ANNOTATED MINUTES

Tuesday, December 1, 1998 - 9:30 AM
Multnomah County Sheriff's Office, First Floor Auditorium
12240 NE Glisan Street, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:40 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Diane Linn and Lisa Naito present.

R-1 The Multnomah County Board of Commissioners Will Meet in Open Session to Vote on a Possible Option to Purchase Certain Real Property.

> *COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF R-1. BOB OBERST AND JIM EMERSON EXPLANATION AND RESPONSE TO BOARD QUESTIONS CONCERNING $200,000 DOWN REFUNDABLE OPTION TO PURCHASE U.S. BANK BUILDING EAST SIDE OF WILLAMETTE RIVER FOR $19,450,000. FOLLOWING BOARD COMMENTS, OPTION TO PURCHASE UNANIMOUSLY APPROVED.*

There being no further business, the meeting was adjourned and the briefing convened at 9:45 a.m.

Tuesday, December 1, 1998 - 9:30 AM
Multnomah County Sheriff's Office, First Floor Auditorium
12240 NE Glisan Street, Portland

BOARD BRIEFING

B-1 Sheriff's Office Briefing and Work Session to Review Performance and to Discuss Budget Opportunities and Issues. Presented by Sheriff Dan Noelle and Staff.

> *SHERIFF DAN NOELLE, MEL HEDGPETH, DAVID HADLEY, LINDA CORDES, TODD LAUTENBACH,*

KARLAN HUTCHISON, KEVIN PLATT, CURTIS HANSON, ANNA MOANING, LORIANNE FIEDLER, MARY LINDSTRAND, JACKIE JAMIESON, TODD ROBERTS, KATHY WALLIKER, MATT PRUITT, JEANE KING, JON HAASE, DENNIS BRYANT, RANDY KENDALL, LARRY AAB, KATHY PAGE AND BARBARA SIMON PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS, COMMENTS AND DISCUSSION.

There being no further business, the meeting was adjourned at 11:50 a.m.

Thursday, December 3, 1998 - 9:00 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:02 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Diane Linn and Lisa Naito present.

CONSENT CALENDAR

> *UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER LINN, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-14) WAS UNANIMOUSLY APPROVED.*

NON-DEPARTMENTAL

C-1 Appointments of Katy Gallagher and Helen M. McCann to the AUDIT COMMITTEE

C-2 Appointments of Bruce Frazier and Jeffery Anderson to the COMMUNITY HEALTH COUNCIL

C-3 Appointment of Jim Peninger to the DUII COMMUNITY ADVISORY BOARD

C-4 Appointments of Arwen Bird, Linda Erwin and Bill Feyerherm to the LOCAL PUBLIC SAFETY COORDINATING COUNCIL

DISTRICT ATTORNEY'S OFFICE

C-5   Budget Modification DA 99-3 Adding $23,432 Local Law Enforcement Block Grant Funds for a Legal Assistant Custody Holds Position

PUBLIC CONTRACT REVIEW BOARD

C-6   ORDER Exempting from the Formal Competitive Bid Process a Contract for the Purchase of Crixivan from Merck, Inc.

ORDER 98-191.

C-7   ORDER Exempting from the Formal Competitive Bid Process a Contract for the Purchase of Norvir from Abbott, Inc.

ORDER 98-192.

C-8   ORDER Exempting from the Formal Competitive Bid Process Change Orders in Excess of the 33% Limitation for the Animal Control Remodel Project

ORDER 98-193.

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

C-9   Intergovernmental Revenue Agreement 9910352 with Centennial School District, 28J, Funding Mental Health Services for Children

C-10 Intergovernmental Revenue Agreement 9910356 with the City of Portland, Funding Plumbing Repair for Low Income Households

DEPARTMENT OF ENVIRONMENTAL SERVICES

C-11 ORDER Authorizing Execution of Deed D991594 for Repurchase of Tax Foreclosed Property to Former Owner Henry J. Miller

ORDER 98-194.

C-12 ORDER Authorizing Execution of Deed D991595 Upon Complete Performance of a Contract with Brian D. Parham

ORDER 98-195.

C-13 ORDER Authorizing Execution of Deed D991596 for Repurchase of Tax Foreclosed Property to Former Owner The Estate of Annie L. Sims

C-14 <u>CU 3-98/SEC 12-98</u>   Report the Hearings Officer Decision Regarding Approval, with Conditions, of a Conditional Use Permit and a Significant Environmental Concern Permit for a Single Family Dwelling on Lands Designated Commercial Forest Use for Property Located at 7547 NW SKYLINE BLVD., PORTLAND

REGULAR AGENDA

PUBLIC COMMENT

R-1   Opportunity for Public Comment on Non-Agenda Matters.   Testimony Limited to Three Minutes Per Person.

NO ONE WISHED TO COMMENT.

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-2   <u>NSA 16-98</u> Report the Hearings Officer Decision Regarding Denial of an Appeal Requesting the Placement of Rip Rap on Slopes Exceeding 30% and the Replacement of an Existing Structure for Property Located at 1785 SE HISTORIC COLUMBIA RIVER HIGHWAY, TROUTDALE and Request that a De Novo Hearing be Scheduled for 9:30 am, Tuesday, January 12, 1999, with Testimony Limited to 20 Minutes per Side

> *UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER LINN, IT WAS UNANIMOUSLY APPROVED THAT A DE NOVO HEARING IS SCHEDULED FOR 9:30 AM, TUESDAY, JANUARY 12, 1999, WITH TESTIMONY LIMITED TO 20 MINUTES PER SIDE.*

R-3   First Reading of an ORDINANCE Amending the Multnomah County Zoning Ordinance Regarding the Provisions for Large Fill Operations

> *ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF FIRST READING. SUSAN MUIR EXPLANATION AND RESPONSE TO BOARD QUESTIONS. LARRY LUETHE AND FRED HALL TESTIMONY REGARDING THEIR PERMITTED*

FILL SITES AND RESPONSE TO BOARD QUESTIONS. MS. MUIR RESPONSE TO TESTIMONY AND BOARD DISCUSSION. FIRST READING UNANIMOUSLY APPROVED. SECOND READING THURSDAY, DECEMBER 10, 1998.

DEPARTMENT OF SUPPORT SERVICES

R-4   PUBLIC HEARING and RESOLUTION Creating The Hospital Facilities Authority of Multnomah County, Oregon; RESOLUTION Adopting Rules and Bylaws of The Hospital Authority of Multnomah County, Oregon; and RESOLUTION Authorizing the Issuance of the Hospital Facilities Authority of Multnomah County, Oregon Revenue Bonds, Series 1998 (Terwilliger Plaza Project) (the "Bonds"), in an Aggregate Principal Amount Not to Exceed $26,000,000; Authorizing the Execution of a Letter of Intent with Terwilliger Plaza, Inc. (the "Borrower"); Designating an Authorized Representative; Authorizing a Public Hearing; and Related Matters

DAVE BOYER EXPLANATION. COMMISSIONER LINN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF RESOLUTION CREATING THE HOSPITAL FACILITIES AUTHORITY. DEE SELLNER AND GREG GINGELL TESTIMONY IN SUPPORT. MR. BOYER RESPONSE TO BOARD QUESTIONS AND COMMENTS IN SUPPORT. FOLLOWING DISCUSSION AND UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER LINN, IT WAS UNANIMOUSLY APPROVED THAT BEVERLY STEIN BE ELECTED CHAIR AND DIANE LINN BE ELECTED SECRETARY OF THE HOSPITAL FACILITIES AUTHORITY. FOLLOWING DISCUSSION AND UPON MOTION OF COMMISSIONER NAITO, SECONDED BY COMMISSIONER LINN, SHARRON KELLEY WAS UNANIMOUSLY ELECTED VICE-CHAIR OF THE HOSPITAL FACILITIES AUTHORITY. RESOLUTION 98-197 CREATING THE HOSPITAL FACILITIES AUTHORITY OF MULTNOMAH COUNTY UNANIMOUSLY APPROVED. UPON MOTION OF COMMISSIONER LINN, SECONDED BY COMMISSIONER KELLEY, THE HOSPITAL FACILITIES AUTHORITY

RESOLUTION ADOPTING BYLAWS WAS UNANIMOUSLY APPROVED. UPON MOTION OF COMMISSIONER LINN, SECONDED BY COMMISSIONER KELLEY, THE HOSPITAL FACILITIES AUTHORITY RESOLUTION AUTHORIZING BONDS WAS UNANIMOUSLY APPROVED.

