

Department of Support Services

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Department of Support Services

Vision

Multnomah County will become a national model of governmental excellence. The human, financial, and information technology resources of the County will be aligned with the County's strategic direction and help assure that community-based benchmarks are achieved.

The Department of Support Services will work to deliver internal support services that are timely, and of the highest quality. DSS will align its divisions to provide maximum support to the County's organizational vision by enabling programs to focus efforts and attention on service delivery, rather than on procedures, and to objectively and systematically measure success

Human Resource Management

County Managers and supervisors will have the time, talent, and skills to carry out their responsibilities. They will be noted for their professional expertise, particularly in the areas of supervision, interpersonal relations, cultural diversity, and the development of high performance systems. They will hire a workforce reflecting the cultural and ethnic makeup of the community and will work in partnership with the Employees Services Division to attract, develop, and retain qualified employees.

County managers and supervisors, as well as all employees and the unions and associations that represent them, will understand the mutual rights and responsibilities that have been agreed to in the collective bargaining process. The collective bargaining 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 a problem solving approach to interactions between management and labor. Additionally, the process of contract administration will be conducted in a manner which encourages Labor-Management cooperation.

The County workforce will be committed to safe and healthy work sites. The County will encourage employees to be physically and emotionally healthy. Employee injuries will be rare. Injured employees will receive appropriate medical care and return quickly to their work sites, for modified duty if necessary.

The County workforce will be provided training opportunities to ensure that they can not only effectively perform the technical aspects of their jobs but have the interpersonal, cultural and problem solving skills which allow each employee to successfully interact with others. The County's training programs shall help employees develop skills in order to improve their service delivery to the community.

The County workforce will be fairly compensated and will feel they have opportunities for advancement and professional growth.

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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.

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.

Information Technology

Multnomah County information technology 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) will provide a planning instrument to support this vision.

Strategies

The new Department of Support Services will align all central support services of the County government around long term planning processes reflected in the RESULTS Roadmap and the Strategic Planning for Information Technology (SPIT).

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.

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Budget Overview

	1994-95	1995-96	1995-96	1996-97	
	<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	160.40	166.53	167.03	170.50	3.47
Departmental Costs	\$34,036,930	\$39,166,206	\$39,323,270	\$53,145,847	\$13,822,577
External Revenues	\$38,649,025	\$32,447,749	\$32,462,249	\$35,988,581	\$3,526,332
General Fund Support	\$5,733,280	\$6,945,149	\$7,087,713	\$17,613,640	\$10,525,927

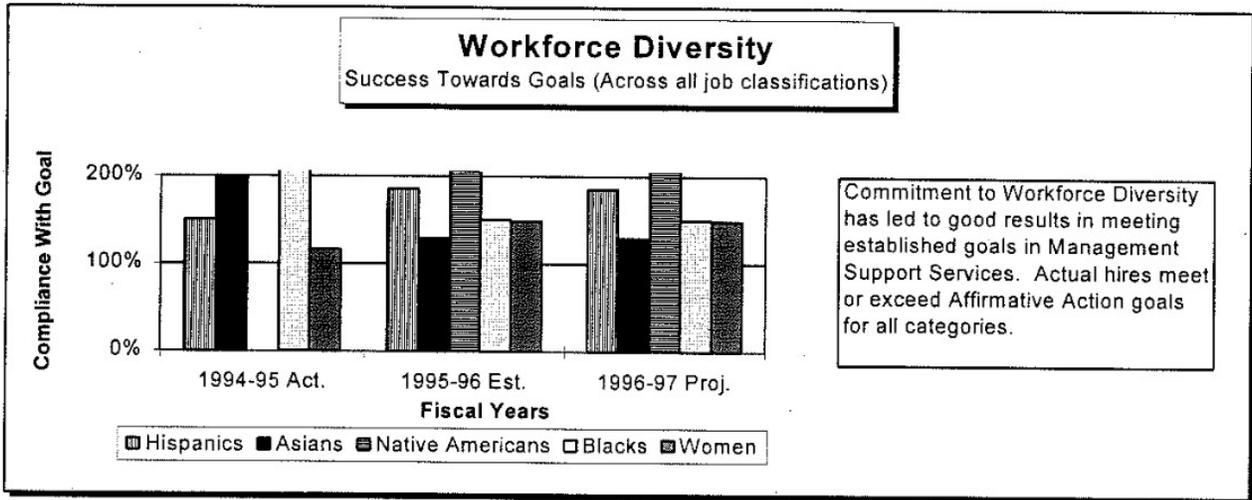
Department Services

The Department of Support Services (DSS) consists of centralized support agencies that deliver human, financial, information technology resource policies and tools to County departments. The DSS services include Finance, Employee Services, Labor Relations; Budget and Quality; Affirmative Action; Risk Management; Emergency Management; and Information Services.

DSS works with the Chair, the Board, and with other internal and external partners to promote, develop and communicate the County's strategic planning, budget process, and quality initiatives in order to achieve the County's "Urgent Benchmarks" and systems improvements. DSS also advises the Chair and Board on policy issues pertaining to funding, budgetary matters and/or other policy issues related to all of its divisions as needed.

Department of Support Services

Performance Trends



Department of Support Services

Recent Accomplishments

Quality Improvement

- Provided LGFS training to various department users to increase efficiency.
- Comprehensive review of three service delivery systems initiated by Employee Services.
- Developed ergonomics education project to address injury prevention through several strategies.

Successful Outcomes

- The County received from the Government Finance Officers Association the Certificate of excellence in Financial Reporting, and the Distinguished Budget Award. The County has also maintained its Aa1 General Obligation Bond rating.
- The "RESULTS Roadmap," a planning document for implementation of the County's quality initiative, which focuses on customer satisfaction, excellent service delivery, and excellent value for taxpayers, was finalized with active participation by the Budget and Quality Division.
- The Strategic Planning for Information Technology (SPIT) process was completed. The "Strategic Plan for Information Technology" document was adopted by the Board of County Commissioners in March, 1996.
- Framework for the consolidation of the separate offices of emergency management within the County was adopted and the consolidation effort targeted for completion by July, 1998.
- A new, comprehensive "Guide for Labor Relations" was issued with a focus on labor-management cooperation compatible with the County's move to a quality environment. Training for the new guide was provided for managers and supervisors and planned for union shop stewards.
- An expanded Employee Relations Committee process was implemented with Local 88, to include a pre-bargaining process, continuous Interest Exploration (CIE), as well as an annualized joint retreat and training process.

Department of Support Services

Budget Highlights

- The Department of Support Services exists in the budget for the first time, Department Administration is added as a new division, with 2.50 new FTE. Department information management and word processing functions, previously budgeted elsewhere in the department, are moved into Department Administration. The Information Services Division is moved from the Department of Environmental Services to the Department of Support Services.
- FY 1996-97 brings the first full year implementation of the *RESULTS Roadmap*, the *RESULTS Training Plan* and the *Strategic Plan for Information Technology*.
- The Information Services division will begin three new services as a result of the *Strategic Plan for Information Technology*: a geographic information systems (GIS) unit (2.0 FTE), to coordinate efforts countywide and educate county programs about potential uses of GIS; a data modeling and management unit (3.0 FTE), which will work with departments to identify the data they currently collect, the data they need to collect, and the data they need to share; and a policy/research person (1.0 FTE) to assist the departments in their efforts, and to coordinate these activities and their results countywide.
- A "flat fee" for personal computers is budgeted in all departments, and received and administered in the Information Services Division. This fee will pay for equipment replacement; network, Microsoft Office® and Windows® maintenance agreements, and a person to administer the program.
- \$1.2 million of General Fund is budgeted for information technology. In FY 1996-97, these funds will be used for personal computer acquisition (other than replacement); network equipment; a review of the job classifications of technical employees; and training countywide on the new office suite standard, Microsoft Office®.
- \$200,000 is budgeted in the Information Services Division for the continued development of the integrated data management system for Community and Family Services and related county departments. If necessary, at the discretion of the County Chair, this funding can also be used to supplement the funding for the interim children's capitation system project begun in FY 1995-96.
- In order to increase diversity and opportunity in the public contracting process, funding is added to contract with the City of Portland in the areas of EEO certification of contractors, outreach, prequalification of construction contractors and contractor workforce training and recruitment.

