

# Department of Support Services

---

## Table of Contents

Vision .....	3
Strategic Planning .....	4
Department Services .....	5
Budget Issues & Highlights .....	7
Department Performance Trends .....	9
How the Department Delivers its Services .....	10
Budget for FY 2000 .....	11
Department Organization Chart .....	12
Department Administration.....	13
Director's Office .....	14
Information Management.....	14
Integrated Enterprise System .....	14
Affirmative Action.....	15
Budget & Quality .....	17
Budget .....	18
Evaluation.....	18
Labor Relations .....	20
Emergency Management.....	22
Finance .....	24
Director's Office.....	25
Accounting .....	25
Treasury.....	26
Payroll .....	26
Purchasing .....	27
Materials Management.....	27
Contracts Administration .....	27
Employee Services .....	29
Personnel .....	30
Training .....	30
Benefits & Health Promotion.....	30
Risk Management.....	32
Information Services .....	34
Division Management .....	35
Applications Maintenance .....	35
Special Projects .....	35
Computer Operations .....	36
Network Services .....	36
Telecommunications Services.....	36
Infrastructure .....	37

# Department of Support Services

---

## *THIS COUNTY'S MY LAND, THIS COUNTY'S YOUR LAND*

*This County's your land, this County's my land  
From south, east, west and / the northern islands  
From Troutdale forests / to Willamette waters  
This County's made for you and me.*

*We're D.S.S. in / Multnomah County  
We make good use of / tax dollar bounty  
Our teams envision / come to consensus  
This County's made for you and me.*

*Our mission is wide / the customer's first  
Our quality's up / the workforce diverse  
We exceed benchmarks / we're changing strata  
This County's made for you and me.*

*We use RESULTS tools / of our profession  
Fish bone and flow charts / we use ad nauseum  
Surveys, and matrix graphs / give lots of data  
This County's made for you and me*

*So look to us if / you want assurance  
That our great workforce / has great endurance  
To do our jobs well / and help the public  
This County's made for you and me.*

*We like our jobs / whether Chair or clerk  
We make the County / a good place to work  
We're D.S.S. / and proud to be  
This County's made for you and me.*

*This County's your land; this County's my land  
From south, east, west and / the northern islands  
From Troutdale forests / to Willamette waters  
This County's made for you and me.*

# Department of Support Services

---

## Vision

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

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

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

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

### **Vision for Human Resources**

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

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

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

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

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

# Department of Support Services

---

## Strategic Planning

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

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

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

# Department of Support Services

---

## Department Services

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

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

Federal and state law and state and federal administrative requirements limit DSS discretion. The county charter also affects the provision of DSS services.

# Department of Support Services

---

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

- CBAC which provides public input into the budget process.
- Operating Council that serves as the County's major policy group for business functions.
- Direct Report Managers, which assists in major policy direction for the County organization and which may act as sponsor for ad hoc efforts such as the Committee to Improve Human Service Contracting.
- Human Resources Forum which oversees the human resource reengineering effort and coordination among Departments and the Central Staff.
- Benefit Stakeholders Review Committee which advises on employee benefits.
- Employee Relations Committee which advises on county wide contract administration as it affects the General Employees Bargaining Unit (Local 88).
- Information Technology Council (ITC), a customer group which advises Information Services on the more technical aspects of the information technology infrastructure and planning.
- Disparity Committee which advises on the County's program to correct the under-representation of minority, women and emerging small businesses in the county's public works and transportation contracts.
- Americans with Disabilities Act Oversight Committee which surveys the county's efforts to comply with the ADA and coordinate compliance issues.
- County-wide Cultural Diversity Committee to support and guide cultural diversity activities and initiatives throughout the county,
- Purchasing Advisory Committee that provides input and assistance on purchasing, contracting and central stores.
- Investment Advisory Board which reviews investment policy and activities.
- Audit Committee reviews annual audit and selects external auditors.

# Department of Support Services

---

## Budget Issues and Highlights

*The County cannot meet the RESULTS Roadmap goals for Human Resources and business information with current systems.*

*The issue is whether the County's core financial and human resource systems should be enhanced or should the current systems be replaced with an integrated enterprise system.*

### **Proposal:**

Acquire and implement an integrated enterprise system.

### **Introduction:**

The business of Multnomah County is demanding more information and data from its "core" financial and human resource information technology systems. This information and data needs to be received in a manner that allows policy makers, program managers and employees to have access to this data in a timely manner. The issue is whether the County's core financial and human resource systems can be enhanced to meet the County's needs or should the current systems be replaced with an integrated enterprise system.

An integrated enterprise system will include the core functions of payroll, time management, personnel, employee development, classification/position management, benefits, accounts payable, general ledger, purchasing, inventory, budgeting, accounts receivable, fixed assets, project management, cost accounting (grant accounting) and treasury. In addition to these core functions the architecture of the system would be built to allow other departmental systems, such as assessment and taxation or fleet maintenance, to exchange and share data when needed. The system will feature single data entry and user-driven flexibility.

### **Alternatives:**

The current financial, payroll, benefit and personnel systems are 13 to 16 years old and are no longer able to meet the demands of the County departmental or support services functions.

Enhance the current systems. Under this approach, the County would need to purchase several business modules that are currently not installed in its financial or timekeeping systems. The estimated cost for the budget, fixed asset, accounts receivable, project management, treasury, grant reporting and cost accounting software modules would be about \$350,000. This amount does not include implementation, programming cost or expert user staff time. In addition to the core financial components the County would need to acquire a payroll/personnel system that would meet the needs of the departments. The estimated cost for this package alone is about \$500,000.

The resulting core systems would be virtually identical to the existing systems, which would mean the systems would still be mainframe based systems that are inflexible, difficult to use and would not incorporate the latest technology to assist managers in making the best decisions regarding their operations. They would remain isolated systems or islands of data unable to be integrated in any meaningful manner.

# Department of Support Services

---

Additionally, the core financial system would have to be replaced with a new system from the same vendor by 2002 as the version we have now will not be supported after that point in time. We would also continue to enter much of the County's data multiple times. The opportunity for reengineering processes and using current desktop and web capabilities would also not be possible without significant additional investment.

Replace the current systems. This approach would replace the current systems with a new integrated enterprise financial software system. There are several good products on the market that provide vastly more capability than we have currently, including better user interfaces, more flexible reporting tools, better system integration (hence less duplicate data entry and inconsistent information), and far better software support. The new systems will reflect "best practices" that are used by other governments and organizations. A new system will also require a great deal of reengineering, extensive user training and might dramatically change the duties of dozens of County staff.