R-5   Results from RESULTS: Working with Stakeholders to Plan Management Development Curriculum for Multnomah County. Presented by Shery Stump and Trink Morimitsu.

SHERY STUMP AND APRIL LEWIS PRESENTATION AND RESPONSE TO BOARD COMMENTS IN SUPPORT.

NON-DEPARTMENTAL

R-6   Neighborhood Arts Program Update on the Progress, Accomplishments, Current Issues and Goals of the Regional Arts and Culture Council's Neighborhood Arts Program in Multnomah County. Presented by Alberto Ráfols, Helen Baltoso and Leslie Haines.

BILL BULICK, ALBERTO RÁFOLS AND HELEN BALTOSO PRESENTATION AND RESPONSE TO BOARD COMMENTS IN APPRECIATION.

R-7   RESOLUTION Endorsing the Principles of the United Nations Universal Declaration of Human Rights and the 50th Anniversary Celebration of the Declaration.

COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF R-7. VICE-CHAIR KELLEY READ RESOLUTION. RESOLUTION 98-198 UNANIMOUSLY APPROVED.

R-8   RESOLUTION Adopting an Investment Plan for the County's Share of the Community Services Fees Generated by the Strategic Investment Program

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-8. JOHN RAKOWITZ

> *EXPLANATION. LARRY SEARS, KATE DINS AND JOHN BALL TESTIMONY IN SUPPORT. WENDY CHERUBINI TESTIMONY SUGGESTING FUTURE FUNDS BE ALLOCATED USING MORE CITIZEN INPUT. DAVID MCCONNELL, TRACY STRICKLAND AND JANA ROWLEY TESTIMONY IN SUPPORT. CHAIR STEIN COMMENTS IN SUPPORT, ADVISING ALLOCATION OF FUTURE SIP COMMUNITY SERVICES FEES WILL BE INCORPORATED INTO REGULAR BUDGET PROCESS. UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, AMENDMENTS CORRECTING THE AMOUNT OF 1(C) FROM $49,540 TO $51,224 AND 1(F) FROM $26,736 TO $25,052 WAS UNANIMOUSLY APPROVED. RESOLUTION 98-199 UNANIMOUSLY APPROVED, AS AMENDED.*

DEPARTMENT OF SUPPORT SERVICES

R-9 Budget Modification DSS 9907 Allocating Funds for a County-wide School to Work Coordinator Position Effective February 1, 1999, and Consultant Fees to Hire Oregon Business Council's Worksite 21 to Conduct an Organizational Assessment and Design the County-wide School to Public Service Careers Program

> *COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-9. CHAIR STEIN EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.*

COMMISSIONER COMMENT

R-10 Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest. Comments Limited to Three Minutes Per Person.

> *NO ONE WISHED TO COMMENT.*

There being no further business, the meeting was adjourned at 11:00 a.m. and the briefing was convened at 11:03 a.m.

BOARD BRIEFING

B-2   Department of Support Services Briefing and Work Session to Review Performance Trends and Key Results Measures and to Discuss Upcoming Issues and Opportunities. Presented by Vickie Gates, Division Managers, Kathy Tinkle and Larry Aab.

> *FOLLOWING DISCUSSION, IT WAS DETERMINED STAFF WILL COME BACK WITH INTEGRATED ENTERPRISE SYSTEM PRESENTATION AT ANOTHER TIME. BOARD CONSENSUS FOR STAFF TO PROCEED WITH RFP. VICKIE GATES PRESENTED DEPARTMENT OVERVIEW.*

Chair Stein was excused at 11:25 a.m.

> *VICKIE GATES, DAVE BOYER, DAVE WARREN, RUDY WILLIAMS AND ROBERT PHILLIPS PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. BRIEFING TO BE CONTINUED TO A LATER DATE.*

There being no further business, the briefing was adjourned at 11:59 a.m.

OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON

Deborah L. Bogstad

Deborah L. Bogstad

MULTNOMAH COUNTY, OREGON

BOARD OF COMMISSIONERS

Beverly Stein, Chair
1120 SW Fifth Avenue, Suite 1515
Portland, Or 97204-1914
Phone: (503) 248-3308 FAX (503) 248-3093
Email: mult.chair@co.multnomah.or.us

Diane Linn, Commission Dist. 1
1120 SW Fifth Avenue, Suite 1500
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Email: diane.m.linn@co.multnomah.or.us

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Sharron Kelley, Commission Dist. 4
1120 SW Fifth Avenue, Suite 1500
Portland, Or 97204-1914
Phone: (503) 248-5213 FAX (503) 248-5262
Email: sharron.e.kelley@co.multnomah.or.us

ANY QUESTIONS? CALL BOARD
CLERK DEB BOGSTAD @ 248-3277
Email: deborah.l.bogstad@co.multnomah.or.us

INDIVIDUALS WITH DISABILITIES MAY CALL THE BOARD CLERK AT 248-3277, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.

DECEMBER 1 & 3 1998 BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 Tuesday Regular Meeting Regarding Real Property Issue Followed by Sheriff's Office Briefing @ 122nd & NE Glisan Auditorium
Pg 2	9:00 Thursday Regular Meeting, Consent Calendar Routine Items, Opportunity for Public Comment
Pg 4	9:00 1st Reading Large Fill Ordinance
Pg 4	9:15 Public Hearing & Resolutions Hospital Facilities Authority
Pg 4	9:30 DSS RESULTS Presentation
Pg 5	10:00 Community Service Fee Res.
Pg 5	10:30 Support Services Briefing
✳	**No Board Meetings are Scheduled Between December 21, 1998 through January 6, 1999**

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:
Thursday, 9:00 AM, (LIVE) Channel 30
Friday, 10:00 PM, Channel 30
Sunday, 1:00 PM, Channel 30
Produced through Multnomah Community Television

Tuesday, December 1, 1998 - 9:30 AM
Multnomah County Sheriff's Office, First Floor Auditorium
12240 NE Glisan Street, Portland

REGULAR MEETING

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to Vote on a Possible Option to Purchase Certain Real Property.

Tuesday, December 1, 1998 - 9:30 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah County Sheriff's Office, First Floor Auditorium
12240 NE Glisan Street, Portland

BOARD BRIEFING

B-1   Sheriff's Office Briefing and Work Session to Review Performance and to
Discuss Budget Opportunities and Issues. Presented by Sheriff Dan Noelle
and Staff. **2.5 HOURS REQUESTED**.