Department of Support Services

RESULTS Efforts

DSS actively participates in the RESULTS initiative by challenging itself to: (1) better serve departments and to unify policy and program advice to the Chair's Office by better coordinating our respective functions; and (2) review our support function processes so they create alignment between their objectives and the vision implied by RESULTS for how the County organizations will function in the future. We are committed to making sure our support services serve our customers and support RESULTS initiative, not act as barriers to better serving the citizens of Multnomah County.

In FY 1995-96, the Department of Support Services was involved with RESULTS internally and externally: Internally, RESULTS efforts were integrated into the DSS management process. Externally, DSS was responsible for assisting other departments in using RESULTS to improve service delivery. The following examples highlight how RESULTS is being used as a guiding principle for DSS efforts.

Examples of RESULTS used internally by DSS:

Use of Customer Focused Teams

- Three teams in the department continue to operate customer surveys for computer support and accounts payable/purchasing;
- CQI teams have been developed in Employee Services with county-wide membership to review the Benefits, Exempt Employee Total Compensation and performance management, and Recruitment and Selection Stakeholders systems.

Examples of RESULTS used externally by DSS:

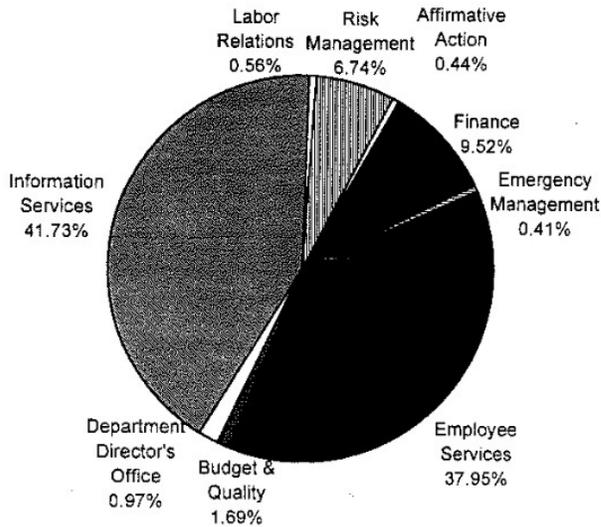
Process Orientation / "Doing it right the first time."

- In order to build quality into County processes, DSS produced a number of guides, including: the *RESULTS Roadmap*, a *Guide for Labor Relations*, and a contract insurance and indemnification manual.
- A Management Forum training process was conducted in February, 1996 to introduce all County Department Directors and direct reports, as well as Departmental RESULTS Steering Committee members, to the recently finalized *RESULTS Roadmap*.
- RESULTS Quality Initiative supported by the development of a countywide *Training Plan* tied to the goals of the *RESULTS Roadmap*.
- The Budget & Quality Office provides performance measurement training and assistance to all departments.

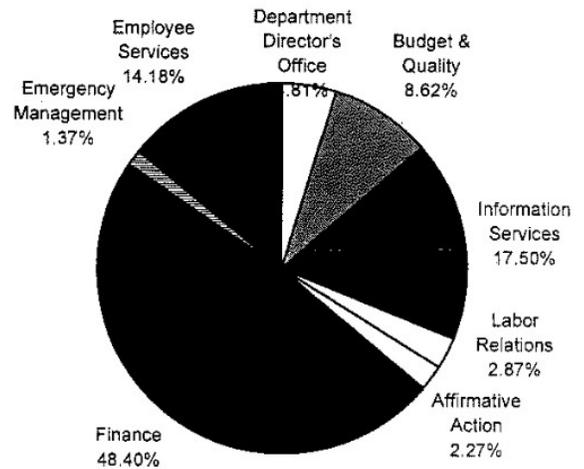
Support Services

TOTAL EXPENDITURES BY DIVISION 1996-97 PROPOSED BUDGET

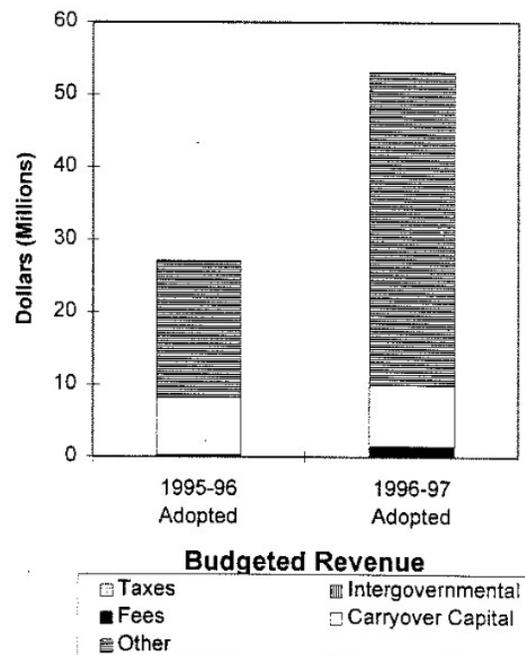
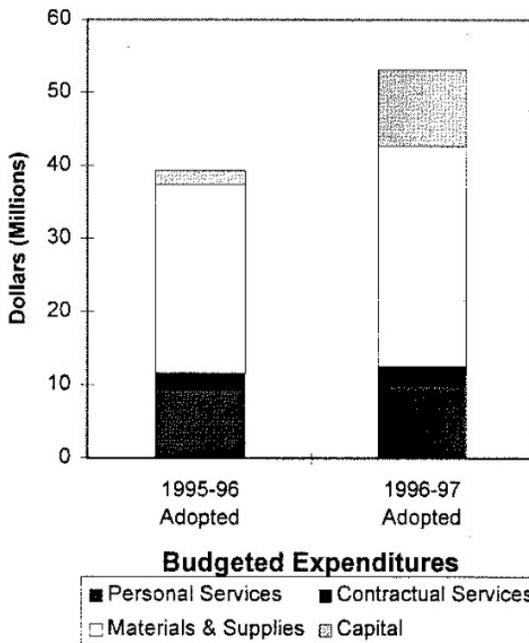
All Funds



General Fund Only, Including Cash Transfers



EXPENDITURE AND REVENUE COMPARISON 1995-96 Adopted Budget and 1996-97 Proposed Budget All Funds, Including Capital Projects



Department of Support Services

Budget Trends

	1994-95	1995-96	1995-96	1996-97	
	Actual	Current	Adopted	Adopted	Difference
		Estimate	Budget	Budget	
Staffing FTE	160.40	166.53	167.03	170.50	3.47
Personal Services	\$8,654,583	\$9,133,175	\$9,270,862	\$9,786,551	\$515,689
Contractual Services	1,580,000	2,344,784	2,369,119	2,780,697	411,578
Materials & Supplies	23,050,587	25,692,827	25,718,335	30,068,495	4,350,160
Capital Outlay	<u>751,760</u>	<u>1,995,420</u>	<u>1,964,954</u>	<u>10,510,104</u>	<u>8,545,150</u>
Total Costs	\$34,036,930	\$39,166,206	\$39,323,270	\$53,145,847	\$13,822,577
External Revenues	\$38,649,025	\$32,447,749	\$32,462,249	\$35,988,581	\$3,526,332
General Fund Support	\$5,733,280	\$6,945,149	\$7,087,713	\$17,613,640	\$10,525,927

Costs by Division

	1994-95	1995-96	1995-96	1996-97	
	Actual	Current	Adopted	Adopted	Difference
		Estimate	Budget	Budget	
Director's Office	\$0	\$0	\$0	\$514,998	\$514,998
Finance	3,016,958	3,101,000	3,138,316	5,059,335	1,921,019
Employee Services	16,593,725	19,176,208	19,265,964	20,167,428	901,464
Labor Relations	324,916	283,783	296,118	297,862	1,744
Risk Management	3,713,321	3,454,786	3,469,286	3,579,563	110,277
Budget & Quality	719,395	852,300	855,457	895,527	40,070
Affirmative Action	199,186	214,949	214,949	236,255	21,306
Emergency Management	194,479	197,387	197,387	218,905	21,518
Information Services	<u>9,274,950</u>	<u>11,885,793</u>	<u>11,885,793</u>	<u>22,175,974</u>	<u>10,290,181</u>
Total Costs	\$34,036,930	\$39,166,206	\$39,323,270	\$53,145,847	\$13,822,577