Some of the benefits may be categorized as follows:

- Improved access to data
- Improve the ability to integrate data which currently reside in separate systems
- Improved operating efficiency
- Improved data accuracy
- More consistent policy and procedure application
- Reduced technology costs
- Improved customer service
- Infrastructure would exist to allow reengineering of processes

**Financial Impact:**

An integrated enterprise system is a serious investment, with acquisition, training and implementation estimates ranging between \$5 to \$8 million. Issuing a certificate of participation would finance this cost and the annual cost of repaying the certificates would be about \$1 to \$1.3 million over the next five to seven years.

**Board Action:**

The Adopted Budget includes an **\$8 million** appropriation to be funded through the issuance of Certificates of Participation (COPs). The DSS budget **also includes \$650,000** to provide for the initial debt payment associated with the COPs.

# Department of Support Services

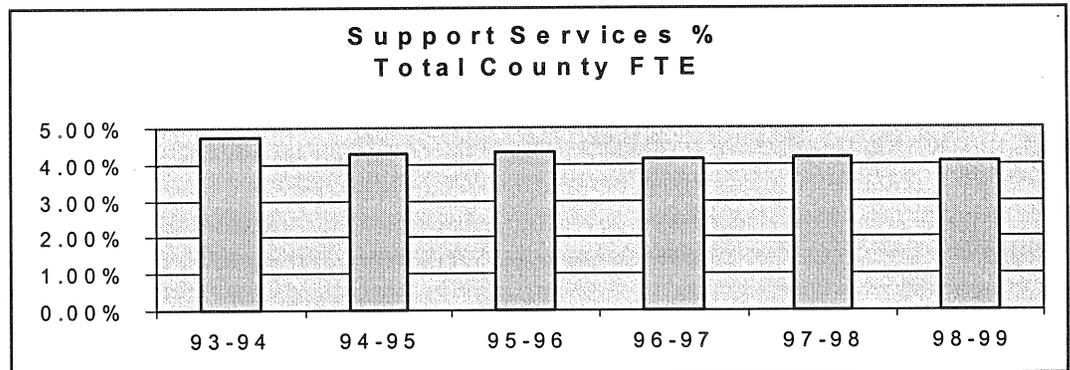
## Department Performance Trends

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

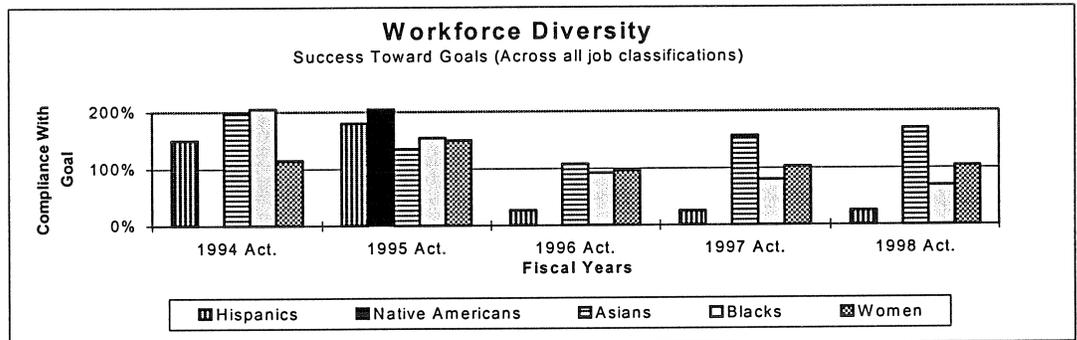
*This trend shows that DSS is providing services with a declining % of total county staff.*

	FY 93-94	FY 94-95	FY 95-96	FY 96-97	FY 97-98	FY 98-99
DSS#FTE	162	160	167	171	177	190
Total County FTE	3,403	3,737	3,878	4,104	4,235	4,668
DSS%	4.75%	4.29%	4.31%	4.15%	4.17%	4.06%

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



*DSS currently meets or exceeds all goals for Workforce Diversity.*



# Department of Support Services

---

## How the Department Delivers its Services

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

Support Services concentrated during 1998 and 1999 on three main areas of service delivery:

- Listening to customers to find out what their needs are;
- Establishing collaborative partnerships and committees to enhance dialog and search for win-win solutions; and
- Developing plans and proposals to implement solutions which provide the customer service that the departments want and need.

### **Listening**

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

- Direct Report Managers
- Operating Council
- HR Forum
- Purchasing Forum
- Information Technology Council
- Department interviews regarding an integrated enterprise system
- County-wide surveys for training and organization development
- Department-wide surveys, focus groups for enhancing service delivery or development of new products

### **Partnering**

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

- Established the Integrated Enterprise System Executive and Project teams to steer policy and procedure needs
- Increased effort of HR Forum to review roles of central and department HR professionals and decide personnel issues
- Expanded interest-based bargaining to find win-win solutions
- Established Benefits Board to bring unions and management together
- Re-evaluated and enhanced role of Information Technology Council
- Support Diversity Committee to work on trust and recognition issues
- Utilized RESULTS committee to lead OQA analysis, survey employees, and analyze results of department surveys

### **Developing**

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

- Developed and implemented a new employee orientation
- Created a new County-wide diversity training
- Developed user friendly DSS MINT presence
- Moved towards integration of human services within DSS
- Increased customer focus and outreach at Information Services

# Department of Support Services

## Budget for FY 2000

The DSS FY 2000 budget is **\$74,838,322**. The portion of the budget supported by the General Fund is **\$13.2 million** which represents a 15% increase over last year's Adopted Budget.

<b><u>Budget Trends</u></b>	<b>1997-98</b>	<b>1998-99</b>	<b>1998-99</b>	<b>1999-00</b>	
	<b><u>Actual</u></b>	<b><u>Current Estimate</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Difference</u></b>
Staffing FTE	170.09	183.00	189.50	199.50	10.00
Personal Services	\$10,032,670	\$10,964,000	\$11,119,648	\$12,576,908	\$1,457,260
Contractual Services	5,910,459	6,162,000	3,668,686	3,556,874	(111,812)
Materials & Supplies	29,665,555	32,482,000	37,983,032	46,034,541	8,051,509
Capital Outlay	<u>3,029,674</u>	<u>2,058,000</u>	<u>10,200,366</u>	<u>12,669,999</u>	<u>2,469,633</u>
<b>Total Costs</b>	<b>\$48,638,358</b>	<b>\$51,666,000</b>	<b>\$62,971,732</b>	<b>\$74,838,322</b>	<b>\$11,866,590</b>
Program Revenues	\$41,608,413	\$44,029,000	\$52,548,868	\$62,683,322	\$9,919,454