Thursday, December 3, 1998 - 9:00 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

C-1   Appointments of Katy Gallagher and Helen M. McCann to the AUDIT
COMMITTEE

C-2   Appointments of Bruce Frazier and Jeffery Anderson to the COMMUNITY
HEALTH COUNCIL

C-3   Appointment of Jim Peninger to the DUII COMMUNITY ADVISORY
BOARD

C-4   Appointments of Arwen Bird, Linda Erwin and Bill Feyerherm to the LOCAL
PUBLIC SAFETY COORDINATING COUNCIL

DISTRICT ATTORNEY'S OFFICE

C-5   Budget Modification DA 99-3 Adding $23,432 Local Law Enforcement Block Grant Funds for a Legal Assistant Custody Holds Position

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C-8   ORDER Exempting from the Formal Competitive Bid Process Change Orders in Excess of the 33% Limitation for the Animal Control Remodel Project

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

C-9   Intergovernmental Revenue Agreement 9910352 with Centennial School District, 28J, Funding Mental Health Services for Children

C-10   Intergovernmental Revenue Agreement 9910356 with the City of Portland, Funding Plumbing Repair for Low Income Households

DEPARTMENT OF ENVIRONMENTAL SERVICES

C-11   ORDER Authorizing Execution of Deed D991594 for Repurchase of Tax Foreclosed Property to Former Owner Henry J. Miller

C-12   ORDER Authorizing Execution of Deed D991595 Upon Complete Performance of a Contract with Brian D. Parham

C-13   ORDER Authorizing Execution of Deed D991596 for Repurchase of Tax Foreclosed Property to Former Owner The Estate of Annie L. Sims

C-14   CU 3-98/SEC 12-98   Report the Hearings Officer Decision Regarding Approval, with Conditions, of a Conditional Use Permit and a Significant Environmental Concern Permit for a Single Family Dwelling on Lands Designated Commercial Forest Use for Property Located at 7547 NW SKYLINE BLVD., PORTLAND

REGULAR AGENDA

PUBLIC COMMENT

R-1   Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-2   <u>NSA 16-98</u> Report the Hearings Officer Decision Regarding Denial of an Appeal Requesting the Placement of Rip Rap on Slopes Exceeding 30% and the Replacement of an Existing Structure for Property Located at 1785 SE HISTORIC COLUMBIA RIVER HIGHWAY, TROUTDALE and Request that a De Novo Hearing be Scheduled for 9:30 am, Tuesday, January 12, 1999, with Testimony Limited to 20 Minutes per Side

R-3   First Reading of an ORDINANCE Amending the Multnomah County Zoning Ordinance Regarding the Provisions for Large Fill Operations

DEPARTMENT OF SUPPORT SERVICES

R-4   PUBLIC HEARING and RESOLUTION Creating The Hospital Facilities Authority of Multnomah County, Oregon; RESOLUTION Adopting Rules and Bylaws of The Hospital Authority of Multnomah County, Oregon; and RESOLUTION Authorizing the Issuance of the Hospital Facilities Authority of Multnomah County, Oregon Revenue Bonds, Series 1998 (Terwilliger Plaza Project) (the "Bonds"), in an Aggregate Principal Amount Not to Exceed $26,000,000; Authorizing the Execution of a Letter of Intent with Terwilliger Plaza, Inc. (the "Borrower"); Designating an Authorized Representative; Authorizing a Public Hearing; and Related Matters

R-5   Results from RESULTS: Working with Stakeholders to Plan Management Development Curriculum for Multnomah County. Presented by Shery Stump and Trink Morimitsu. **9:30 TIME CERTAIN, 10 MINS REQUESTED**

NON-DEPARTMENTAL

R-6   Neighborhood Arts Program Update on the Progress, Accomplishments, Current Issues and Goals of the Regional Arts and Culture Council's Neighborhood Arts Program in Multnomah County. Presented by Alberto Ráfols, Helen Baltoso and Leslie Haines. **9:40 TIME CERTAIN, 15 MINS REQUESTED.**

R-7   RESOLUTION Endorsing the Principles of the United Nations Universal Declaration of Human Rights and the 50th Anniversary Celebration of the Declaration. **9:55 TIME CERTAIN, 5 MINS REQUESTED.**

R-8   RESOLUTION Adopting an Investment Plan for the County's Share of the Community Services Fees Generated by the Strategic Investment Program. **10:00 TIME CERTAIN, 30 MINS REQUESTED.**

DEPARTMENT OF SUPPORT SERVICES

R-9   Budget Modification DSS 9907 Allocating Funds for a County-wide School to Work Coordinator Position Effective February 1, 1999, and Consultant Fees to Hire Oregon Business Council's Worksite 21 to Conduct an Organizational Assessment and Design the County-wide School to Public Service Careers Program

COMMISSIONER COMMENT

R-10   Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest. Comments Limited to Three Minutes Per Person.

Thursday, December 3, 1998 - 10:30 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BOARD BRIEFING

B-2   Department of Support Services Briefing and Work Session to Review Performance Trends and Key Results Measures and to Discuss Upcoming Issues and Opportunities. Presented by Vickie Gates, Division Managers, Kathy Tinkle and Larry Aab. **90 MINS REQUESTED.**

AGENDA PLACEMENT FORM

SUBJECT: Department of Support Services Board Briefing Presentation

BOARD BRIEFING: DATE REQUESTED: December 3, 1998
                         REQUESTED BY: Vickie Gates
                         AMOUNT OF TIME NEEDED:90 minutes

REGULAR MEETING: DATE REQUESTED:

                         AMOUNT OF TIME NEEDED:

DEPARTMENT: Support Services   DIVISION:

CONTACT: Vickie Gates   TELEPHONE #:306-5880
                                      BLDG/ROOM #:106/1400

PERSON(S) MAKING PRESENTATION:Vickie Gates, Divn Mgrs, Kathy Tinkle, Larry Aab

ACTION REQUESTED:

[X] INFORMATIONAL ONLY   [ ] POLICY DIRECTION   [ ] APPROVAL   [ ] OTHER

SUGGESTED AGENDA TITLE:

**Department of Support Services Briefing-
A worksession with Board of County Commissioners
To Review Performance Trends and Key Result Measures and
To Discuss Upcoming Issues and Opportunities**

**Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue**

SIGNATURES REQUIRED:

ELECTED OFFICIAL:
(OR)
DEPARTMENT
MANAGER: *Vickie L. Gates*

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ 248-3277

Support Services Budget Briefing

- **Introductions and Overview:** Vickie Gates

- **Closing**

DSS: Mission

"*We serve so that they may serve*"

- We provide consultation, expertise and leadership in developing and maintaining financial, information technology, human resource and community emergency systems that support Multnomah County agencies, employees, elected leaders and people who live and do business with our county.
- We will work in partnership with our customers, and meet their expectations by providing services that are:
    - timely, accurate, and coordinated
    - flexible and responsive
    - ethical and objective
    - delivered at competitive cost
    - legally compliant
    - delivered by employees who have the training and support to be effective
- In the future, we will be embraced by our customers for the value we add and the capacity we build in the county organization, so that our government can exceed the expectations of the public.