Staffing by Division

	1994-95	1995-96	1995-96	1996-97	
	Actual	Current	Adopted	Adopted	Difference
		Estimate	Budget	Budget	
Director's Office	0.00	0.00	0.00	7.50	7.50
Finance	49.69	52.00	52.00	52.50	0.50
Employee Services	19.93	22.03	22.03	18.00	(4.03)
Labor Relations	4.12	3.00	3.50	3.00	(0.50)
Risk Management	6.92	4.00	4.00	5.00	1.00
Budget & Quality	9.64	11.00	11.00	11.00	0.00
Affirmative Action	3.07	3.50	3.50	3.50	0.00
Emergency Management	3.08	3.00	3.00	3.00	0.00
Information Services	<u>63.96</u>	<u>68.00</u>	<u>68.00</u>	<u>67.00</u>	<u>(1.00)</u>
Total Staffing FTE's	160.40	166.53	167.03	170.50	3.47

1996-97 Adopted Budget

Department of Support Services

Issues and Opportunities

1. Implementation of the *RESULTS Roadmap* and *Strategic Plan For Information Technology*

In FY 1995-96 two significant plans were published for Multnomah County: The *RESULTS Roadmap*, a plan for implementing the County's quality initiative; and the *Strategic Plan for Information Technology (SPIT)*, a plan for using technology to improve both the provision of and access to services the County provides.

Both documents were produced after intensive, collaborative, cross-county teams spent many months working on them. Both were approved by the Board of County Commissioners. Although neither of these documents provides specific "how-to" steps for implementation, both provide goals and objectives which must be achieved in order to reach the vision of excellent service that Multnomah County desires.

The Department of Support Services (DSS) has a dual role in the implementation of both these plans. Like all other County departments, DSS must work to incorporate the goals and objectives of the *Roadmap* and *SPIT Plan* into the daily operations. DSS also has a significant role in facilitating the implementation of these plans in the other departments. However, organizational, funding and program changes in DSS are necessary to fully support these implementation efforts.

Major Alternatives:

- Do not change services or funding in DSS to support the other departments. Both of these initiatives have countywide collaboration as primary goals. To implement them without any central coordination or guidance would hamper the ability to achieve these goals. Additionally, new visions of central services were an essential element of the *SPIT Plan*.
- Fully fund all SPIT objectives and all necessary RESULTS-related activities in both the departments and in DSS. While this option would remove the difficulties of limited funding from the implementation efforts of each plan, it is not a prudent choice given the competing needs for resources within the County.
- Continue funding streams initiated in FY 1995-96. Add new services based on the recommendations of each plan, in the areas to serve the greatest needs.

Department of Support Services

Board Action:

Continue funding expanded RESULTS training program begun in FY 1995-96. Add data modeling unit to ISD to support data identification and sharing goals of both the Roadmap and the SPIT Plan. Add policy and research and GIS education and coordination functions, but eliminate six mainframe-related positions at ISD, in recognition of the changing role of a central IS service. Provide \$1.2 million investment in County's IT infrastructure and to help facilitate conversion to new standard software.

2. Personal computer equipment replacement and software

In order to facilitate the data access and sharing goals of *the Strategic Plan for Information Technology*, the decision was made in FY 1995-96 to implement a standard "office suite" countywide for word processing, spreadsheet, database, presentation and e-mail software. A committee with department-wide and elected official representation selected Microsoft Office as the standard in November, 1995.

A recognized barrier to moving to a standard, and a further hindrance to our data sharing goals, was the fact that different areas of the county organization have made drastically different purchasing and replacement decisions with regard to their personal computers. These choices were historically made for a variety of reasons, but the conclusion at this time was that as we become dependent on technology to assist in meeting our program needs, we must make a responsible investment in that technology.

Just as with any other asset, the funding of on-going replacement is a significant issue with PC's. In fact, because of the speed of change in this technology, equipment becomes obsolete in terms of running software before it stops running from a mechanical standpoint. Historically, the county has funded replacement erratically. Because of the critical role PC's now play, and the increasingly important role they will continue to play in serving the County's customers, a more stable replacement funding process must be achieved.

Major Alternatives:

- Provide funding from the General Fund for all PC hardware and software acquisition and replacement needs. This could be done centrally or on a "request" basis from departments. As with the implementation of the RESULTS and SPIT plans, this alternative removes funding barriers from the departments' effective use of personal computers. It is, however, not financially viable at this time.
- Allow the departments to continue to fund equipment replacement and software as they have done in the past. Increased funding requests, or replacement for machines for which no reserve has been built, would be weighed against programmatic needs in the year the replacement/upgrade was needed. This option provides much more

Department of Support Services

flexibility, but provides no "insurance" that a basic level of technology would be available countywide. This also forces PC hardware and software funding to be a significant effort, in terms of determining need and possible ways to meet that need, each year.

- Begin a "flat fee" program. Such a program would provide for enterprise-wide software licensing for the County standard software, and for regular equipment replacement. Each PC will be charged the same fee; the departments will have discretion over the distribution and re-distribution of their machines.

Board Action:

Begin the flat fee program in the FY 1996-97 budget to provide for software maintenance and PC equipment replacement on a four year cycle for County employees' PC's. During 1996-97, determine if and how elements of PC training and support can also become part of the flat fee program. Work closely with departments to resolve issues which may arise as a result of this new program. Develop a "disposal" program to pass our older machines to non-profit or other users.

Description

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

This division is newly created in the FY 1996-97 budget. 4.00 of the division's FTE existed in other programs in the department in FY 1995-96. The Director's Office staff of 2.50 FTE is new; the positions were transferred from the Department of Environmental Services. One person is added to the Information Management section to provide database management and application support, as more of the department's applications move from the mainframe to the local area network environment.

Action Plan

- Review impact of expanded justice and library services on DSS, develop plan for accommodating this growth to be included in the department's 1997-98 budget request.
- Work with ISD and Operating Council to develop appropriate funding mechanism for ISD which appropriately recovers costs from users, but does not create undesired incentives or disincentives to use of ISD services by December, 1997.
- Determine the distribution of clerical and secretarial staffing and services throughout the department which will meet user needs in the most cost effective way in time for the department's 1997-98 budget request.

Significant Changes - Revenues

No significant changes.

Significant Changes - Expenditures

Create new division

<u>FTE's</u>	<u>Amount</u>
7.50	\$514,998

Department Administration

Support Services

Budget Trends

	1994-95 <u>Actual</u>	1995-96 <u>Current Estimate</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	0.00	7.50	7.50
Personal Services	\$0	\$0	\$0	\$391,392	\$391,392
Contractual Services	0	0	0	12,000	12,000
Materials & Supplies	0	0	0	59,306	59,306
Capital Outlay	0	0	0	52,300	52,300
Total Costs	\$0	\$0	\$0	\$514,998	\$514,998
External Revenues	\$0	\$0	\$0	\$65,514	\$65,514
General Fund Support	\$0	\$0	\$0	\$449,484	\$449,484

Costs by Program

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Department Director's Office	\$0	\$0	\$286,605	\$286,605
Information Technology	0	0	159,306	159,306
Word Processing	0	0	69,087	69,087
Total Costs	\$0	\$0	\$514,998	\$514,998

Staffing by Program

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Department Director's Office	0.00	0.00	3.00	3.00
Information Technology	0.00	0.00	3.00	3.00
Word Processing	0.00	0.00	1.50	1.50
Total Staffing FTE's	0.00	0.00	7.50	7.50

1996-97 Adopted Budget

Director's Office

Description

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

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	0.00	0.00	3.00	3.00
Program Costs	\$0	\$0	\$286,605	\$286,605

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
New program. New positions are Department Director, Management Assistant and Administrative Secretary.	2.50	\$213,817
Transfer part of Word Processing Operator position from Employee Services (remainder to Word Processing section)	0.50	\$23,078

