(\$48,892)	
Increased countywide health benefits and health promotion.	<i>Compensation, Benefits &amp; Health Promotion</i>		\$5,173,460	\$4,163,071

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
% Employees in job classes affected by class/comp studies	<i>Human Resources Admin</i>	N/A	N/A	10%	10%	10%
% Reclassification requests completed w/in 60 days	<i>Human Resources Admin</i>	N/A	N/A	37%	100%	100%
% Applicants entered in database w/in two days of closing	<i>Human Resources Admin</i>	N/A	N/A	95%	95%	95%
Participation rate in Health Promotion programs	<i>Compensation, Benefits and Health Promotions</i>	41%	43%	44%	45%	45%
Health costs % above/ below national avg-Government	<i>Compensation, Benefits and Health Promotions</i>	-22.1%	-19.0%	-8.0%	0.0%	-2.0%

**Countywide  
Office of  
Organization  
Learning**

The Countywide Office of Organizational Learning supports countywide RESULTS and technology training, diversity learning systems, countywide organizational learning, development, and performance support, the DSS MINT (intranet) site, and the countywide change management effort in MERLIN (integrated enterprise system) implementation. Online learning resources are provided via the MINT. A comprehensive management development system is being implemented including new supervisor/manager orientation, classes, learning groups, online resources, and countywide management conferences. The organizational development group provides needs assessment, consultation and interventions to improve work relationships, work design, and effectiveness. The Office of Organizational Learning, provides leadership for the Countywide RESULTS Steering Committee and coordination of the RESULTS assessment and ongoing organizational improvement.

**FY 2000: 7.50 FTE      FY 2001: 9.50 FTE**

**Action Plans:**

- Continue to implement countywide management development system.
- Support the transition to the MERLIN system by aligning appropriate courses with MERLIN resources, providing organizational development services, and consulting with managers and work groups on managing change.
- Provide leadership for the 2001-2002 RESULTS Assessment cycle.
- Improve employee development services and resources including enhancements to New Employee Orientation and new tools for managers and employees planning skill and career development.

<b>Countywide Office of Organizational Learning</b>					
<b><u>Budget Trends</u></b>					
	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	6.32	7.50	7.50	9.50	2.00
Personal Services	\$388,951	\$505,500	\$472,037	\$645,880	\$173,843
Contractual Services	397,233	389,000	537,200	359,856	(177,344)
Materials & Supplies	106,263	171,000	147,814	237,368	89,554
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$892,447</b>	<b>\$1,065,500</b>	<b>\$1,157,051</b>	<b>\$1,243,104</b>	<b>\$86,053</b>
Program Revenues	\$0	\$0	\$0	\$9,000	\$9,000

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Carries over \$9,000 gf for service awards	<i>COOL</i>		\$9,000	\$9,000
Incorporates debt service from Multnomah Building into FM space charges	<i>COOL</i>		\$55,785	
Due to MERLIN, now providing registration services for computer software training in-house rather than contracting out this service within existing resources.	<i>COOL</i>	1.00		
Transfer 1.00 FTE from MERLIN to reflect anticipated operations and consolidate training	<i>COOL</i>	1.00	\$77,243	

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
DSS/MINT accesses per month	<i>COOL</i>	N/A	N/A	63,900	75,000	80,000
% Satisfied MINT site users	<i>COOL</i>	N/A	N/A	N/A	80%	90%
% Satisfied training participants	<i>COOL</i>	N/A	N/A	94%	96%	98%
% Customers indicating satisfaction w/ custom training and organizational development intervention	<i>COOL</i>	N/A	N/A	100%	100%	100%
Training capacity usage	<i>COOL</i>	94%	94%	99%	99%	99%

# Risk Management

The Risk Management Division provides full-service performance consulting in workplace safety and health, insurance, liability, property and work-related injuries to protect the assets of the departments, elected officials, employees, taxpayers, and the public of Multnomah County. The Risk Management Division adjusts claims for property, liability and workers' compensation losses, negotiates insurance coverage for the 60 buildings owned by the County and provides safety training and loss prevention consulting services to all County departments.

The staff of the Risk Management Division work to reduce the number of accidents and injuries that occur at County facilities. For those accidents that do occur, Risk Management helps identify what went wrong and why, with a view towards preventing similar accidents in the future.