Organization Chart

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│  Department of Support Services  │
│           189.50 FTE             │
│          $60,976,236             │
└─────────────────────────────────┘

┌─────────────────────────────────┐
│         Director's Office        │
│     Vickie S. Gates, Director    │
│            7.0 FTE*              │
│           $587,608*             │
└─────────────────────────────────┘
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Affirmative Action Office	Budget & Quality
Robert Phillips, Manager	Dave Warren, Manager
3.0 FTE	11.0 FTE
$205,167	$1,109,350

Emergency Management	Employee Services
Mike Gilsdorf, Manager	Rudy Williams, Manager
3.0 FTE	26.0 FTE
$272,483	$25,378,635

Finance Division	Information Services
Dave Boyer, Manager	Lisa Yeo, Chief Info. Officer
55.50 FTE	74.0 FTE
$5,722,390	$23,514,609

Labor Relations	Risk Management
Darrell Murray, Manager	George Fetzer, Manager
4.0 FTE	6.0 FTE
$397,910	$3,788,084

*Includes 4.0 FTE and $251,759 for PDX LAN administration and programming

Support Services

DSS % Total County FTE's

| | 89-90 | 90-91 | 91-92 | 92-93 | 93-94 | 94-95 | 95-96 | 96-97 | 97-98 | 98-99 |
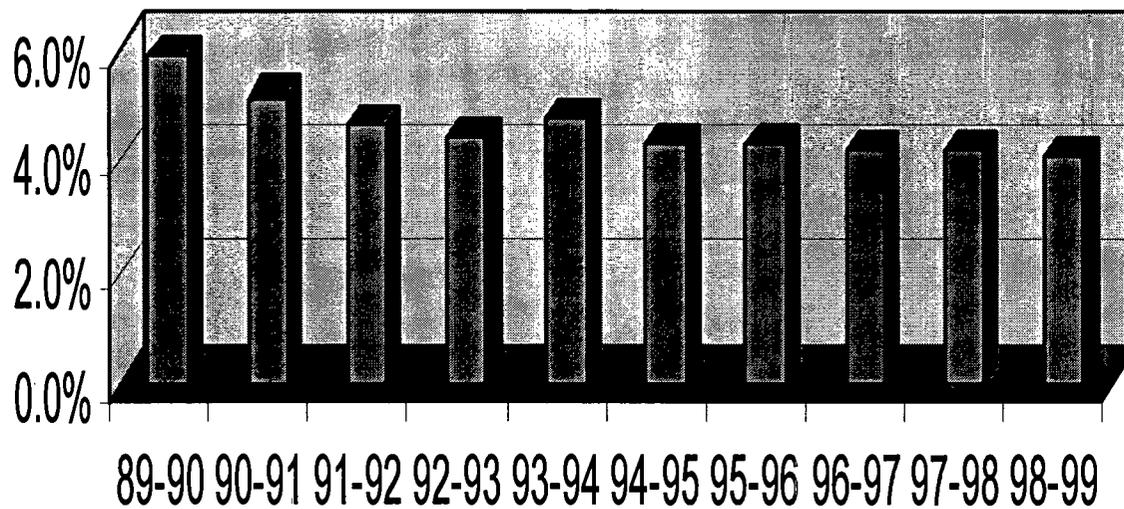
Support Services