Information Management

Description

Information Management provides information systems support for the County's Support Serve functions and Elected Officials in the Portland Building. The program is responsible for planning, implementation and maintenance of computer hardware and software associated with the local area network (LAN). These services include maintaining security and administration policies. Information Management also provides some software support and troubleshooting to end users.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	0.00	0.00	3.00	3.00
Program Costs	\$0	\$0	\$159,306	\$159,306

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer Senior Data Analyst and Word Processing Operator from Employee Services Division	2.00	\$92,000
Add Data Analyst for database and application support, related capital, M&S.	1.00	\$40,000
Add Materials and Services for program		\$28,000

Word Processing

Description

Word Processing provides information processing services to all Support Services staff, and to 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.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	1.50	1.50
Program Costs	\$0	\$0	\$69,087	\$69,087

Key Results

	1994-95	1995-96	1995-96	1996-97
	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projection</u>
Customer service average rating (5 point scale)	4.88	4.90	4.90	4.90
Percent of rush orders completed within 4 hours	98%	98%	98%	98%
Document count per operator	2,193	2,200	2,200	2,200

Significant Changes - Expenditures

	FTE's	Amount
Transfer unit from Employee Services Division	1.50	\$69,087

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

For FY 1996-97, the Materials Management, Purchasing and Contracts activities exist as separate program areas to maximize efficiencies and track expenditures for each function. The Department of Community Corrections will assume the responsibility for the probation fee collection program, which was formerly done by the Treasury program.

Action Plan

- By June 30, 1997, Payroll will have brought the Sheriff's Office on-line. At that time, all organizations will be using the same time and attendance system.
- By June 30, 1997, the M/WBE Disparity Study recommendations will be incorporated into our procurement processes.
- By January 31, 1997, a portion of the LGFS account code structure will be revised for use with the 1997-98 budget in order to more closely align the chart of accounts with the organizational structure.

Significant Changes - Expenditures

	FTE's	Amount
Service reimbursement for Information Services Div. services, formerly budgeted in Non-Departmental Special Appropriation (accounting change)	0.00	\$1,797,865
MBE/WBE services, primarily contracted with City of Portland	0.50	\$68,000
Add purchasing employee for bond/SB 1145 projects	1.00	\$49,388
Transfer probation fee collection to DCC	(1.00)	(\$63,646)

Finance

Support Services

Budget Trends

	<u>1994-95 Actual</u>	<u>1995-96 Current Estimate</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	49.69	52.00	52.00	52.50	0.50
Personal Services	\$2,329,883	\$2,422,600	\$2,446,579	\$2,531,052	\$84,473
Contractual Services	236,335	200,000	219,450	278,100	58,650
Materials & Supplies	421,152	434,400	458,787	2,245,183	1,786,396
Capital Outlay	<u>29,588</u>	<u>44,000</u>	<u>13,500</u>	<u>5,000</u>	<u>(8,500)</u>
Total Costs	\$3,016,958	\$3,101,000	\$3,138,316	\$5,059,335	\$1,921,019
External Revenues	\$309,193	\$284,156	\$284,156	\$309,073	\$24,917
General Fund Support	\$2,707,765	\$2,816,844	\$2,854,160	\$4,750,262	\$1,896,102

Costs by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Finance Director's Office	\$428,108	\$365,677	\$1,877,916	\$1,512,239
Accounting	879,205	912,117	937,561	25,444
Treasury	323,204	476,803	415,165	(61,638)
Payroll	256,840	278,404	286,755	8,351
Purchasing	876,453	848,699	834,424	(14,275)
Contracts Admin	0	0	252,951	252,951
Materials Management	<u>253,148</u>	<u>256,616</u>	<u>454,563</u>	<u>197,947</u>
Total Costs	\$3,016,958	\$3,138,316	\$5,059,335	\$1,921,019

Staffing by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Finance Director's Office	4.11	3.50	3.50	0.00
Accounting	16.52	16.50	16.50	0.00
Treasury	3.95	6.00	5.00	(1.00)
Payroll	4.65	5.00	5.00	0.00
Purchasing	15.46	16.00	10.00	(6.00)
Contracts Admin	0.00	0.00	3.50	3.50
Materials Management	<u>5.00</u>	<u>5.00</u>	<u>9.00</u>	<u>4.00</u>
Total Staffing FTE's	49.69	52.00	52.50	0.50

1996-97 Adopted Budget

Finance Director's Office

Finance
Support Services

Description

It is the Finance Director's Office 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 Finance Division budget coordination; Finance contract approval; providing financial assistance to the Board of County Commissioners and all County departments; establish policy for financing capital acquisitions; and seeking and recommending effective intergovernmental relations in the areas of education, shared data bases and records, and reduction of duplication.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	4.11	3.50	3.50	0.00
Program Costs	\$428,108	\$365,677	\$1,877,916	\$1,512,239

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
ISD Service reimbursement accounting change	0.00	\$1,517,681

1996-97 Adopted Budget

Accounting

Description

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

The accounting unit processed 120,050 payment vouchers in FY 1994-95 compared to 121,234 in FY 1993-94, 54,240 journal vouchers in FY 1994-95 compared to 47,803 in FY 1993-94, and 7,480 cash receipts in FY 1994-95 compared to 7,630 in FY 1993-94.

Budget Overview

	1994-95	1995-96	1996-97	
	Actual	Adopted	Adopted	Difference
Staffing FTE	16.52	16.50	16.50	0.00
Program Costs	\$879,205	\$912,117	\$937,561	\$25,444

Key Results

	1994-95	1995-96	1995-96	1996-97
	Actual	Original	Current	Projection
		Projection	Estimate	
Number of audit adjustments	0	0	0	0
Percent of satisfied customers	96.0%	95.0%	95.0%	95.0%
Number of incidents of non-compliance with Audit of Oregon Municipalities minimum standards	14	5	5	5

Significant Changes - Expenditures

No significant changes

Treasury

Description

The mission of the Treasury Section is to provide professional centralized treasury management services to all County units, other governmental units and constituents. It is responsible for cash assets and management, investment portfolio, financing capital acquisitions and on-going debt management, establishing and maintaining quality relationships with the financial community, administering Multnomah County Business Income Tax 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.

In FY 1994-95, the Treasury Section processed \$5.8 billion in cash transactions in the county's bank accounts, managed an investment portfolio that averaged \$131,352 million (peaking at \$428 million during the November tax collection period), issued \$22.5 million in debt financing and managed 8,271 accounts for Community Corrections.

Treasury has been collecting probation fees for the Dept. of Community Corrections. Beginning in FY 1996-97, DCC will take on this responsibility.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	3.95	6.00	5.00	(1.00)
Program Costs	\$323,204	\$476,803	\$415,165	(\$61,638)

<u>Key Results</u>	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
Return on investment compared to the Treasury Bill Yield and State Pool Yield				
County	5.74%	5.50%	6.00%	4.75%
T-Bill	5.37%	5.40%	5.90%	4.50%
State	5.17%	5.50%	6.00%	5.00%
Long-Term Obligations Bond Rating	Aa1	Aa1	Aa1	Aa1
Short-Term Note Rating	MIG 1	MIG 1	MIG 1	MIG 1

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer probation fee collection to DCC	(1.00)	(\$63,646)

Payroll

Description

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

Payroll maintains a data base containing information on nearly 6,000 permanent and temporary employees, produced over 113,000 payments to employees in FY 1994-95 compared to 115,000 in FY 1993-94, and in FY 1994-95 paid over \$140 million in gross wages compared to \$125 million in FY 1993-94.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	4.65	5.00	5.00	0.00
Program Costs	\$256,840	\$278,404	\$286,755	\$8,351

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
Percent of satisfied customers	98%	90%	90%	95%
Dollar amount of penalties	0	0	0	0
Number of penalties	0	0	0	0

Significant Changes - Expenditures

No significant changes

Purchasing

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, 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.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	15.46	16.00	10.00	(6.00)
Program Costs	\$876,453	\$848,699	\$834,424	(\$14,275)

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
Percent of customers satisfied	80%	83%	80%	85%
Cost per dollar purchased	\$.0122	\$.0100	\$.0122	\$.0100

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Purchasing, Contracts, and Mat'ls Mgmt reorganized	(7.00)	(\$331,684)
Add one buyer for bonds/SB 1145 construction projects	1.00	\$49,388
ISD Service reimbursement accounting change		\$280,184

Contracts Administration

Description

Contract's mission is to support the County's contracting operations. The Contracts section works with the community to maximize opportunities for Minority/Women Business Enterprises and Qualified Rehabilitation Facilities, moves contracts through the approval process, tracks and maintains contract files, performs analysis to determine if procedures can be improved, assist 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.