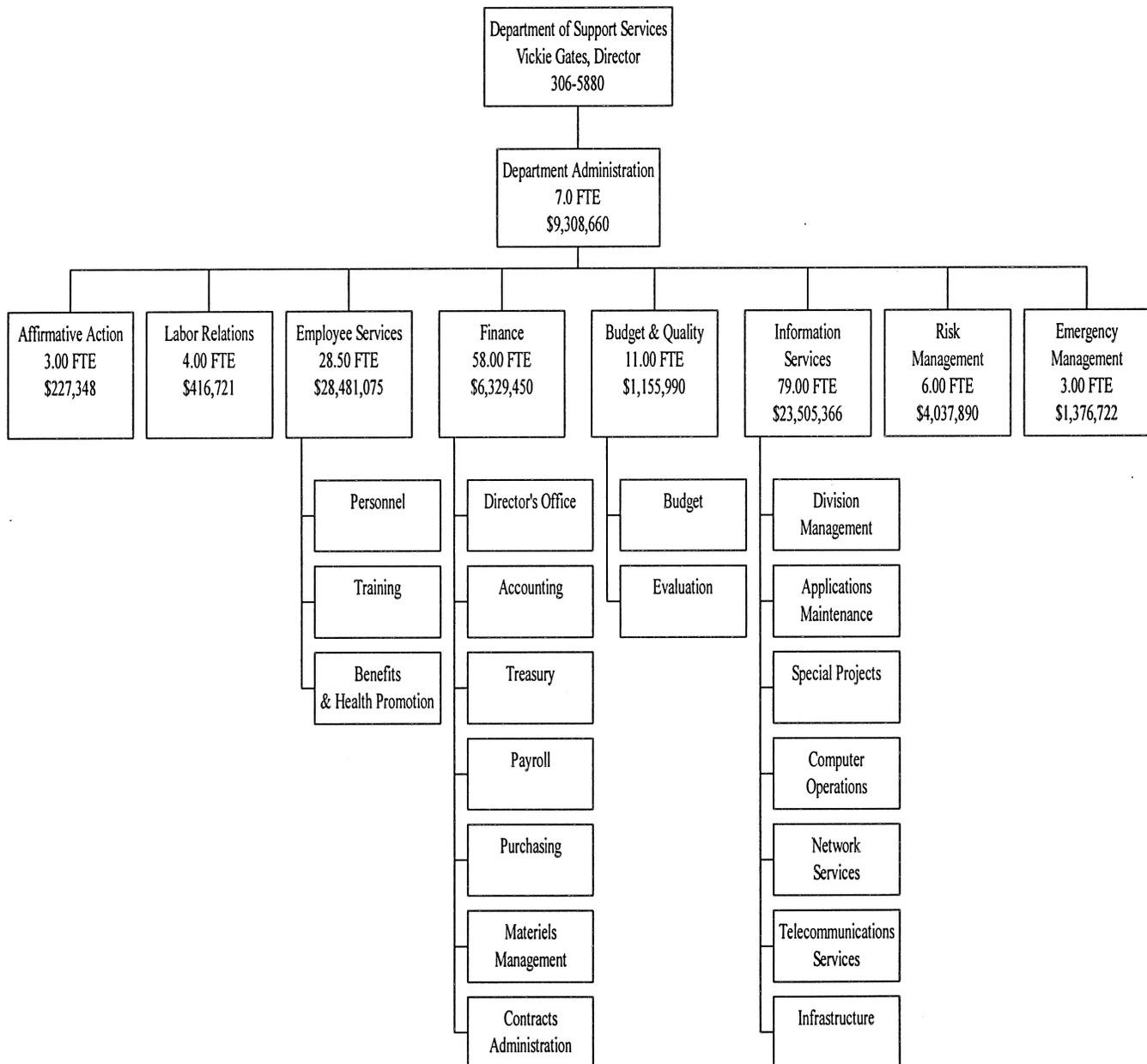
<b><u>Costs by Division</u></b>	<b>1997-98</b>	<b>1998-99</b>	<b>1998-99</b>	<b>1999-00</b>	
	<b><u>Actual</u></b>	<b><u>Current Estimate</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Difference</u></b>
Dept Administration	\$612,074	\$622,000	\$587,608	\$9,308,660	\$8,721,052
Finance	5,085,443	4,473,000	5,722,390	6,329,450	607,060
Employee Services	19,445,230	21,676,000	25,378,635	28,481,075	3,102,440
Labor Relations	306,015	320,000	397,910	416,721	18,811
Risk Management	3,868,048	3,653,000	3,788,084	4,037,890	249,806
Budget & Quality	640,684	804,000	1,109,350	1,155,090	45,740
Affirmative Action	216,019	214,000	205,167	227,348	22,181
Emergency Management	253,281	252,000	272,483	1,376,722	1,104,239
Information Services	<u>18,211,564</u>	<u>19,652,000</u>	<u>25,510,105</u>	<u>23,505,366</u>	<u>(2,004,739)</u>
<b>Total Costs</b>	<b>\$48,638,358</b>	<b>\$51,666,000</b>	<b>\$62,971,732</b>	<b>\$74,838,322</b>	<b>\$11,866,590</b>

<b><u>Staffing by Division</u></b>	<b>1997-98</b>	<b>1998-99</b>	<b>1998-99</b>	<b>1999-00</b>	
	<b><u>Actual</u></b>	<b><u>Current Estimate</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Difference</u></b>
Dept Administration	7.59	7.00	7.00	7.00	0.00
Finance	50.46	55.00	55.50	58.00	2.50
Employee Services	23.25	26.00	26.00	28.50	2.50
Labor Relations	2.97	3.00	4.00	4.00	0.00
Risk Management	4.96	6.00	6.00	6.00	0.00
Budget & Quality	7.97	10.00	11.00	11.00	0.00
Affirmative Action	3.00	3.00	3.00	3.00	0.00
Emergency Management	3.00	3.00	3.00	3.00	0.00
Information Services	<u>66.89</u>	<u>70.00</u>	<u>74.00</u>	<u>79.00</u>	<u>5.00</u>
<b>Total Staffing FTE's</b>	<b>170.09</b>	<b>183.00</b>	<b>189.50</b>	<b>199.50</b>	<b>10.00</b>

# Department of Support Services

## Department Organization

The Department of Support Services delivers its services through eight divisions and 25 programs. Below is an organization chart.