**Action Plans:**

- Reduce the cost and improve customer service on workers' compensation claims by bringing the claims examiners in-house.
- 
- Purchase and install risk management software to facilitate workers' compensation claims administration.
- 
- Design and deliver a comprehensive safety training program to meet legal requirements and department needs.
- 
- Implement the vehicle self-insurance program.

<b>Risk Management</b>					
<b>Budget Trends</b>					
	1998-99	1999-00	1999-00	2000-01	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	5.14	6.00	6.00	9.00	3.00
Personal Services	\$633,430	\$511,000	\$511,218	\$700,050	\$188,832
Contractual Services	585,664	622,000	623,500	505,696	(117,804)
Materials & Supplies	3,639,629	2,779,000	2,895,672	3,008,435	112,763
Capital Outlay	0	5,000	7,500	57,680	50,180
<b>Total Costs</b>	<b>\$4,858,723</b>	<b>\$3,917,000</b>	<b>\$4,037,890</b>	<b>\$4,271,861</b>	<b>\$233,971</b>
Program Revenues	\$4,858,723	\$3,917,000	\$4,037,890	\$4,271,861	\$233,971

# Department of Support Services

# Risk Management

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Add Loss Control Spec for safety training.	<i>Risk Management</i>	1.00	\$36,000	
Add 2 FTEs Workers Comp Spec for workers' comp. claims administration in-house	<i>Risk Management</i>	2.00	\$97,000	
Safety Video Production carryover	<i>Risk Management</i>		\$7,843	\$7,843
Carries over \$50,000 for work comp claims software ordered but not received	<i>Risk Management</i>		\$50,000	\$50,000
Incorporates debt service from Multnomah Building into FM space charges	<i>Risk Management</i>		\$29,958	\$29,958
Reduction in cost of Workers' Compensation claims administration contract (1/2 year)	<i>Risk Management</i>		(\$105,000)	
Decrease Blood Borne Pathogen costs.	<i>Risk Management</i>		(\$134,000)	
Increase insurance claims and internal service revenues from County programs.	<i>Risk Management</i>		\$200,000	\$150,000
Implement vehicle self-insurance program	<i>Risk Management</i>		\$50,180	

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
Workers Compensation claims per 100 FTEs	<i>Risk Management</i>	7	7	7.6	7.6	7.6
# of work days lost annually per 100 FTEs	<i>Risk Management</i>	21	33	21	21	21
Cost of risk	<i>Risk Management</i>	0.54%	0.77%	0.63%	0.63%	0.63%
Workers Compensation experience rating	<i>Risk Management</i>	0.68	0.68	0.63	0.63	0.63

## Information Services

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 strategic technology planning; analysis, design, selection and implementation of new or replacement computer information systems; maintenance and enhancements; computer operations, 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.

### Action Plans:

- Provide technical assistance to the MERLIN system (SAP finance and human resources) countywide, along with its development and enhancement.
- Continue to implement "next steps" of the Strategic Plan for Information Technology (SPIT), including (1) deployment of the County's Virtual Private Network for secure access to County systems from remote locations over the public Internet, and (2) continuing development of central "data models" to integrate data "silos" existing in County departments, facilitating future development of integrated decision support systems for County managers.
- Continue implementation of changes begun last year to the ISD organizational structure.
- Pursue funding from a new State DOR program to convert the County's tax parcel data from CAD to GIS format, enabling use of GIS by Assessment and Taxation to maintain the County's tax parcel base, upon which other County data will be overlaid to meet the mapping needs of many County programs.

<b>Information Services</b>					
<b>Budget Trends</b>					
	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	72.25	79.00	82.00	85.50	3.50
Personal Services	\$4,606,487	\$5,053,000	\$5,547,632	\$6,244,206	\$696,574
Contractual Services	3,642,489	2,727,000	811,652	44,050	(767,602)
Materials & Supplies	9,394,142	11,289,000	13,505,396	14,203,169	697,773
Capital Outlay	<u>4,260,925</u>	<u>2,459,000</u>	<u>3,871,249</u>	<u>3,748,952</u>	<u>(122,297)</u>
<b>Total Costs</b>	<b>\$21,904,043</b>	<b>\$21,528,000</b>	<b>\$23,735,929</b>	<b>\$24,240,377</b>	<b>\$504,448</b>
Program Revenues	\$21,904,043	\$20,984,000	\$23,117,200	\$23,834,158	\$716,958

**Division  
Management**

Division Management oversees technology use County-wide and plans, organizes and directs all of the activities of the Information Services Division (ISD). This section is responsible for providing strategic direction for use of new technologies within the County; for aligning the information services activities in ISD with the needs of County departments; for defining and maintaining acceptable levels of services and for providing accountability to users for all services provided. Technology is changing how every organization conducts business, and Multnomah County is no exception. 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.