Expenditures by Fund
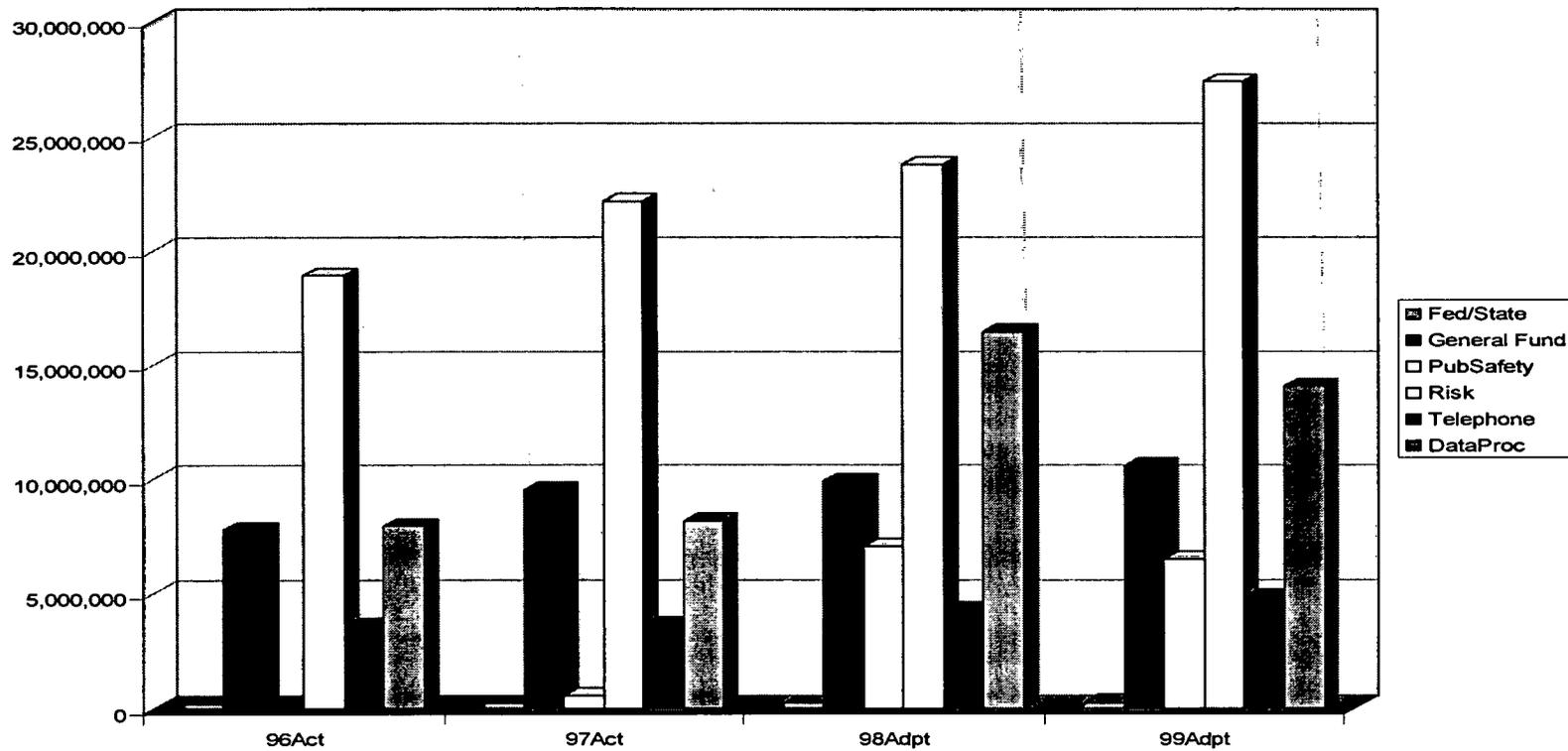
Support Services

Source of General Fund Dollars
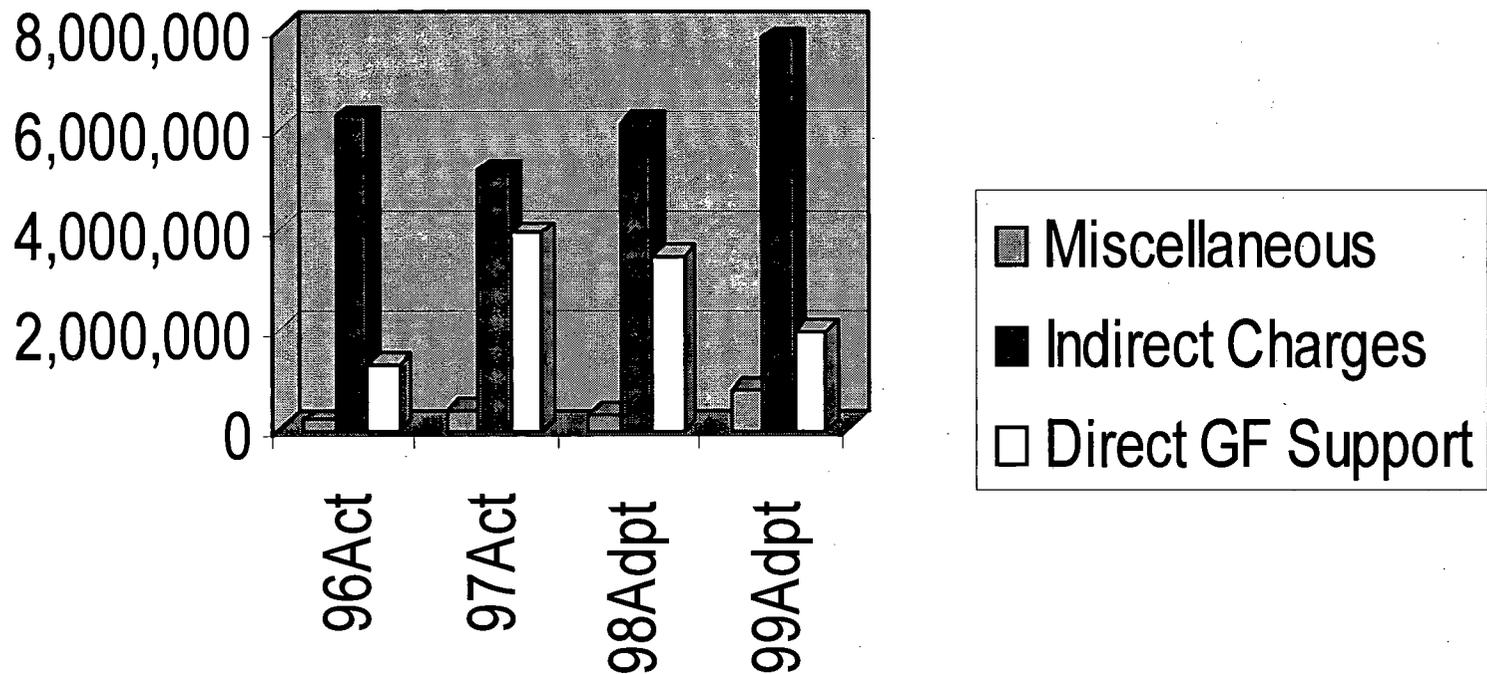
Multnomah County Building Blocks of Planning

Multnomah County
Linking Vision, Benchmarks, Strategies and Planning

VISION
What the County
Wants to Achieve

Sense of personal
opportunity & success.
Sense of safety and security.
Excellent quality, customer-focused service.
A good value for the tax dollar.
An excellent place to work.

**LONG TERM
BENCHMARKS**
The County's
Strategic Focus

Reduce
Crime

Increase School
Completion

Reduce the
Number of Children
Living in Poverty
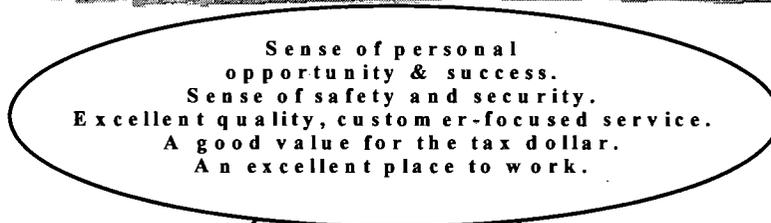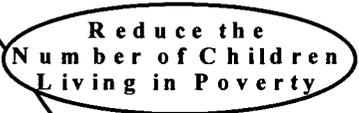
STRATEGIES
How to Achieve Benchmarks
and Improve Local Govt.

Children & Families/MCCF
RESULTS   Consolidation
Public Safety/LPSCC   Poverty/CAC
Community Workforce Development/WDB
Community Building Initiative/CBI

PLANNING
Aligning People and
Information

BENCHMARK PLANNING
DEPARTMENTAL STRATEGIC AND
BUSINESS PLANNING

FOUNDATION
For Good
Decisions

Motivated, well-trained employees	Good access to and use of data
HUMAN RESOURCE SYSTEMS	INFORMATION SYSTEMS
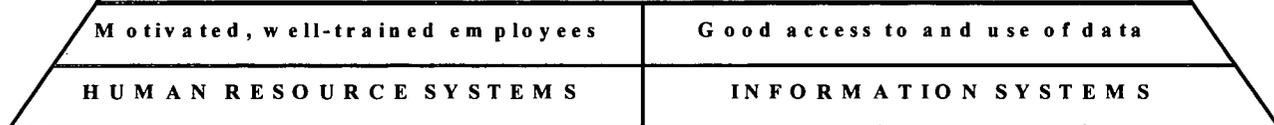
DSS Budget Briefing: Customer Based Strategic Planning

- **Strategic Directions**:
  - Improving the information decision makers need to serve the public
  - Improving human resources and organizational development/Building a collaborative"state of the art" partnership with Departmental customers
  - Improving our ability to cope with emergencies (Business continuation)
  - Improving DSS as a service Organization (OQA, RESULTS)

- Major Redesign Efforts:
  - HR Services/Realigned, New Roles
  - Accessibility: MINT as DSS customer tool (functional not organizational focus)
  - Integrated Enterprise System

Finance Division

Dave Boyer
Finance
1120 SW 5th – Suite 1430
Portland, OR 97204   Phone: 248-3903

Purpose: The Finance Division is responsible for providing central financial and procurement functions. Also responsible to ensure all financial and procurement services comply with Federal, State and County laws, rules and policies.

Customers:
- Board Of County Commissioners
- County Departments, Offices and agencies
- County Vendors and contractors
- Investment and banking community
- County employees
- Various Federal, State and local government agencies or jurisdictions

Committees and Boards
- Investment Advisory Board (External members)
- Audit Committee (External members)
- Purchasing Advisory Committee (Internal members)
- Deferred Compensation Committee (Internal members)
- Diversity Study Implementation Team (External and Internal members)
- Mayors Fair Contracting Forum (External and Internal members)

Standards of Service/Best Practices
- Generally Accepted Accounting Principles, Governmental Accounting Standards Board
- Certificate of Excellence in Financial Reporting from the Government Finance Officers Association
- County Financial and Budget Policy
- County Investment Policy
- Inventory ordering available on line
- Cooperative purchasing agreements with other governmental agencies
- Procurement cards to order goods
- Acknowledgement as Quality IRS supplier for W2 and 1099 reporting
- Many staff are active members and leaders of professional organizations
- Many staff are certified as professionals by professional organizations

Description of Services
Sections and major services provided are:

1. Accounting/Accounts Payable (Jean Uzelac, Accounting Manager; Satish Nath, Accounts Payable Manager)
   - Maintains the County accounting system and financial records
   - Prepares Comprehensive Annual Financial Report, Single Audit Report and Indirect Cost Allocation Plan
   - Administers Library Retirement Plan

- Bills and maintains accounts receivables
- Maintains fixed asset records
- Makes payments to contractors and vendors
- 1099 reporting

2. Payroll (Mindy Harris, Payroll Manager)
   - Maintains data base for employee payroll
   - Maintains records and pays all voluntary payroll deductions (FICA, income taxes and PERS)
   - Administers County's Deferred Compensation Plan
   - W2 reporting

3. Purchasing/Contracts/Materiel Management (Franna Hathaway, Purchasing Manager; Brian Lewis, Materiels Management Manager; Jerry Walker, Contracts Manager)
   - Procures equipment, materials and services for County Departments
   - Manages and maintains centralized file for contracts
   - Administers Qualified Rehabilitation Facility contracts
   - Manages the Minority/Women and Emerging Small Business Enterprises program
   - Manages central stores inventory

4. Treasury (Harry Morton, Treasury Manager)
   - Manages cash and investments
   - Manages debt issues
   - Administers County Business Income Tax, Transient Lodging Tax and Motor Vehicle Rental Tax

All of the sections provide training and outreach services to our customers

Selected Service Statistics for FY 1998
- Average Investment Portfolio - $228,669,000
- Outstanding Debt Issues - $193,093,000
- Number of Payroll checks/direct deposits issued – 113,198
- Number of payment vouchers - 135,000
- Number inventory stock units issued – 738,009
- Number of purchase orders – 5,000
- Number of contracts – 1,587
- Number of journal vouchers – 61,900

Issues/Initiatives
- General Ledger/Purchasing/Accounts Payable and Payroll systems upgraded to year 2000 versions will require users to be trained on new features.
- Contracts database and processes need to be reviewed and modified
- Continue with implementation of Disparity Study Recommendations, monitoring progress and enhancing programs
- Implement Integrated Enterprise System

Budget and Quality

Dave Warren
Budget and Quality
1120 SW 5th – Suite 1400
Portland, OR 97204   Phone: 248-3822

Purpose
Gather data, analyze it from a countywide perspective, and transform it into information that Multnomah County decision-makers can use.