## Department Administration

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

With completion of the departments' Strategic Plan and OQA analysis, the Administrative Division will assume more responsibility for coordination of implementation of that plan and for assuring that the DSS Divisions meet the expectations of the RESULTS roadmap.

### Action Plans:

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

<b>Department Administration</b>					
<b>Budget Trends</b>					
	<b>1997-98</b>	<b>1998-99</b>	<b>1998-99</b>	<b>1999-00</b>	
	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	7.59	7.00	7.00	7.00	0.00
Personal Services	\$436,475	\$460,000	\$418,016	\$473,411	\$55,395
Contractual Services	50,151	41,000	62,330	65,866	3,536
Materials & Supplies	109,873	121,000	102,262	757,433	655,171
Capital Outlay	15,575	0	5,000	8,011,950	8,006,950
<b>Total Costs</b>	<b>\$612,074</b>	<b>\$622,000</b>	<b>\$587,608</b>	<b>\$9,308,660</b>	<b>\$8,721,052</b>

## Director's Office

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

**FY 1999: 3.00 FTE      FY 2000: 4.00 FTE**

## Information Management

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

**FY 1999: 4.00 FTE      FY 2000: 3.00 FTE**

## Integrated Enterprise System

The Director of Support Services is the project sponsor for the Integrated Enterprise System (IES) development and implementation project. The IES program will work with DSS divisions and other departments to manage the project successfully. This program has also been established to collect and monitor the budget, and progress toward completion, of the project.

**FY 1999: N/A      FY 2000: N/A**

<b>Costs by Program</b>	1997-98	1998-99	1999-00	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Director's Office	\$268,246	\$335,849	\$428,097	\$92,248
Information Technology	258,590	251,759	230,563	(21,196)
Word Processing	85,238	0	0	0
Integrated Enterprise System	0	0	<u>8,650,000</u>	<u>8,650,000</u>
<b>Total Costs</b>	<b>\$612,074</b>	<b>\$587,608</b>	<b>\$9,308,660</b>	<b>\$8,721,052</b>

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Costs associated with implementation and installation of the IES	<i>Integrated Enterprise System</i>	N/A	\$8,650,000	

## Affirmative Action

The Affirmative Action Office plans, organizes and directs equal employment opportunity implementation strategies for the County in accordance with Multnomah County Code 3.10.015 Merit Principles and 3.10.270 Equal Employment Opportunity. Strategies for the program are carried out in accordance with the Board of County Commissioner's Resolution #97-69, the Affirmative Action Plan. The Office:

- monitors County progress in social and representative equality
- consults on decisions in the areas of diversity, recruitment, selection and promotional policies and procedures
- interprets various civil rights rules, regulations, and procedures to department officers and employees; serves in a liaison capacity to various interest groups on diversity and civil rights
- provides internal training resources on various EEO/AA related issues
- provides internal investigation, mediation and conflict resolution options

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

### **Action Plans:**

- Collaborate with the Employee Services Division on conducting semi-annual exit surveys designed to measure employee's opinions and attitudes on terminating employment.
- Actively recruit from "underutilized groups", on an ongoing basis for open County positions (report progress annually).
- Maintain the Criterion Affirmative Action Monitoring System (CAAMS) to provide quarterly reports, and annual affirmative action statistical information designed to measure the effectiveness of the program.
- Review and report annually on complaint trends or issues for the various departments, and recommend strategies to reduce the identified problems.
- Design, develop and implement mediation/conflict resolution processes for dispute resolution. (Measure the effectiveness of this model vs. informal complaints procedures annually.)

# Department of Support Services

## Affirmative Action

<b>Affirmative Action</b>					
<b>Budget Trends</b>					
	<b>1997-98</b>	<b>1998-99</b>	<b>1998-99</b>	<b>1999-00</b>	
	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	3.00	3.00	3.00	3.00	0.00
Personal Services	\$188,836	\$195,000	\$187,470	\$206,251	\$18,781
Contractual Services	2,693	2,000	1,044	3,544	2,500
Materials & Supplies	24,490	17,000	16,653	17,553	900
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$216,019</b>	<b>\$214,000</b>	<b>\$205,167</b>	<b>\$227,348</b>	<b>\$22,181</b>

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 96</b>	<b>FY 97</b>	<b>FY 98</b>	<b>FY 99</b>	<b>FY 00</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
Minority employees as % of Portland MSA available	<i>Affirmative Action</i>	97%	109.8%	114.5%	100%	115%
Females in protected service category as % of workforce availability	<i>Affirmative Action</i>	93.8%	74.4%	82.7%	96%	84%
% of Affirmative Action Plan implemented to date	<i>Affirmative Action</i>	80%	85%	94.5%	100%	100%
Females in skilled crafts as % of workforce availability	<i>Affirmative Action</i>	N/A	N/A	11%	12%	13%

**Budget & Quality**

The purpose of the Budget and Quality Division is to gather data, analyze it from a countywide perspective, and transform it into information that Multnomah County decision-makers and citizens use. The Budget and Quality Office is responsible for designing and coordinating budget processes, financial forecasting, supporting evaluation efforts throughout the County and assisting the departments in their RESULTS campaign efforts.

**Action Plans:**

- Assist the Board, Sheriff, Health and Community Justice in review of public safety issues and levy preparation
- Prepare periodic formal reports of the County's financial status to the Board.
- Improve Benchmark budgeting by linking programs and funding to cross-departmental benchmarks, investigating how these programs work together to achieve benchmarks and researching "best and promising practices."

<b>Budget &amp; Quality</b>					
<b>Budget Trends</b>					
	1997-98	1998-99	1998-99	1999-00	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	7.97	10.00	11.00	11.00	0.00
Personal Services	\$488,964	\$610,000	\$683,311	\$716,491	\$33,180
Contractual Services	998	91,000	262,202	279,450	17,248
Materials & Supplies	136,491	103,000	163,837	159,149	(4,688)
Capital Outlay	<u>14,231</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Costs</b>	<b>\$640,684</b>	<b>\$804,000</b>	<b>\$1,109,350</b>	<b>\$1,155,090</b>	<b>\$45,740</b>

## Budget

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

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

**FY 1999: 7.00 FTE      FY 2000: 7.00 FTE**

## Evaluation

The Evaluation/Research (E/R) unit was established to improve the accountability of County programs, especially those involved in key cross-departmental initiatives. It has focused on the County's three long-term benchmarks: Reduce Crime; Reduce the Number of Children in Poverty; Improve School Success and has also focused on the alcohol and drug treatment system as a key strategy in achieving these benchmarks. During 1998 the E/R unit identified all programs in the County associated with poverty reduction, school success, and alcohol and drug treatment and researched the best practices available to achieve these goals. Evaluations were completed of the Multnomah County Restitution Center and local control of felons. During 1999-2000 work will focus on improving evaluation of these systems. There will be a strong focus on gathering information to assist the Board in key decisions regarding the adult criminal justice system.