Budget Overview

	1994-95 Actual	1995-96 Adopted Budget	1996-97 Adopted Budget	Difference
Staffing FTE	0.00	0.00	3.50	3.50
Program Costs	\$0	\$0	\$252,951	\$252,951

Key Results

	1994-95 Actual	1995-96 Original Projection	1995-96 Current Estimate	1996-97 Projection
Percent of satisfied customers	85.00%	90.00%	90.00%	90.00%
Percent of Contracts Routed through within 5 business days	91.00%	95.00%	95.00%	95.00%
Percent of purchases from M/WBE	.78%	6.00%	1.20%	2.00%

Significant Changes - Expenditures

	FTE's	Amount
Purchasing, Contracts, and Mat'ls Mgmt reorganized	3.00	\$174,990
MBE/WBE services, primarily contracted with City of Portland	0.50	\$68,000

Materials Management

Description

Materials Management includes a variety of County programs that provide commonly used supplies and equipment to County and other governmental agencies. It is also responsible for the County's surplus property. Inventory Control purchases standard stock food, office, medical, and janitorial supplies and equipment to maximize volume savings and convenience to County customers. Central Stores receives, warehouses and distributes all purchased standard stock items to assure accountability of inventory. Surplus Property provides for the redistribution or disposal of all excess, surplus and obsolete materials and equipment. Surplus Property uses methods that are financially advantageous to the County.

Materials Management previously was listed as the Central Stores section of Finance. A reorganization took place during FY 1995-96 to maximize efficiencies in the Purchasing, Contract Administration and Central Stores sections.

Budget Overview

	<u>1994-95</u> <u>Actual</u>	<u>1995-96</u> <u>Adopted</u> <u>Budget</u>	<u>1996-97</u> <u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	5.00	5.00	9.00	4.00
Program Costs	\$253,148	\$256,616	\$454,563	\$197,947

Key Results

	<u>1994-95</u> <u>Actual</u>	<u>1995-96</u> <u>Original</u> <u>Projection</u>	<u>1995-96</u> <u>Current</u> <u>Estimate</u>	<u>1996-97</u> <u>Projection</u>
Percent of surplus property reused	30%	40%	40%	40%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Purchasing, Contracts, and Mat'ls Mgmt reorganized	4.00	\$156,694

Employee Services

Support Services

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, 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

- Begin development of a comprehensive human resource (HR) plan which will include all HR service delivery systems, input from stakeholder review teams, assessment of employee satisfaction, and reward/recognition planning.
- Continue implementing the exempt pay and performance management system, including establishment of accountability for all managers.
- Implement the County training plan and related programs to support the goals of the *RESULTS Roadmap*.
- Continue the process of reviewing and improving all Divisional service delivery systems. Systems being reviewed by stakeholder teams in 1996-97 include Recruitment (civil service, outreach, selection, etc.), Employee Benefits, and Exempt Compensation.

Significant Changes - Revenues

	<u>Amount</u>
Increase in projected Insurance Fund reimbursements from County programs	\$686,000

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer Senior Data Analyst and Word Processing Operators to Department Administration Division	(4.00)	(\$184,702)
Increase in projected insurance fund expenditures		\$686,000
ISD Service Reimbursement accounting change		\$26,422
Facilitator for stakeholder committees		\$16,400
Merit system Council hearings officer		\$15,000
Countywide cultural diversity conference		\$7,395

Employee Services

Support Services

Budget Trends

	1994-95 <u>Actual</u>	1995-96 Current <u>Estimate</u>	1995-96 Adopted <u>Budget</u>	1996-97 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	19.93	22.03	22.03	18.00	(4.03)
Personal Services	\$980,431	\$1,063,828	\$1,170,392	\$1,023,863	(\$146,529)
Contractual Services	748,709	671,803	654,995	853,434	198,439
Materials & Supplies	14,849,131	17,424,329	17,424,329	18,287,531	863,202
Capital Outlay	<u>15,454</u>	<u>16,248</u>	<u>16,248</u>	<u>2,600</u>	<u>(13,648)</u>
Total Costs	\$16,593,725	\$19,176,208	\$19,265,964	\$20,167,428	\$901,464
External Revenues	\$23,224,776	\$17,879,922	\$17,879,922	\$18,693,250	\$813,328
General Fund Support	\$850,963	\$1,296,286	\$1,386,042	\$1,474,178	\$88,136

Costs by Program

	1994-95 <u>Actual</u>	1995-96 Adopted <u>Budget</u>	1996-97 Adopted <u>Budget</u>	<u>Difference</u>
Employee Services Director's Office	\$192,276	\$327,178	\$0	(\$327,178)
Personnel	632,538	587,060	834,815	247,755
Training	133,779	482,716	639,363	156,647
Health & Benefits	<u>15,635,132</u>	<u>17,869,010</u>	<u>18,693,250</u>	<u>824,240</u>
Total Costs	\$16,593,725	\$19,265,964	\$20,167,428	\$901,464

Staffing by Program

	1994-95 <u>Actual</u>	1995-96 Adopted <u>Budget</u>	1996-97 Adopted <u>Budget</u>	<u>Difference</u>
Employee Services Director's Office	4.00	5.00	0.00	(5.00)
Personnel	9.47	9.53	10.50	0.97
Training	1.05	2.00	2.00	0.00
Health & Benefits	<u>5.41</u>	<u>5.50</u>	<u>5.50</u>	<u>0.00</u>
Total Staffing FTE's	19.93	22.03	18.00	(4.03)

1996-97 Adopted Budget

Div. Director & Word Processing

Employee Services
Support Services

Description

The Employee Services Director and Word Processing Program has been eliminated for FY 1996-97. The Word Processing Function can now be found in the Department Director's Office, and the Employee Services Director in the Personnel Program. Information shown below for historical purposes only.

Budget Overview

	<u>1994-95</u> <u>Actual</u>	<u>1995-96</u> <u>Adopted</u> <u>Budget</u>	<u>1996-97</u> <u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	4.00	5.00	0.00	(5.00)
Program Costs	\$192,276	\$327,178	\$0	(\$327,178)

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Move 4 employees to Dept. Admin.; 1 employee to Personnel section	(5.00)	(\$327,178)

1996-97 Adopted Budget

Personnel

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 1980-81 to an estimated 4,190 in FY 1996-97 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.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	9.47	9.53	10.50	0.97
Program Costs	\$632,538	\$587,060	\$834,815	\$247,755

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
Customer service average rating (5 point scale)	3.8%	3.5	3.6	3.8
Percent of eligible lists delivered within 4 weeks	48.2%	60.0%	60.0%	50.0%
Percent of minority applicants	24.4%	21.0%	17.0%	22.0%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Move Div. Director, division-wide expenditures to this program	1.00	\$142,476
ISD Service Reimbursement accounting change		\$26,422
Facilitator for stakeholder committees		\$16,400
Merit system Council hearings officer		\$15,000
Countywide cultural diversity conference		\$7,395

1996-97 Adopted Budget

Training

Employee Services

Support Services

Description

The mission of the Training Section is to translate the vision, values, and goals of the RESULTS initiative and the County into the practical knowledge and skills needed to help the County and its employees achieve those goals. In FY 1995-96, a training plan was completed which increased total course offerings from nineteen to fifty-two covering management, clerical and technical training, and the training needed to support the RESULTS initiative strategic plan. Training staff are responsible for assessing County-wide training needs, developing courses, publicizing offerings, recruiting trainers, scheduling students, providing logistical support for classes, presenting classes, evaluating the effectiveness of training, and enhancing communication and cooperation across units and departments through shared learning. Additionally, training staff administer the Employee Service Award Program and Tri-Met Bus Program and consult with managers, sponsors, team facilitators, and teams working on quality improvement processes.