The Information Services group from the Director's office has transferred to this program. One position has been transferred from ISD Operations to ISD Division Management to improve strategic planning and direction of technology use at the County-wide level.

**FY 2000: 12.00 FTE      FY 2001: 13.00 FTE**

**Applications  
Maintenance**

Applications Maintenance maintains, enhances and supports the County's central computer information systems, including finance, human resources, jail management, warrants processing, prosecution, property tax assessment and collection, and others. Work of this section includes analysis of requested changes, development of detail specifications for new programs or modifications to existing programs, installation and training for the modifications made and installation/ testing of new 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. About 600 user submitted requests for changes are processed each year. These are primarily required to support State and Federal mandates.

This section is responsible for the technical support logistics for the core MERLIN team. Their work includes procurement, installation and maintenance of desktop computers and software for the 55-member team; implementation and maintenance of the MERLIN team LAN; WAN and remote access connectivity; telecommunication services; and procurement, installation, and connectivity to the servers running the SAP software.

**FY 2000: 18.00 FTE      FY 2001: 17.00 FTE**

Special Projects

Special Projects works with County Programs to design, develop and acquire new or replacement computer applications and information technology infrastructure necessary to support the agency's work.

Decision Support System for Justice Programs

This system enables users to look at simple data and complex data patterns, for selected (public) data items taken from multiple justice sources and stored in a central repository called a data warehouse. The DSS-Justice system provides views of summarized/aggregate data on offenders, offences, events and programs. For example, the data may be used to determine what sanctions and programs work best for certain offenders, or to count arrests and convictions for a certain type of crime. Users access the DSS-Justice system primarily via the Internet. Addition of one analyst for FY01

Intranet (the "MINT")

Design, development, implementation, and management of the County's internal Web pages (the "MINT") continue as a special project.

Geographic Information Systems (GIS)

The focus of the Geographic Information Systems staff is to educate County Programs about potential applications of GIS, and to coordinate efforts across the County and with other regional jurisdictions so that our GIS data layers and applications are compatible. A GIS Analyst position has been transferred from the Department of Environmental Services to ISD to seed development of a central GIS staff that can provide GIS services to multiple County departments.

**FY 2000: 8.00 FTE      FY 2001: 9.00 FTE**

Computer Operations

Computer Operations maintains the central County data center providing efficient, reliable computer services to all County programs. This section is responsible for activities necessary to support development, maintenance and operation of County computer systems. Work of this section includes systems administration of the County "mainframe" and other servers, maintenance/upgrades of operating systems software, 24x7x365 system monitoring, performance tuning, system backups with off-site storage and well-maintained disaster recovery plans, as well as data preparation, job setup and scheduling, output validation and distribution, and staffing of a 24x7x365 "help" line.

Computer Operations schedules and processes nearly 250,000 jobs a year, produces 12 million pages of computer printed reports and supports 201 million requests for on-line information each year. Workload continues to increase as additional systems are implemented and as the County moves away from a single "mainframe" to a more complex multi-platform, multi-server technical environment.

**FY 2000: 22.00 FTE      FY 2001: 25.00 FTE**

## Network Services

Network Services plans, designs and directs maintenance of and changes to the County's wide area network. It maintains the legacy 3270 terminal network, provides access to the enterprise server, electronic mail services and access to the Internet.

The County's wide area network now provides frame relay services to 78 sites within the County and to computers located in Oregon state and local governments. We now have 4,881 employees using the County's electronic mail system (up from 120 in 1995). The older terminal network continues to support 296 terminals and 185 printers, located in 18 different sites.

**FY 2000: 11.00 FTE      FY 2001: 10.00 FTE**

## Telecomm Services

Telecommunications Services 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. Telecommunications coordinates new installations and changes to existing telephone, voice mail, interactive voice response and videoconferencing services.

The County's telecommunications system supports the work of County programs by providing over 6,300 telephone instruments in 110 different locations. The work of this section has increased as new telecommunications technologies are utilized by County programs, and as County staff move between County facilities.