The E/R unit also evaluates the effectiveness of the RESULTS initiative by evaluating the city/county diversity conference, conducting employee surveys, surveying the satisfaction of county contractors, maintaining the process improvement team database, and assisting in the Oregon Quality Initiative assessment of organizational competency. It provides technical assistance in order to help achieve the RESULTS goal of making decisions based on data.

**FY 1999: 4.00 FTE      FY 2000: 4.00 FTE**

# Department of Support Services

## Budget & Quality

<b>Costs by Program</b>	1997-98	1998-99	1999-00	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Budget	\$640,576	\$609,257	\$588,380	(\$20,877)
Evaluation	108	500,093	566,710	66,617
<b>Total Costs</b>	<b>\$640,684</b>	<b>\$1,109,350</b>	<b>\$1,155,090</b>	<b>\$45,740</b>

<b>Key Result Measures</b>	<b>Program</b>	FY 96	FY 97	FY 98	FY 99	FY 00
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
<b>Accuracy of revenue projection</b>	<i>Budget</i>	+2.56%	+1.58%	+0.16%	+/-2.00%	+/-2.00%
<b>Accuracy of expenditure projection</b>	<i>Budget</i>	-1.25%	-3.22%	+0.67.%	+/-2.00%	+/-2.00%

### Labor Relations

The mission of the Labor Relations Division is to effectively represent the County in negotiation and administration of the County's nine collective bargaining agreements. Tasks performed include:

- technical contract administration research
- research related to policy formulation in the collective bargaining process
- processing major policy development and administrative issues with stakeholders and customers
- drafting contract language
- negotiating with unions and internal stakeholders to reconcile sometimes conflicting interests and maximize mutual gains
- contract interpretation
- preparation and implementation of memoranda of understanding, exception and agreement on matters concerning contract administration
- providing advice and training on substandard performance management
- handling grievances as the Chair's designee for labor relations
- providing training on drug and alcohol policy
- representing the County in interest and grievance arbitration, and in unit determination hearings before the ERB

The program is an integral part of the County's broader human resource management structure. Emphasis is placed on maximizing labor-management cooperation aimed at continuous improvement of services while ensuring that the County remains an excellent place to work.

<b>Labor Relations</b>					
<b>Budget Trends</b>					
	<b>1997-98</b>	<b>1998-99</b>	<b>1998-99</b>	<b>1999-00</b>	
	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	2.97	3.00	4.00	4.00	0.00
Personal Services	\$241,046	\$255,000	\$309,003	\$307,498	(\$1,505)
Contractual Services	13,241	17,000	29,500	24,000	(5,500)
Materials & Supplies	51,728	48,000	59,407	65,223	5,816
Capital Outlay	0	0	0	20,000	20,000
<b>Total Costs</b>	<b>\$306,015</b>	<b>\$320,000</b>	<b>\$397,910</b>	<b>\$416,721</b>	<b>\$18,811</b>

# Department of Support Services

## Labor Relations

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 96 Actual</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Estimate</b>	<b>FY 00 Estimate</b>
% change in ratio of represented employees from base of 1988 w/ professional FTEs	<i>Labor Relations</i>	171%	175%	185%	178%	196%

**Emergency Management**

The Office of Emergency Management is responsible for the organization, administration, and operation of the emergency management program for the County. This program coordinates the performance of essential and emergency services for the public's benefit prior to, during, and following an emergency situation. The Office also provides support to the joint Multnomah County/Gresham Oregon Hazardous Materials Response Team.

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

**Action Plans:**

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

<b>Emergency Management</b>					
<b>Budget Trends</b>					
	1997-98	1998-99	1998-99	1999-00	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	3.00	3.00	3.00	3.00	0.00
Personal Services	\$161,677	\$171,000	\$171,660	\$181,435	\$9,775
Contractual Services	31,205	19,000	22,047	268,900	246,853
Materials & Supplies	55,404	62,000	78,776	156,387	77,611
Capital Outlay	<u>4,995</u>	<u>0</u>	<u>0</u>	<u>770,000</u>	<u>770,000</u>
<b>Total Costs</b>	<b>\$253,281</b>	<b>\$252,000</b>	<b>\$272,483</b>	<b>\$1,376,722</b>	<b>\$1,104,239</b>

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Dodson/Warrendale Project	<i>Emergency Management</i>		\$771,000	\$750,000
Project IMPACT (Johnson Creek)	<i>Emergency Management</i>		\$305,000	\$300,000

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 96 Actual</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Estimate</b>	<b>FY 00 Estimate</b>
Training attendance as % of seating capacity	<i>Emergency Management</i>	111%	126%	101%	100%	100%
# exercises or exercise credits	<i>Emergency Management</i>	2	2	1	1	2

**Finance**

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

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

**Action Plans:**

- By June 30, 2000, Contracts Administration will have three years data to support progress made on M/WBE, ESB purchasing changes, including the sheltered market program.
- By December 31, 1999, all critical financial systems will be year 2000 compliant.
- By December 31, 1999, monthly financial reports will be available on-line.

<b>Finance</b>					
<b>Budget Trends</b>					
	1997-98	1998-99	1998-99	1999-00	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	50.46	55.00	55.50	58.00	2.50
Personal Services	\$2,554,131	\$2,877,000	\$2,798,886	\$3,157,360	\$358,474
Contractual Services	330,871	364,000	366,842	380,343	13,501
Materials & Supplies	2,197,957	1,232,000	2,556,662	2,791,747	235,085
Capital Outlay	2,484	0	0	0	0
<b>Total Costs</b>	<b>\$5,085,443</b>	<b>\$4,473,000</b>	<b>\$5,722,390</b>	<b>\$6,329,450</b>	<b>\$607,060</b>

## Director's Office

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

- coordinating the Finance Division's budget process
- approving Finance's contracts
- providing financial analysis and advice to the Board of County Commissioners and all County departments
- establishing financial, administrative, and procurement policies
- maintaining effective intergovernmental relations with other agencies
- providing smooth and efficient operations in Finance as a whole
- managing the Combined Charitable Giving Campaign
- developing training materials for the County's financial systems (Advantage and Decision Analyzer)
- delivering hands-on computer training classes with the County's financial systems to interested County employees
- meeting the financial reporting needs of the County
- administering the security profiles for the County's financial systems.