Approximately 2,500 employees will be trained in FY 1996-97, 450 employees will receive service awards, and approximately 90 exempt employees will participate in the Tri-Met Bus Pass Program. The number and variety of training sessions will increase significantly in FY 1996-97 in support of the RESULTS initiative; nineteen new courses are planned in team formation, leadership, quality improvement tools, customer service, conflict in the workplace, and the role of managers in a RESULTS environment. In addition, the Training Section expects to take a leadership role in coordinating the training necessary to support the new computer office suite.

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

The new Training Administrator started work August 8, 1995. The Training Administrator and one FTE Office Assistant 2 will be supporting up to three times as many training courses; an upgraded training registration software package will enhance efficiency for this effort.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	1.05	2.00	2.00	0.00
Program Costs	\$133,779	\$482,716	\$639,363	\$156,647

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
Student evaluation of Cultural Diversity course (5 point scale)	4.09	4.10	4.10	4.15
Student evaluation of other courses (7 point scale)	6.27	6.15	6.00	6.15
Service award timeliness	97%	97%	97%	97%
Training capacity usage	83%	80%	75%	80%

Significant Changes - Expenditures

No significant changes

1996-97 Adopted Budget

Health and Benefits

Employee Services

Support Services

Description

Health and Benefits is responsible for the management of the health and welfare programs for about 3,900 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; develops and 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 federal legislation including, the Family and Medical Leave Act of 1993 has contributed to increased complexities in this area and have increased the demand for our services. This section has the lead function of the administration of the Federal Family and Medical Leave Act.

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.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	5.41	5.50	5.50	0.00
Program Costs	\$15,635,132	\$17,869,010	\$18,693,250	\$824,240

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
Participation rate in Health Promotion programs	45.5%	40.0%	45.2%	40.0%
Customer service rating	4.41	4.20	4.42	4.20
Cost as a percent of average government health plan cost	92.5%	90.0%	90.0%	93.0%
Cost as a percent of average responding employer health plan cost	99.4%	96.0%	96.0%	100.0%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Increase in projected insurance fund expenditures, due to increases in county programs.	0.00	\$686,000
Increase in professional services due to Retiree Health Insurance Administration contract which previously was budgeted as part of Medical/Dental Claims, and Employee Assistance Program cost increasing by 14% due to per capita rate increase and increased number of employees.		\$34,000

1996-97 Adopted Budget

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.

The division's clerical support is eliminated in the FY 1996-97 budget. It is intended that the Labor Relations and Budget & Quality offices will share clerical staff only until such time that a comprehensive review of clerical staffing for all the department's divisions can be conducted. The results of this analysis may shift clerical support among all the divisions.

Action Plan

- Implement pre-bargaining continuous interest exploration process with Local 88.
- Prepare supplements to Labor Relations Guide requested by Departments and conduct any related training requested.
- Conduct County-Local 88 retreat process.

Significant Changes - Revenues

No significant changes.

Significant Changes - Expenditures

Reduction of Office Assistant

FTE's
(0.50)

Amount
(\$15,155)

Labor Relations

Support Services

Budget Trends

	<u>1994-95 Actual</u>	<u>1995-96 Current Estimate</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	4.12	3.00	3.50	3.00	(0.50)
Personal Services	\$253,611	\$233,205	\$235,099	\$234,696	(\$403)
Contractual Services	21,689	11,879	22,320	22,320	0
Materials & Supplies	45,125	38,699	38,699	40,846	2,147
Capital Outlay	4,491	0	0	0	0
Total Costs	\$324,916	\$283,783	\$296,118	\$297,862	\$1,744
External Revenues	\$281	\$0	\$0	\$0	\$0
General Fund Support	\$324,635	\$283,783	\$296,118	\$297,862	\$1,744

Key Results

	<u>1994-95 Actual</u>	<u>1995-96 Original Projection</u>	<u>1995-96 Current Estimate</u>	<u>1996-97 Projection</u>
Percent change in ratio of represented employees to LR professional FTE's	157%	171%	171%	181%

* 1 temporary professional FTE was added for 1994-95

Costs by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Labor Relations	\$324,916	\$296,118	\$297,862	\$1,744

Staffing by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Labor Relations	4.12	3.50	3.00	(0.50)

1996-97 Adopted Budget

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 prevention, 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.

Action Plan

- Develop interim strategy for identifying and responding to potential workplace violence and research issues for long-term policy/procedure development by December 31, 1996, to protect County employees and clients from violence in County workplaces.
- Develop and deliver supervisory training on employee safety and OSHA compliance by April 1, 1997, to enable all worksites to improve employee safety by understanding and complying with safety regulations.
- Review and revise components of the County's auto liability program by June 30, 1997 to minimize the risk of loss to County employees and County assets.

Significant Changes - Revenues

No significant changes.

Significant Changes - Expenditures

Addition of an Office Assistant 2

<u>FTE's</u>	<u>Amount</u>
1.00	\$40,000

Risk Management

Support Services

Budget Trends

	<u>1994-95 Actual</u>	<u>1995-96 Current Estimate</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	6.92	4.00	4.00	5.00	1.00
Personal Services	\$365,125	\$408,000	\$413,500	\$448,359	\$34,859
Contractual Services	400,145	609,000	618,000	631,000	13,000
Materials & Supplies	2,939,633	2,421,786	2,421,786	2,487,304	65,518
Capital Outlay	<u>8,418</u>	<u>16,000</u>	<u>16,000</u>	<u>12,900</u>	<u>(3,100)</u>
Total Costs	\$3,713,321	\$3,454,786	\$3,469,286	\$3,579,563	\$110,277
External Revenues	\$3,713,321	\$3,454,786	\$3,469,286	\$3,564,242	\$94,956
General Fund Support	\$0	\$0	\$0	\$0	\$0

Key Results

	<u>1994-95 Actual</u>	<u>1995-96 Original Projection</u>	<u>1995-96 Current Estimate</u>	<u>1996-97 Projection</u>
Frequency of workers' compensation claims per 100 FTEs	9.2	9.0	9.0	9.0
Number of work days lost per 100 FTEs	18	40	19	20
Quarterly Training Capacity Usage	NA	85%	75%	80%
Percent of employees eligible for loss control training who receive it	NA	NA	50%	25%

Costs by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Risk Management	\$3,713,321	\$3,469,286	\$3,579,563	\$110,277

Staffing by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Risk Management	6.92	4.00	5.00	1.00

1996-97 Adopted Budget

Description

The purpose of this division is to protect the long-term financial stability of the County and to provide a source of internal consulting in the areas of grants development and total quality management. The Budget and Quality Office is responsible for designing and coordinating budget processes, for financial forecasting, for providing technical assistance in the area of grant development, for administrating the Strategic Investment Program agreements and in assisting the departments in their RESULTS campaign efforts.

The division estimates current and future years spending and revenues, prepares legal budget documents, prepares fiscal analysis of issues that come before the Board, assists departments with: fiscal and program analysis, grant development, consulting on the RESULTS campaign in process improvement strategies, in the use of the tools and techniques of quality improvement and identifying appropriate measures of performance.

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.

Action Plan

- Work with department financial managers to determine if the new budget preparation system, developed during FY 1995-96 for Budget Office use, can be used by all departments. Also to assist the Chair's Office, in collaboration with County departments, in revising the budget development process.
- Publish a report on the County's current practices for cost allocation and indirect cost recovery and make a recommendation for future policy.
- Manage the administration and execution of the Strategic Investment Program (SIP) contracts with LSI Logic Corp. and Fujitsu Microelectronics Inc. to ensure the placement of the targeted population groups in the new jobs.
- Focus the efforts of grants development on working with the Commission on Children and Families to integrate grant development and planning, and to assist departments and community agencies in identifying and applying for grant funds.