Customers
- Board of County Commissioners
- County Departments, Offices and Agencies
- Departmental Staff
- Other state and local government agencies

Standards of Service/Best Practices
- Meet the requirements of local budget law
- Achieve GFOA award for distinguished budget presentation
- Achieve compliance with County Budget and Financial Policies
- Align budgetary practices with a set of recommended budget practices of the National Advisory Council on State and Local Budgeting
- Review national research literature to determine best or most promising practices and make available to policy makers
- Utilize a Control Self Assessment (CSA) process to increase the use of financial information in county decision-making processes, identify the obstacles that could prevent this objective from being achieved and develop strategies to remove those obstacles

Description of Services
Protect the long-term financial stability of the County, provide a source of internal consulting in the areas of analysis and total quality management: financial forecasting, supporting evaluation efforts throughout the County, assisting departments in their RESULTS campaign efforts, and designing and coordinating budget processes.

Selected Service Statistics
- Nine departments will use the Budget Development Preparation System for FY 99-00.
- All departments will receive the basic budget training presentation for the 99-00 budget prior to the kick-off of the budget season.
- Department staff in at least four departments will be trained in basic budget concepts (budget boot camp).
- Major evaluations included: Local Control Program, Utilization of the Multnomah County Restitution Center, City/County Diversity Conference, Countywide Results Survey, DSS Results Survey and the Process Improvement Team data base.
- Delivered customized training to nine departments in the automated budget preparation system

Issues/Initiatives
- Improving the Automated Budget Preparation System and widening its acceptance among departments through educating participants regarding the use and potential of the system.
- Improve reporting of program measurements
- Improve linkage of program measurements and budgets to Benchmarks
- Research and report on the County's Strategic Initiatives: Increasing School Success; Decreasing the Number of Children Living in Poverty; and improving Public Safety.

Employee Services - Personnel Services Section

Rudy Williams
Employee Services Manager
1120 SW 5th – Suite 1430
Portland, OR 97204   Phone: 248-3113

Purpose: Provide central human resources support to departmental HR staff in the areas of best HR practices, policies and procedures, classification and compensation, evaluation and monitoring, and staffing and placement services.

Customers: Internal: Department HR staff, supervisors and managers, commissioners and employees. **External:** Public who may become applicants or have an interest in policies and procedures.

Standards of Service/Best Practices: Key results will be defined as the new duties evolve. Will implement survey instrument to collect data in support of value added central service. HR advisor is chartered to research, recommend, develop and implement service excellence model.

Description of Services: Develop and maintain rules and polices, provide training on "best HR practices", classification reviews and compensation comparability studies. The recruitment and selection unit coordinates the database for applicant training and recruitment efforts for DSS, DA, and non-departments.

Selected Service Statistics: Under development. The reengineering effort for the county is being reviewed for appropriate service statistics.

Issues/Initiatives:
- Administrative changes to policies and procedures that support the reengineered decision making for human resources issues at the department level.

- Development of a compensation plan for the County that provides appropriate external market position, internal consistency and equity in pay, and defensible rationale for County salaries based on other employer's practices.

- Develop and maintain a classification plan that provides for appropriate groupings of jobs with similar required skills, appropriate job classes and succession planning (progression levels) and promotional opportunities.

- Participate as the lead player in defining new data processing software and installation needs for human resources.

- Insure reengineering success with redefined roles and responsibilities for central services in support of departmental HR staff.

Employee Services - Training and Organizational Development

Shery Stump
Training Manager
1120 SW 5th – Suite 1430
Portland, OR 97204 Phone: 248-5015 x22203

Purpose
Assess the learning needs of employees and align training with departmental and organizational goals and initiatives. Training and Organizational Development ensure that employees, teams, and departments have the knowledge and skills needed to provide quality customer-focused service and good value for taxpayers. Learning plays a key role in making this an excellent place to work.

Customers
- Individual employees
- Divisions, departments, and the County as a whole.

Using a service agreement approach, we work with formal and informal departmental leaders to plan customized learning interventions that address bottom-line departmental outcomes.

Standards of Service/Best Practices
- Alignment with Organizational Goals. Since 1995, the countywide training plan has aligned all curriculum planning with the RESULTS vision and the strategic goals. The 1998 RESULTS assessment will be used to revise future goals.
- Alignment with Employee and Departmental Needs. Results of a fall 1997 employee training needs assessment were checked against departmental strategic goals.
- Measuring Training Effectiveness. In 1998, Training and Organizational Development has improved its system for evaluating training effectiveness with revised key results, service agreements focused on departmental outcomes, and a new customer satisfaction measure for customized workgroup training.
- Training to Multiple Learning Styles. Classroom training is only one of many possible learning methods. Hands-on workshops, follow-up consultation, dialogues, team development, mentoring, on-line resources, management consultation, assessments, on-the-job tutorials, group problem solving, and computer based training are all offered to meet needs.
- Performance Consulting. Ongoing efforts develop collaborative working relationships with key managers and stakeholders. Employee development initiatives will assist managers and employees in identifying and training to employee performance needs

Description of Services
- Quarterly Training Calendar and Standard Curriculum. Mailed each quarter to all employees, the calendar announces scheduled presentations of classes, team building, on-line training, dialogues, and other learning opportunities available to all employees.
- Customized Workgroup Training. All classes and topics in the standard curriculum are available for special presentation to workgroups, divisions, and departments.
- Team and Organizational Development Interventions. Services include team building, team assessment, organizational restructuring, facilitated problem solving, planning processes, and management consultation.
- On-line Resources and Curriculum. Training and Organizational Development leads the effort to ensure that countywide Human Resources information is accessible on the MINT.

- <u>RESULTS Team Support</u>. Training and Organizational Development provides training for process improvement team sponsors, leaders, facilitators, and members.
- <u>Diversity Support</u>. Continuous collaboration with the Countywide Cultural Diversity Committee ensures that the diversity curriculum is aligned with organizational needs and supplemented by unique learning opportunities such as Diversity Dialogues

Selected Service Statistics
- Number of participants in computer and non-computer training classes in 1997-98: 4,441
- Percent of Training Capacity: 94% of available seats filled in 1997-98
- Overall Participant Evaluation of classes: 6.3 on a 7.0 scale

Issues/Initiatives
- <u>Management Development</u>. Comprehensive management development curriculum is being developed to support managers and supervisors
- <u>Putting Human Resources on the MINT</u>. Beginning in 1999, the MINT will be a primary learning resource with extensive published information and on-line training.
- <u>Linking People and Technology</u>: Ongoing software training to support County technology standards will be augmented with planning to support the integrated enterprise system.
- <u>RESULTS Assessment Support</u>. Departmental and organizational assessments will identify and encourage addressing new learning and organizational development needs.
- <u>Diversity Curriculum and Support</u>. Continued development of a comprehensive diversity curriculum to help employees work effectively with diversity in clients and colleagues.
- <u>Employee and Workforce Development</u>. Work with unions and other stakeholders to identify key components and systems necessary to help Multnomah County hire, retain, support, and develop a competent and flexible workforce into the future.