**FY 2000: 10.00 FTE      FY 2001: 10.50 FTE**

## Infrastructure

This program pays for personal computer replacement on a four-year cycle. It also covers the cost of the operating system software, network operating system software, and applications software (Microsoft Office Suite) for each desktop computer and local area network (LAN) server. ISD maintains the software license agreements and administers the replacement fund.

This is the fifth 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.

**FY 2000: 1.00 FTE      FY 2001: 1.00 FTE**

# Department of Support Services

# Information Services

<b>Costs by Program</b>	1998-99	1999-00	2000-01	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Division Management	\$2,229,854	\$2,832,263	\$2,617,080	(\$215,183)
Applications Maintenance	1,341,921	1,543,009	1,457,943	(85,066)
Special Projects	4,430,433	3,678,444	1,986,867	(1,691,577)
Computer Operations	5,172,329	4,555,853	4,634,162	78,309
Network Services	1,766,869	1,846,934	1,951,186	104,252
Telecommunications	4,406,219	4,893,842	5,279,976	386,134
Infrastructure	<u>2,513,284</u>	<u>4,385,584</u>	<u>6,313,163</u>	<u>1,927,579</u>
<b>Total Costs</b>	<b>\$21,860,909</b>	<b>\$23,735,929</b>	<b>\$24,240,377</b>	<b>\$504,448</b>

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Transfer in IS Mgr from Network Services.	<i>Div. Mgt.</i>	1.00	\$79,969	
Reduce equipment purchase for DSS-Justice Project in 00, adds server purchase 01.	<i>Div. Mgt.</i>		(\$225,000)	
Workload support for TeleCom-add OA/2	<i>TeleCom</i>	0.50	\$17,000	
Voice Mail replacement	<i>TeleCom</i>		\$431,000	
Increase carryover, other revenues Tele. Fund	<i>TeleCom</i>			\$1,400,000
Incremental Infrastructure cost for SAP system	<i>App. Maintenance</i>	3.00	\$565,000	\$565,000
Workload decrease for legacy systems.	<i>App. Maintenance</i>	(4.00)	(\$202,300)	(\$202,300)
Completion of Y2000 remediation contract.	<i>App. Maintenance</i>		(\$127,000)	
Add 2.00 Database Administrators	<i>Computer Operations</i>	2.00	\$122,023	
Reclassifies 3 Systems Programmers, to Systems Program Sr.	<i>Computer Operations</i>			
Add 1.00 System Program Sr.	<i>Computer Operations</i>	1.00	\$64,438	
Carryover PC equipment in Flat Fee program.	<i>Infrastructure</i>		\$1,353,217	\$1,353,217
Transfer ISD Manager to Division Mgt	<i>Network Services</i>	(1.00)	(\$72,727)	
Transfer 2 ISA2's to Operations-Data Modelers	<i>Special Projects</i>	(2.00)	(\$122,000)	
Add Info Sys Analyst/Sr to DSS-Justice	<i>Special Projects</i>	1.00	\$72,000	
Add IS Administrator to Web Development	<i>Special Projects</i>	1.00	\$97,000	
Carry over Justice Bond Project Fund for Technology Projects	<i>Special Projects</i>		\$815,000	\$815,000
Carryover GF for City Portland Law Enforcement Block Grant for enhancement of Decision Support System	<i>Special Projects</i>		\$102,000	\$102,000
Reduce Justice Bond Project 1999-00.	<i>Special Projects</i>		(\$2,800,000)	(\$3,400,000)
Add Data Warehouse development and coordination.	<i>Special Projects</i>	1.00	\$250,000	

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
Online response time	<i>Operations</i>	2.8 seconds	2.8 seconds	2.8 seconds	2.8 seconds	2.8 seconds
% of scheduled reports delivered on time	<i>Operations</i>	99.5%	99%	99.4%	99.4%	99.4%
% of scheduled operating time the computer system is available	<i>Operations</i>	99.4%	99.7%	99.8%	99.8%	99.8%
% of scheduled time the Wide Area Network (WAN) is available	<i>Network Services</i>	99%	95%	96%	95%	95%
Average time to repair – Telecomm Services	<i>Telecomm Services</i>	6.7 hrs.	6.0 hrs.	8.0 hrs.	8.0 hrs.	8.0 hrs.