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Professional Services (associated with SIP)		(\$41,000)
ISD Service reimbursement accounting change		\$28,000
External Data Processing (for online systems development)		(\$20,000)
Capital Equipment		(\$15,000)
Computer Flat Fee		\$9,607
Funding for office intern (shared with SIP Office)		\$5,800

1996-97 Adopted Budget

Budget & Quality

Support Services

Budget Trends

	1994-95 Actual	1995-96 Current Estimate	1995-96 Adopted Budget	1996-97 Adopted Budget	Difference
Staffing FTE	9.64	11.00	11.00	11.00	0.00
Personal Services	\$570,153	\$662,000	\$665,750	\$702,814	\$37,064
Contractual Services	20,441	34,000	34,252	39,252	5,000
Materials & Supplies	116,316	139,000	138,121	149,461	11,340
Capital Outlay	<u>12,485</u>	<u>17,300</u>	<u>17,334</u>	<u>4,000</u>	<u>(13,334)</u>
Total Costs	\$719,395	\$852,300	\$855,457	\$895,527	\$40,070
External Revenues	\$0	\$52,652	\$52,652	\$34,652	(\$18,000)
General Fund Support	\$719,395	\$799,648	\$802,805	\$860,875	\$58,070

Key Results

	1994-95 Actual	1995-96 Original Projection	1995-96 Current Estimate	1996-97 Projection
Accuracy of revenue projection	+3.58%	+0.80%	+1.80%	±2.00%
Accuracy of spending projection	+0.50%	-1.84%	-2.25%	±2.00%

Costs by Program

	1994-95 Actual	1995-96 Adopted Budget	1996-97 Adopted Budget	Difference
Budget & Quality	\$719,395	\$855,457	\$895,527	\$40,070

Staffing by Program

	1994-95 Actual	1995-96 Adopted Budget	1996-97 Adopted Budget	Difference
Budget & Quality	9.64	11.00	11.00	0.00

1996-97 Adopted Budget

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

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

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

Action Plan

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

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

No significant changes

Affirmative Action

Support Services

Budget Trends

	<u>1994-95 Actual</u>	<u>1995-96 Current Estimate</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	3.07	3.50	3.50	3.50	0.00
Personal Services	\$167,986	\$195,359	\$195,359	\$217,273	\$21,914
Contractual Services	7,133	1,500	1,500	1,500	0
Materials & Supplies	21,193	18,090	18,090	17,482	(608)
Capital Outlay	<u>2,874</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$199,186	\$214,949	\$214,949	\$236,255	\$21,306
External Revenues	\$2,623	\$0	\$0	\$0	\$0
General Fund Support	\$196,563	\$214,949	\$214,949	\$236,255	\$21,306

Key Results

	<u>1994-95 Actual</u>	<u>1995-96 Original Projection</u>	<u>1995-96 Current Estimate</u>	<u>1996-97 Projection</u>
Minority employees as percent of Portland MSA availability	98.00%	98.80%	98.80%	100%
Females in protected services category as percent of workforce availability	93.00%	93.80%	93.80%	96.0%
Percent of affirmative action plan implemented to date	85.0%	70.00%	70.00%	100%

Costs by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Affirmative Action	\$199,186	\$214,949	\$236,255	\$21,306

Staffing by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Affirmative Action	3.07	3.50	3.50	0.00

1996-97 Adopted Budget

Description

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

The Office of Emergency Management is currently participating in the proposed consolidation of the three separate offices of emergency management within the County into one regional agency. The consolidation is scheduled to start after July 1, 1996, with the temporary relocation of the County Office of Emergency Management to facilities located at the City of Gresham. It is anticipated that the consolidation will be totally implemented by 1998.

Action Plan

- 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, develop the emergency management consolidation implementation plan.

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

No significant changes

Emergency Management

Support Services

Budget Trends

	<u>1994-95 Actual</u>	<u>1995-96 Current Estimate</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	3.08	3.00	3.00	3.00	0.00
Personal Services	\$158,283	\$154,248	\$150,248	\$160,134	\$9,886
Contractual Services	0	0	2,000	2,000	0
Materials & Supplies	34,303	43,139	45,139	56,771	11,632
Capital Outlay	<u>1,893</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$194,479	\$197,387	\$197,387	\$218,905	\$21,518
External Revenues	\$66,909	\$63,748	\$63,748	\$76,989	\$13,241
General Fund Support	\$246,959	\$133,639	\$133,639	\$141,916	\$8,277

Key Results

	<u>1994-95 Actual</u>	<u>1995-96 Original Projection</u>	<u>1995-96 Current Estimate</u>	<u>1996-97 Projection</u>
Number of planning guidelines completed annually	6	13	13	12
Incident Command System training attendance as a % of seating capacity	105%	100%	120%	100%
Number of exercises or exercise credits	1	1	1	1

Costs by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Emergency Management	\$194,479	\$197,387	\$218,905	\$21,518

Staffing by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Emergency Management	3.08	3.00	3.00	0.00

1996-97 Adopted Budget

Description

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

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

The Information Services division will begin three new services as a result of the *Strategic Plan for Information Technology*: a geographic information systems (GIS) unit, to coordinate efforts countywide and educate county programs about potential uses of GIS; a data modeling and management unit, which will work with departments to identify the data they currently collect, the data they need to collect, and the data they need to share; and a policy/research to assist the departments in their efforts, and to coordinate these activities and their results countywide.

A "flat fee" for personal computers is budgeted in all County departments, and received and administered in the Information Services Division. This fee will pay for equipment replacement; network, Microsoft Office[®] and Windows[®] maintenance agreements, and a person to administer the program. ISD serve as the County interface for the software license agreements, maintain the inventory of machines in the program and account for the fund.

\$1.4 million of General Fund is again budgeted for information technology. In FY 1996-97, these funds will be used for personal computer acquisition (other than replacement); network equipment; a review of the job classifications of technical employees; and training countywide on the new office suite standard, Microsoft Office[®].

\$200,000 is budgeted in the Information Services Division for the continued development of the integrated data management system for Community and Family Services and related county departments. If necessary, at the discretion of the County Chair, this funding can also be used to supplement the funding for the interim children's capitation system.

Action Plan

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

1996-97 Adopted Budget

Information Services

Support Services

Significant Changes - Revenues

	Amount
Bond proceeds for Public Safety information systems	\$7,441,000
"Flat fee" paid by departments	\$1,756,000
General Fund cash transfer for social service integrated data system project	\$200,000
Reduce Beginning Working Capital (Telephone and DP Funds)	(\$370,000)
Increase Telephone Fund projected Service Reimbursements	\$860,000

Significant Changes - Expenditures

	FTE's	Amount
Eliminate FY 1995-96 special and carryover projects	(5.00)	(\$2,044,000)
Add Data Model unit	3.00	\$200,000
Add GIS Unit	2.00	\$138,000
Add Policy/Research function	1.00	\$80,000
Add employees to Network Services section for WAN support	2.00	\$120,000
Add employee to coordinate Flat Fee program	1.00	\$47,000
Transfer two positions from Telephone Office to Chair's Office for Information and Referral function (will be paid for out of Telephone Fund)	(2.00)	(\$69,000)
Convert positions to Professional Services to reflect changing needs of user departments	(2.00)	\$0
Reduce Maintenance support to Assessment & Taxation per A&T request	(1.00)	(\$55,000)
Public Safety information systems (bond funds)		\$7,441,000
Equipment replacement under Flat Fee program		\$1,032,000
Equipment to increase the County's PC/LAN/WAN infrastructure		\$1,308,000
1996-97 carryover of special projects from prior years		\$329,000
Novell, Microsoft software maintenance agreements (countywide licensing)		\$317,000
Social service integrated data system project		\$200,000
GIS projects, once planning and coordination efforts have created project list		\$100,000
Position classification work for technical employees countywide		\$75,000
Support for Clackamas County's Pathways program		\$25,000
Increase in anticipated orders from Telephone Office customers		\$520,000
Telephone equipment carryover		\$195,000
Costs associated with Voice Mail upgrade		\$175,000

Information Services

Support Services

Budget Trends

	<u>1994-95 Actual</u>	<u>1995-96 Current Estimate</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	63.96	68.00	68.00	67.00	(1.00)
Personal Services	\$3,829,110	\$3,993,935	\$3,993,935	\$4,076,968	\$83,033
Contractual Services	145,548	816,602	816,602	941,091	124,489
Materials & Supplies	4,623,734	5,173,384	5,173,384	6,724,611	1,551,227
Capital Outlay	<u>676,557</u>	<u>1,901,872</u>	<u>1,901,872</u>	<u>10,433,304</u>	<u>8,531,432</u>
Total Costs	\$9,274,950	\$11,885,793	\$11,885,793	\$22,175,974	\$10,290,181
External Revenues	\$11,331,922	\$10,712,485	\$10,712,485	\$20,685,587	\$9,973,102
General Fund Support	\$687,000	\$1,400,000	\$1,400,000	\$1,759,482	\$359,482