Employee Benefits & Health Promotion

Debbie Juul
Employee Benefits & Health Promotion
1120 SW 5th – Suite 1430
Portland, OR 97225   Phone: 248-5015

Purpose
To manage the benefit and wellness programs for eligible Multnomah County employees, retirees, former employees, and their families.

Customers
- Multnomah County managers.
- Multnomah County employees, retirees, former employees, and their families.

Standards of Service/Best Practices
- Key results are being reviewed and revised.
- Current benchmarks are All Employers and All Government Employers national survey respondents.

Description of Services
- Administer, communicate, and analyze medical, dental, life, disability, EAP, and Child Care Referral programs.
- Advise and train managers, supervisors, HR staff, and timekeepers on processes and laws.
- Develop and provide wellness programs, activities, and classes.

Selected Service Statistics
- 43% participation in health promotion programs.

Issues/Initiatives
- Multnomah County Employees' Benefits Board – a labor/management committee with the authority to modify health/dental plans.
- Retiree communications -- informational meeting for retirees enrolled in our health plans and a retiree newsletter.
- Kaiser/Multnomah County wellness project -- includes a health risk appraisal and follow-up education/intervention by Kaiser and our Health Promotion program.

Affirmative Action Office

Robert Phillips
Affirmative Action
1220 SW 5th – Suite 310
Portland, OR 97204   Phone: 823-4164

PURPOSE:
To develop, maintain, and continuously improve the institutional infrastructure and management services necessary to create respectful work places, solve problems, and meet regulatory compliance standards.

CUSTOMERS:
- Elected Officials
- Department Directors
- Managers/Supervisors/HR Staff
- Employees/Applicants
- Enforcement Agencies

STANDARD OF SERVICES/BEST PRACTICES:
Maintain Multnomah County's position as a leading edge employer for minority and female hires:
- Minority availability is 15.47; present utilization is 17.49%, a +1.98 % above availability.
- Female availability goal is 58.13%; present utilization is 58.76%, a +0.63% above availability.

Correct under utilization in EEO Job Categories:
- For females in Unclassified, Officials/Administrators, Protective Services, Skilled Craft, and Service/Maintenance
- For minorities in the Technicians category.

Correct the County's only minority workforce under utilization: Native Americans at -0.02%.

Work with individual Departments in improving their utilization of underrepresented groups.

DESCRIPTION OF SERVICES:
The Office provides equal employment opportunity and affirmative action support to the City of Portland and Multnomah County with a staff comprised of both County and City employees. Specific services provided by the Office are: EEO Compliance and Data Management, Complaint Investigations and Mediation, Outreach and Recruitment, EEO Training, Legal and regulatory Research, ADA Compliance and Reasonable Accommodation Conciliation, etc.

SELECTED SERVICE STATISTICS:
During the last quarter, percentage increases for females occurred in the EEO job categories of Officials/Administrators, Technicians, Protective Services, Paraprofessionals, Administrative Support and Service/Maintenance. Percentage improvements for minorities occurred in Officials/Administrators, Professionals, Protective Services and Service/Maintenance.

Investigation activities total 23 bases for complaints. This number includes (4) ADA related complaints; (5) Race based complaints; (3) Religious based complaints; (2) Sexual Harassment complaints; and (2) Disability, reasonable accommodation complaints; and (1) Retaliation.
In the area of Mediation, (4) mediations occurred and one small group mediation session. The mediation program is a new service offered by the Office.

ISSUES/INITIATIVES:

- Implementing a proactive recruitment plan for Multnomah County to assist Departments with hiring problems and issues.
- Provide mandatory training for all Multnomah County employees on our harassment policies and process for filing internal complaints. This would comply with the recent Supreme Court's rulings on this matter and reduce the County's liability in this area.
- Provide EEO update training for managers and supervisors on civil rights issues.
- Continue working to make mediation a priority for resolving numerous internal complaints.
- Research and prepare guidance for the organization should anti-affirmative action measures occur in Oregon, to address how we respond to discrimination as an on going issue, regardless of a ballot initiative.

Labor Relations

Darrell Murray
Labor Relations Manager
1120 SW 5th – Suite 1400
Portland, OR 97204   Phone: 382-2595

Purpose: To manage specified statutory, contractual and informal relations between the County and its unions.

Customers: Although any county employee may have a customer relationship with the division at particular times, key customers include the County's elected officials, appointed managers, and the unions.

Committees: Local 88 Employee Relations Committee (ERC)
Local 88 (Juvenile Groupworkers) ERC
Management bargaining teams: ONA (Health); MCCOA/MCDSA (MCSO); Crafts negotiations (DES); and, MCPAA (DA)

Standards of Service/Best Practices: Best practices are presently ascertained through comparative surveys of the practices of other public employers similarly situated and through professional organizations.

Description of Services: The division negotiates and administers nine collective bargaining agreements. This includes handling arbitration of grievances and arbitration of new public safety labor agreements. The division serves as the chief adviser to managers and elected officials on grievances and disciplinary issues, and provides significant employee relations consultation services.

Selected Service Statistics: Annually, the Division:
- Manages between fifty and one hundred fifty grievances, at some level.
- Arbitrates two grievances or contracts per year, although this has varied from zero to six.
- Handles dozens of disciplinary, grievance, employee relations, and employment law inquiries and problems each year.
- Processes several dozen contract exceptions each year.

Issues/Initiatives:
(A) Growing Complexity: The County and labor problem solving processes have become more complex and time consuming over the last decade. Additional County facilities, bargaining units, types of services, and a large increase in covered personnel has made it more difficult to maintain service quality. Adequate time is needed to research issues for bargaining, carefully draft contract language before distribution, adequately investigate disciplinary issues, and tend to administration of the division's internal operations.
(B) Records Management: The division's record management system, developed in 1976, is obsolete and inefficient. The division is working on a multi-staged electronic records storage and retrieval project that will require additional funding.
(C) Tracking Workload: The division has not heretofore systematically maintained and tabulated service volume records. A system for tracking office workload will be instituted this fiscal year.

Risk Management

George Fetzer
Risk Manager
1120 SW 5th, Suite 1510
Portland, OR 97204   Phone: 248-3882

Purpose
To help the operating departments of Multnomah County achieve excellent customer service by:
- Reducing the occurrence of accidents and injuries at County facilities.
- Minimizing the impact of those accidents that do occur.

To protect the County's assets by:
- Identifying and reducing liability exposures
- Providing effective and efficient risk transfer and risk financing techniques.

Customers
Customers of the Risk Management Division include all County departments, employees, and members of the public.

Committees:
Court Care Committee
DES Loss Control Committee
Safety Committees (Sheriff Eastside, Sheriff Westside, Multnomah County Portland Building
JACJ Loss Control Committee (Currently being formed)

Standards of Service/Best Practices
Standards of service are set and by our customers needs and desires. The Oregon Tort Claims Act, Oregon Occupational Safety and Health Administration (OSHA) regulations, and the Workers' Compensation Division rules are of particular importance to the services provided by the Risk Management Division.

Description of Services
- Providing training and support to departments regarding safety, property insurance, contract insurance language, and liability exposures.
- Negotiating renewals of the County's property insurance and fidelity bonds.
- Loss control consulting services, including accident investigations, ergonomics, indoor air quality, OSHA inspections, safety committees, and safety inspections.
- Emergency responses, such as after a chemical release, or in response to actual or threatened instances of workplace violence.
- Management of all aspects of property, liability and workers' compensation claims, including returning injured workers to light duty positions.