**FY 1999: 3.50 FTE      FY 2000: 3.50 FTE**

## Accounting

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

The Accounting Unit processed 146,998 payment vouchers in FY 1997-98 compared to 131,678 in FY 1996-97, 63,730 journal vouchers in FY 1997-98 compared to 61,926 in FY 1996-97, and 6,999 cash receipts in FY 1997-98 compared to 6,799 in FY 1996-97.

**FY 1999: 16.50 FTE      FY 2000: 18.00 FTE**

## Treasury

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

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

During FY 1997-98, Treasury processed \$6.5 billion in cash transactions managed an investment portfolio that averaged \$245 million while peaking at \$576 million during the November and December tax collection cycle, and issued \$62.8 million in various debt financings.

**FY 1999: 5.00 FTE      FY 2000: 5.00 FTE**

## Payroll

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 pay out 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, Internal Revenue Code Section 125 Cafeteria plans and deferred compensation elections, salary adjustments, voluntary and involuntary deductions from pay, account coding, and position data.

Payroll maintains a data base containing information on nearly 8,000 permanent and temporary employees, produced over 113,000 payments to employees in FY 1997-98 compared to 111,000 in FY 1996-97, and in FY 1997-98 paid over \$160 million in gross wages compared to \$150 million in FY 1996-97.

**FY 1999: 6.00 FTE      FY 2000: 6.00 FTE**

## Purchasing

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

**FY 1999: 11.00 FTE      FY 2000: 11.00 FTE**

## Materiel Management

Materiel Management includes a variety of County programs that provide commonly used supplies and equipment to County and other governmental agencies. Inventory Control purchases volume discounted standard stock food, office, medical, and janitorial commodities. Central Stores assures inventory accountability by receiving, warehousing, reselling and distribution of these items, which maximize savings and convenience to County customers. Central Stores surplus facilitates County customers who need help in disposal of surplus and excess supplies or equipment.

**FY 1999: 9.00 FTE      FY 2000: 10.00 FTE**

## Contracts Administration

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

**FY 1999: 4.50 FTE      FY 2000: 4.50 FTE**

<u>Costs by Program</u>	1997-98	1998-99	1999-00	<u>Difference</u>
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Director's Office	\$1,991,743	\$2,256,369	\$2,466,139	\$209,770
Accounting	913,651	974,516	1,150,223	175,707
Treasury	401,559	405,105	436,980	31,875
Payroll	342,728	337,033	366,115	29,082
Purchasing	628,364	824,879	860,472	35,593
Materials Management	438,850	524,642	608,756	84,114
Contracts Administration	<u>368,548</u>	<u>399,846</u>	<u>440,765</u>	<u>40,919</u>
<b>Total Costs</b>	<b>\$5,085,443</b>	<b>\$5,722,390</b>	<b>\$6,329,450</b>	<b>\$607,060</b>

<u>Significant Budget Changes</u>	<u>Program</u>	<u>FTE Changes</u>	<u>Expenditure Changes</u>	<u>Revenue Changes</u>
Add'l Fiscal Specialist positions due to increased workload demands	<i>Accounting</i>	1.50	\$84,707	
Add'l Program Coordinator due to increased workload demands	<i>Material Management</i>	1.00	\$45,453	

<u>Key Result Measures</u>	<u>Program</u>	<u>FY 96 Actual</u>	<u>FY 97 Actual</u>	<u>FY 98 Actual</u>	<u>FY 99 Estimate</u>	<u>FY 00 Estimate</u>
# of audit adjustments	<i>Accounting</i>	0	0	0	0	0
% satisfied customers	<i>Accounting</i>	97.3%	100%	95%	100%	95%
# of incidents of non-compliance w/ Audit of Oregon Municipalities minimum standards	<i>Accounting</i>	14	1	3	5	0
<b>Annual return compared to T-Bill yield and State Pool yield</b>						
1) County		5.79%	5.51%	5.64%	5.00%	5.00%
2) 90 Day T-Bill	<i>Treasury</i>	5.17%	5.12%	5.15%	4.75%	4.65%
3) State Pool		5.75%	5.61%	5.68%	5.25%	5.00%
4) Long Term Obligation Bonds		Aa1	Aa1	Aa1	Aa1	Aa1
5) Short Term Note		MIG1	MIG1	MIG1	MIG1	MIG1
% of satisfied customers	<i>Payroll</i>	95.5%	100%	100%	100%	95%
\$ amount of penalties	<i>Payroll</i>	0	0	0	0	0
# of penalties	<i>Payroll</i>	0	0	0	0	0
Cost per \$ purchased	<i>Purchasing</i>	\$0.01	\$0.005	\$0.005	\$0.005	\$0.005
% of satisfied customers	<i>Purchasing</i>	73.3%	75%	95%	80%	95%
Customer satisfaction	<i>Materials Management</i>	97.1%	95.1%	100%	95%	95%
Annual inventory turnovers	<i>Materials Management</i>	3.2	4.2	5.6	6	6
% satisfied customers	<i>Contracts Administration</i>	76%	86.7%	90%	95%	95%
% purchases from MBE/WBE contractors	<i>Contracts Administration</i>	2.8%	4.7%	4%	3%	5%
% contracts routed through Purchasing within 5 business days	<i>Contracts Administration</i>	94%	90%	90%	90%	90%

## Employee Services

Employee Services Division (ESD) provides managers, employees, job applicants and departmental human resources staff with professional services to recruit, hire, develop, promote, involve and retain an effective workforce that achieves the County's goals. The Division delivers central coordination and technical support for departmental human resources staff and specialized countywide services in the areas of Classification and Compensation, Human Resources Policy and Evaluation, Workforce Development and Training, Benefits, Health Promotion, and Organizational Development.

Human resources generalists within each department provide direct point of contact services to departmental managers and employees. Employee Services provides specialized support needed by departmental human resources staff and direct services to managers and employees. Programs and services continue to increase in response to needs of County departments and employees and best practices available to meet those needs.