Costs by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Division Management	\$769,359	\$420,094	\$609,531	\$189,437
Applications Maintenance	1,379,391	1,406,218	1,325,966	(80,252)
Special Projects	419,132	2,043,769	11,339,248	9,295,479
Computer Operations	3,174,976	3,987,791	3,535,770	(452,021)
Network Services	874,073	866,586	1,271,815	405,229
Telecommunications Services	<u>2,658,018</u>	<u>3,161,335</u>	<u>4,093,644</u>	<u>932,309</u>
Total Costs	\$9,274,950	\$11,885,793	\$22,175,974	\$10,290,181

Staffing by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Adopted Budget</u>	<u>Difference</u>
Division Management	4.37	5.00	6.00	1.00
Applications Maintenance	19.91	21.00	17.00	(4.00)
Special Projects	4.50	5.00	6.00	1.00
Computer Operations	22.00	22.00	23.00	1.00
Network Services	6.20	7.00	9.00	2.00
Telecommunications Services	<u>6.98</u>	<u>8.00</u>	<u>6.00</u>	<u>(2.00)</u>
Total Staffing FTE's	63.96	68.00	67.00	(1.00)

1996-97 Adopted Budget

Division Management

Information Services

Support Services

Description

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

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

In FY 1996-97 a policy/research position is added to this program.

Budget Overview

	<u>1994-95</u> <u>Actual</u>	<u>1995-96</u> <u>Adopted</u> <u>Budget</u>	<u>1996-97</u> <u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	4.37	5.00	6.00	1.00
Program Costs	\$769,359	\$420,094	\$609,531	\$189,437

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add Policy/Research function	1.00	\$80,000

1996-97 Adopted Budget

Applications Maintenance

Description

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

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

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	19.91	21.00	17.00	(4.00)
Program Costs	\$1,379,391	\$1,406,218	\$1,325,966	(\$80,252)

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
% of Customers Who Agree ISD Provides a Quality Service	54.0%	89.0%	93.6%	80.0%
Actual time to complete customer initiated work requests compared to estimated time to complete	NA	NA	NA	TBD

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reduce maintenance support to Assessment and Taxation	(1.00)	(\$55,062)
Reorganization moves one employee to Network Services	(1.00)	(\$89,098)
Convert positions to Professional Services to reflect changing needs of user departments	(2.00)	\$0

1996-97 Adopted Budget

Special Projects

Description

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

This section will begin several new areas of service; each of which may result in a separate program at some later date. A data modeling unit is added to assist county programs in identifying and cataloguing the data they collect, need and share. One employee in this unit will focus primarily on social services programs; and one on public safety programs. The area of responsibility of the third employee has not yet been determined.

A geographic information systems (GIS) unit has been added. The initial focus of these two employees will be to educate county programs about potential applications of GIS, and to coordinate efforts across the County so that our GIS applications are compatible.

The new activity with the broadest influence countywide is the "flat fee" program. Each PC is charged one rate which will be used to pay for equipment replacement on a four year cycle; network, operating system and office suite software licenses and a person to manage the program. ISD will have the responsibility for maintaining and coordinating the license agreements and maintaining the inventory of equipment in the program.

\$1.4 million of General Fund is again budgeted for information technology. In FY 1996-97, these funds will be used for personal computer acquisition (other than replacement); network equipment; a review of the job classifications of technical employees; and training countywide on the new office suite standard, Microsoft Office®.

\$200,000 is budgeted here for the continued development of the integrated data management system for Community and Family Services and related county departments. If necessary, at the discretion of the County Chair, this funding can also be used to supplement the funding for the interim children's capitation system. The initial phase of this project will fall under the scope of the data modeling unit.

Budget Overview

	1994-95	1995-96	1996-97	
	Actual	Adopted	Adopted	Difference
		Budget	Budget	
Staffing FTE	4.50	5.00	6.00	1.00
Program Costs	\$419,132	\$2,043,769	\$11,339,248	\$9,295,479

Significant Changes - Expenditures

	FTE's	Amount
Eliminate FY 1995-96 special and carryover projects	(5.00)	(\$2,043,769)
Add Data Model unit	3.00	\$199,279
Add GIS Unit	2.00	\$138,122
Add employee to coordinate Flat Fee program	1.00	\$46,682
Equipment replacement under Flat Fee program		\$1,032,700
Equipment to increase the County's PC/LAN/WAN infrastructure		\$1,308,070
Carryover of prior years' projects		\$329,000
Novell, Microsoft software maintenance agreements (countywide licensing)		\$316,975
Social service integrated data system project		\$200,000
GIS projects, once planning and coordination efforts have created project list		\$100,000
Position classification work for technical employees countywide		\$75,000
Support for Clackamas County's Pathways program		\$25,000

1996-97 Adopted Budget

Computer Operations

Information Services

Support Services

Description

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

Computer Operations schedules and processes nearly 200,000 jobs a year which produce over 12 million pages of computer printed reports. The section supports 173 million requests for on-line information each year. The computer workload is increasing at a rate of 27 to 32 percent each year.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	22.00	22.00	23.00	1.00
Program Costs	\$3,174,976	\$3,987,791	\$3,535,770	(\$452,021)

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
On-line Response Time	3.4 sec	2.8 sec	2.7 sec	3.0 sec
% of Scheduled Reports Delivered On Time	98.65%	99.2%	99.3%	99.5%
% of Scheduled Operating Time That the Computer System is Available	98.0%	99.9%	99.0%	99.0%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reorganization added Software Specialist to address growing backlog and to help migrate Enterprise Server to WAN.	1.00	\$59,074
Decreases in costs because of change to Enterprise Server		(\$335,000)
Decrease in Indirect costs		(\$130,000)

1996-97 Adopted Budget

Network Services

Description

The Network Services Activity plans, designs and directs the installation of and changes to the County's wide area network. The section is responsible for the interconnections that allow the data necessary to support county programs to be available at facilities located throughout the county; it also provides the connections for data sharing between computers located in other state and local governments and with the Federal Government. The work of Network Services includes planning and implementation of the necessary changes or additions to the wide area network (WAN); diagnosis and correction of error conditions; technical support to personal computer users and local area network (LAN) administrators; evaluation of new communication technologies and planning for enhancements or upgrades to the existing networks.

The county's wide area network includes seven different computers located in Oregon State and local governments, 1,500 directly attached terminals, 40 local area networks and over 1,600 personal computers. The size and complexity of the network is increasing at the rate of 25% per year.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	6.20	7.00	9.00	2.00
Program Costs	\$874,073	\$866,586	\$1,271,815	\$405,229

Key Results

	1994-95	1995-96	1995-96	1996-97
	<u>Actual</u>	<u>Original</u>	<u>Current</u>	<u>1996-97</u>
		<u>Projection</u>	<u>Estimate</u>	<u>Projection</u>
Average Time to Repair	12 hrs	10.3 hrs	12 hrs	13.5 hrs

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add employees to Network Services section for WAN support	2.00	\$120,000
Transfer one employee for Applications Maintenance	1.00	\$89,098
Transfer one employee to Computer Operations	(1.00)	(\$47,816)
Additional costs associated with WAN		\$197,000

1996-97 Adopted Budget

Telecommunications Services

Description

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

The County's telecommunications system supports the work of County programs by providing over 3000 telephone instruments in 97 different locations. The work of this section has increased as telecommunications technology continues to improve and new features are added to the system; it is also affected by the movement of programs within and between County facilities.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	6.98	8.00	6.00	(2.00)
Program Costs	\$2,658,018	\$3,161,335	\$4,093,644	\$932,309

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
Average Time to Repair	5.8 hrs	5.25 hrs	8.0 hrs	8.0 hrs

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer two positions from Telephone Office to Chair's Office for Information and Referral function (will be paid for out of Telephone Fund)	(2.00)	(\$69,000)
Increase in anticipated orders from Telephone Office customers		\$520,000
Equipment carryover from 1995-96		\$195,000
Costs associated with Voice Mail upgrade		\$175,000

1996-97 Adopted Budget