**Action Plans:**

- Implement a Classification and Compensation plan that ensures equitable use of job classifications; publish plan and procedures by January 2000.
- Implement the Multnomah County Employee Benefits Board (MCEBB) to involve employees in developing benefit plan options.
- Implement a comprehensive management and supervisory development curriculum to develop skills and improve organizational effectiveness

<b>Employee Services</b>					
<b>Budget Trends</b>					
	<b>1997-98</b>	<b>1998-99</b>	<b>1998-99</b>	<b>1999-00</b>	
	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	23.25	26.00	26.00	28.50	2.50
Personal Services	\$1,275,562	\$1,403,000	\$1,457,780	\$1,644,095	\$186,315
Contractual Services	985,607	934,000	936,030	1,106,571	170,541
Materials & Supplies	17,176,851	19,339,000	22,981,825	25,730,409	2,748,584
Capital Outlay	7,210	0	3,000	0	(3,000)
<b>Total Costs</b>	<b>\$19,445,230</b>	<b>\$21,676,000</b>	<b>\$25,378,635</b>	<b>\$28,481,075</b>	<b>\$3,102,440</b>

## Personnel

Personnel Services provides four general types of service for departmental human resources staff, managers, and employees. These are: (1) central resource services for departmental human resources generalists including policy development, evaluation, support for recruitment and selection, and consultation; (2) general human resource services for the Department of Support Services, District Attorney's Office, and Non-departmental offices; (3) development and implementation of countywide classification and compensation policy and practice including reviewing of all reclassification requests, conducting classification studies and market surveys; and (4) general administrative support for the division. In 1999-2000, the School to Career initiative is also being developed out of this program.

**FY 1999: 13.50 FTE      FY 2000: 14.00 FTE**

## Training

The mission of the countywide Training and Organizational Development section is to encourage the advancement of organizational and individual performance by connecting innovative learning opportunities to the diverse needs of our customers and departments. The program provides comprehensive training and development services for all county employees including classes, new employee orientation, computer learning support, custom training and on-line learning resources. In addition, the program provides countywide computer software training program and learning support for the countywide intranet (MINT) plus web editing and online tutorials. The organizational development group provides consultation, classes and interventions to improve work relationships and effectiveness. In 1999-00 support for improvement based on the RESULTS Assessment and support for the Countywide RESULTS Steering Committee is provided.

**FY 1999: 6.00 FTE      FY 2000: 7.50 FTE**

## Benefits & Health Promotion

The mission of the Benefits & Health Promotion program is to provide benefits and health promotion expertise and leadership in order to create and maintain a benefit program that is innovative, legally compliant and attracts and retains a productive workforce while providing value for taxpayers.

Employee Benefits & Health Promotion is responsible for the management of the benefit and wellness programs for eligible Multnomah County employees and their families. New programs impacting workload include the Multnomah County Benefits Board, the bus pass subsidy program, increased retiree communication, making benefit information available electronically via the MINT and reviewing processes to assure appropriateness within the new decentralized HR function.

**FY 1999: 6.50 FTE      FY 2000: 7.00 FTE**

# Department of Support Services

# Employee Services

<b>Costs by Program</b>	1997-98	1998-99	1999-00	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Personnel	\$926,095	\$970,611	\$1,178,313	\$207,702
Training	479,826	1,078,246	1,157,051	78,805
Health & Benefits	18,004,814	23,329,778	26,145,711	2,815,933
<b>Total Costs</b>	<b>\$19,410,735</b>	<b>\$25,378,635</b>	<b>\$28,481,075</b>	<b>\$3,102,440</b>

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
School to Career Initiative – funded by Strategic Investment Program	<i>Personnel</i>	1.00	\$93,079	\$93,079
Contractual Services for Classification/Compensation studies (OTO)	<i>Personnel</i>		\$135,000	
Additional Support for MINT	<i>Training</i>	1.00	\$52,715	
Additional .5 FTE to support program planning and administration	<i>Benefits &amp; Health Promotion</i>	0.50	\$42,630	

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 96 Actual</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Estimate</b>	<b>FY 00 Estimate</b>
% Employees in job classes affected by class/comp studies	<i>Personnel</i>	N/A	N/A	N/A	8%	10%
% Reclassification requests completed w/in 60 days	<i>Personnel</i>	N/A	N/A	N/A	95%	100%
% Applicants entered in database w/in two days of closing	<i>Personnel</i>	N/A	N/A	N/A	90%	95%
DSS/MINT accesses per month	<i>Training</i>	N/A	N/A	N/A	160	400
% Satisfied MINT site users	<i>Training</i>	N/A	N/A	N/A	75%	85%
% Satisfied training participants	<i>Training</i>	N/A	N/A	N/A	92%	93%
% Customers indicating satisfaction w/ custom training and organizational development intervention	<i>Training</i>	N/A	N/A	N/A	95%	96%
Training capacity usage	<i>Training</i>	96%	87%	94%	85%	95%
Participation rate in Health Promotion programs	<i>Health &amp; Benefits</i>	45.2%	41%	43%	42%	45%
Health costs compared to target	<i>Health &amp; Benefits</i>	N/A	N/A	N/A	33.1%	33.5%

# Risk Management

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

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

**Action Plans:**

- Reduce the cost and improve customer service on workers' compensation claims by bringing the claims examiner on-site.
- Purchase and install a Risk Management Information System that will be compatible with the Integrated Enterprise System.
- Prepare a Vehicle self-insurance proposal for funding in the next budget cycle.

<b>Risk Management</b>					
<b><u>Budget Trends</u></b>					
	<b>1997-98</b>	<b>1998-99</b>	<b>1998-99</b>	<b>1999-00</b>	
	<b><u>Actual</u></b>	<b><u>Current</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Difference</u></b>
		<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	
Staffing FTE	4.96	6.00	6.00	6.00	0.00
Personal Services	\$439,305	\$479,000	\$499,457	\$511,218	\$11,761
Contractual Services	556,233	600,000	633,500	623,500	(10,000)
Materials & Supplies	2,829,430	2,574,000	2,647,627	2,895,672	248,045
Capital Outlay	<u>43,080</u>	<u>0</u>	<u>7,500</u>	<u>7,500</u>	<u>0</u>
<b>Total Costs</b>	<b>\$3,868,048</b>	<b>\$3,653,000</b>	<b>\$3,788,084</b>	<b>\$4,037,890</b>	<b>\$249,806</b>

# Department of Support Services

# Risk Management

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Insurance premium for Hawthorne Bridge project	<i>Risk Management</i>		(\$75,000)	
Reduction in cost of Worker's Compensation claims administration contract	<i>Risk Management</i>		(\$25,000)	
Risk Management Information System software	<i>Risk Management</i>		\$50,000	

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 96 Actual</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Estimate</b>	<b>FY 00 Estimate</b>
Workers Compensation claims per 100 FTEs	<i>Risk Management</i>	7.7	7	7	7	7
# of work days lost annually per 100 FTEs	<i>Risk Management</i>	25	21	33	25	25
Cost of risk	<i>Risk Management</i>	.66%	.54%	.77%	.77%	.77%
Workers Compensation experience rating	<i>Risk Management</i>	.77	.65	.68	.64	.64

### Information Services

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

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

**Action Plans:**

- Begin implementation of an Integrated Enterprise System countywide.
- Continue to implement the Strategic Plan for Information Technology (SPIT).
- Revise the ISD organizational structure to enable provision of new technology services needed by County departments, and develop staff expertise in emerging technologies important to the County.
- Begin implementing standards for databases to allow sharing and integration of data.
- Develop internet working technologies to improve access to county information via the Intranet (county-only) and Internet (public).

<b>Information Services</b>					
<b>Budget Trends</b>					
	1997-98	1998-99	1998-99	1999-00	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	66.89	70.00	74.00	79.00	5.00
Personal Services	\$4,246,674	\$4,514,000	\$4,594,065	\$5,379,149	\$785,084
Contractual Services	3,939,460	4,094,000	1,355,191	804,700	(550,491)
Materials & Supplies	7,083,331	8,986,000	9,375,983	13,460,968	4,084,985
Capital Outlay	<u>2,942,099</u>	<u>2,058,000</u>	<u>10,184,866</u>	<u>3,860,549</u>	<u>(6,324,317)</u>
<b>Total Costs</b>	<b>\$18,211,564</b>	<b>\$19,652,000</b>	<b>\$25,510,105</b>	<b>\$23,505,366</b>	<b>(\$2,004,739)</b>

## Division Management

Division Management plans, organizes and directs all of the activities of the Information Services Division. This section is responsible for providing strategic direction for all information services activities; defining and maintaining acceptable levels of services and providing accountability to users for all services provided.

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.

**FY 1999: 8.00 FTE      FY 2000: 9.00 FTE**

## Applications Maintenance

Applications Maintenance maintains, enhances and supports the County's computer information systems. Work of this section includes analysis of requested changes, development of detail specifications for new programs or modifications to existing programs, installation and training for the modifications made and installation/ testing of new releases to vendor supported computer applications systems.

The County's computer systems portfolio includes 47 different computer applications, over 15,000 individual programs, 3 million lines of computer code and represents an investment in excess of \$30 million. About 600 user submitted requests for changes are processed each year. These are primarily required to support State and Federal mandates.

**FY 1999: 18.00 FTE      FY 2000: 18.00 FTE**

## Special Projects

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

The focus of the Geographic Information System will be to educate county Programs about potential applications of GIS, and to coordinate efforts across the County so that our GIS applications are compatible.

Application development has been completed on the County's mainframe applications to correctly handle dates in the 21<sup>st</sup> century. This work includes 4,000+ mainframe programs that need to be tested and made Year 2000 compliant.

The County Intranet program will be continued, designing, implementing and managing the County's internal Web pages (the "MINT").

**FY 1999: 4.00 FTE      FY 2000: 5.00 FTE**

## Computer Operations

Computer Operations provides efficient, reliable computer services to all County programs. This section is responsible for activities necessary to support development, maintenance and operation of computer systems in an effective and responsive manner. 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 and systems evaluation.

Computer Operations schedules and processes nearly 250,000 jobs a year, produces 12 million pages of computer printed reports and supports 201 million requests for on-line information each year. The computer workload is increasing at a rate of approximately 30% each year.

**FY 1999: 23.00 FTE      FY 2000: 22.00 FTE**

## Network Services

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

The county's wide area network now provides frame relay services to 53 sites within the County and to computers located in Oregon state and local governments. We now have 35 times the number of employees using the County's electronic mail system than we did in 1995 (from 120 to 4,233). The older terminal network continues to support 253 terminals and 94 printers, located in 31 different sites.

**FY 1999: 11.00 FTE      FY 2000: 11.00 FTE**

## Telecomm Services

Telecommunications Services provides efficient and cost effective telephone and related services to all County programs. The section is responsible for telephone and voice mail services, Interactive Voice Response, Video Conferencing, paging systems, cellular telephones, pagers, pay phones and wiring for local area networks and other data systems. Telecommunications coordinates new installations and changes to existing telephone, voice mail, interactive voice response and videoconferencing services.

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

**FY 1999: 9.00 FTE      FY 2000: 10.00 FTE**

**Infrastructure**

This program pays for personal computer replacement on a four-year cycle. It also pays for operating system and applications software for each desktop and network operating system software for personal computers and local area network servers. ISD serves as the County's interface for the software license agreements and administers the replacement fund.

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

**FY 1999: 1.00 FTE      FY 2000: 1.00 FTE**

<b>Costs by Program</b>	1997-98	1998-99	1999-00	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Division Management	\$1,171,856	\$2,533,887	\$2,601,700	\$67,813
Applications Maintenance	1,149,783	1,460,913	1,543,009	82,096
Special Projects	3,531,052	1,564,540	635,972	(928,568)
Computer Operations	3,205,320	4,453,156	4,555,853	102,697
Network Services	1,243,769	1,747,529	1,846,934	99,405
Telecommunications	3,439,841	4,865,835	4,893,842	28,007
Infrastructure	<u>4,469,943</u>	<u>8,884,245</u>	<u>7,428,056</u>	<u>(1,456,189)</u>
<b>Total Costs</b>	<b>\$18,211,564</b>	<b>\$25,510,105</b>	<b>\$23,505,366</b>	<b>(\$2,004,739)</b>

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE change</b>	<b>Expenditure changes</b>	<b>Revenue Changes</b>
Reclassifications resulting from IT Study	<i>All</i>		\$65,000	
Transfer GIS Specialist position from DES to ISD	<i>Special Projects</i>	1.00	\$72,400	\$43,106
Bond Technology Project funding	<i>Special Projects</i>		(\$4,250,000)	
Partial funding to continue development of Justice Decision Support System	<i>Applications Maintenance</i>	3.00	\$275,000	
Add'l Telecommunications Tech to support increased workload	<i>Telecomm</i>	1.00	\$51,000	

# Department of Support Services

# Information Services

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 96 Actual</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Estimate</b>	<b>FY 00 Estimate</b>
Online response time	<i>Operations</i>	2.8 seconds	2.75 seconds	2.8 seconds	2.8 seconds	2.8 seconds
% of scheduled reports delivered on time	<i>Operations</i>	99.3%	99.5%	99%	99.5%	99.4%
% of scheduled operating time the computer system is available	<i>Operations</i>	99%	99.4%	99.7%	99.7%	99.8%
% of scheduled time the Wide Area Network (WAN) is available	<i>Network Services</i>	88%	99%	95%	95%	95%
Average time to repair – Telecomm Services	<i>Telecomm Services</i>	7.3 hrs.	6.7 hrs.	6.0 hrs.	8.0 hrs.	8.0 hrs.