Selected Service Statistics
For fiscal year 97-98:
- Assisted with the administration of 253 liability claims, 61 subrogation claims, and 266 workers' compensation claims.
- Completed the first "Cost of Risk" analysis for the County.
- Performed 127 ergonomic evaluations for customers.

- Published the Contract Insurance & Indemnification Manual to help internal customers prepare procurement documents and contracts.
- Received grant from State for $48,231 to redesign the animal disposal process at the animal shelter to reduce injuries to employees.
- Submitted 65 wage subsidy reimbursements on workers' compensation claims, generating $130,000 in revenue for the County.
- Successfully completed a subrogation process improvement project. Estimates are that there will be increased recoveries from parties causing County property damage using the new process.
- Trained 330 County employees on various safety topics.

Issues/Initiatives
- Fidelity bond limits.
- Crime and cash insurance coverage.
- Improve marketing of risk management programs and services.
- Prevention of Violence in the Workplace.

Emergency Management

Michael J. Gilsdorf
Director
1333 NW Eastman Parkway
Gresham, OR 97030   Phone: 618-2526

Purpose: Established under ORS 401.305, the Office of Emergency Management helps prepare the County and its citizens to survive and recover from a natural or human caused disaster. The Office of Emergency Management is responsible for the organization, administration, and operation of the emergency management program for the County.

Customers: The citizens of the County; the Cities of Fairview, Gresham, Maywood Park, Portland, Troutdale, and Wood Village; Rural Fire Districts 14 and 30; special districts within the County; the Counties of Clackamas, Hood River, and Washington; the Oregon Office of Emergency Management; the Federal Emergency Management Agency (FEMA); and internal County Departments and offices.

Committees: Emergency Management User Boards (East, West, Internal); Regional Emergency Management Technical Committee (Chair-Training Committee); Oregon Emergency Management Association (President Elect)

Standards of Service/Best Practices: The Office of Emergency Management meets the standards required by the Oregon Office of Emergency Management, the Federal Emergency Management Agency (FEMA), the National Interagency Incident Management System's Incident Command structure, and the principles established by the National Fire Protective Association (NFPA) 1600 Recommended Practice on Disaster Management.

Description of Services: Major services include but are not limited to:
- Coordinated development of plans, procedures, and policies;
- Coordination with other emergency management agencies and other organizations to assure an alert and notification network and a public information and education system;
- Training and implementation of an incident command structure for coordinated response and recovery and the development and conduct of exercises to test the emergency service system.

Selected Service Statistics: Attendance at Incident Command System (ICS) training courses has been over 100% of ideal seating capacity for four years.

Issues/Initiatives:
Dodson/Warrendale Mitigation Grant Program. Four properties have been purchased and offers made on additional properties. A second FEMA Grant has been received for this program.

Project Impact/Disaster Resistance Community Program. A Notice of Interest has been filed through the Oregon Office of Emergency Management to the Federal Emergency Management Agency for a Project Impact Grant to be used in East Multnomah County. Grant would start/continue four programs: continue Dodson/Warrendale property acquisition; implement a schools disaster training and preparedness program; implement a business earthquake

preparedness program; and implement a community preparedness program which includes family preparedness and a Community Emergency Response Team (CERT) program,

Consolidation of Emergency Management Offices. In April of 1997, an Intergovernmental Agreement for the consolidation of the three offices of emergency management within the County was signed. Since that time, our office has relocated to the City of Gresham facilities. The User Boards for both the East and West Zones are operational and the development of one Emergency Operations Plan for the East Zone is under way with completion targeted for July. 1999.

Regional Emergency Management Technical Committee (REMTEC). Our office continues to participate in this organization which meets monthly. REMTEC is made up of Emergency Management personnel from Clackamas, Columbia, Multnomah, and Washington Counties, Clark County Washington, the cities of Beaverton, Gresham, Hillsboro, Portland, and Tualatin, METRO, and the American Red Cross. It is a part of the Regional Emergency Management Group made up of elected officials from these jurisdictions. Participation in REMTEC helps to ensure the coordination of our efforts to the benefit of our citizens.

Information Services – Technology Services

Lisa Yeo
Chief Information Officer
4747 E Burnside
Portland, OR 97215   Phone: 248-3749

Purpose
The Information Services Division provides support to County Departments in continuing to automate and reengineer business systems. These systems enable County staff to be more productive in their work and to provide enhanced service to our internal and external customers.

Customers
- County departments and elected officials.
- Public access to County data, e.g. providing tax assessment data to title companies.
- Other government agencies.

Standards of Service/Best Practices
- Key results and benchmarks have been defined for most areas including availability, response time, report distribution, and customer satisfaction.
- Benchmarks in most areas are based on industry 'best practices' and comparisons with other local governments and private industry.

Description of Services
- Data center operation -- 24 hours a day and 7 days a week.
- Data system maintenance and design -- Includes implementing approximately 600 user-submitted requests for modifications to 15,000 computer programs in the following areas:
  - Financial Systems
  - Justice Systems
  - Assessment & Taxation Systems
- Flat Fee program administration – purchased 1,138 new and replacement computers as part of the County's desktop computer replacement 4-year cycle.
- Geographic Information Systems design and development.
- Lead the implementation of emerging technologies:
  - Electronic report distribution
  - Data Warehousing
  - Imaging

Selected Service Statistics
- Provides access to over 2,000 customers daily with an average online response time of 2.8 seconds.
- Process nearly 1 million jobs annually with 99.4% delivered on time.
- Maintain computer systems availability at 99.8% of scheduled operating time.
- Computer usage increased 42% over last year.

Issues/Initiatives
- Implementation of Integrated Enterprise System (Human Resources, Finance, other).
- Year 2000 compliance.
- Strategic Planning for IT.
- Funding of GIS and other information technology projects with County-wide application.

Information Services - Network Services

Lisa Yeo
Chief Information Officer
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Purpose
The Network Services Section establishes and maintains connectivity between all County Departments to provide countywide access to shared information, to enable data sharing and integration, and to facilitate interdepartmental communication. Network Services maintains the County's wide area network (WAN) and the legacy 3270 terminal network, providing access to electronic mail, the Internet, the County's Intranet (the "Mint"), and to County systems on a large, centralized enterprise server.

Customers
- Policy Makers.
- County Departments.
- Business Partners.

Standards of Service/Best Practices
- Key Results and benchmarks have been defined for network services. These benchmarks are based on customer expectations that were identified through customer surveys or customer participation on project teams.
- Network Services benchmarks against industry 'best practices' determined through our participation in professional organizations and industry consultants.

Description of Services
- County Wide Area Network (WAN) operation and maintenance.
- Legacy 3270 terminal network operation and maintenance.
- Inter-agency connectivity (to other government agencies, local, state, and Federal).
- Electronic mail services.
- County Intranet (the "Mint") implementation and maintenance.
- Ongoing evaluation of new communications technologies and planning, design, and Implementation of network upgrades to meet growing County needs.

Selected Service Statistics
- The County's wide area network (WAN) now connects 54 local area networks (LANs) located throughout the County.
- The County's Wide Area Network has established its service availability to be at or above 95.0%. It has been consistently above this benchmark for the last 12 months.
- The County's Intranet Web site, (The MINT), is averaging nearly 800 hits per day.

Issues/Initiatives
- Planned network upgrades to position the network to support the anticipated Integrated Enterprise System (IES).
- Upgrades to improve reliability and availability of network services and the security of data stored and transmitted across the network.

Information Services - Telephone Services

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Chief Information Officer
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Purpose
The Telecommunications Services Section provides efficient and cost effective telephone and related services to all County Departments. They currently provide service for more than 5800 telephone instruments in 110 different locations.

Customers
- County Departments.
- Elected Leaders.
- Public accessing services.

Standards of Service/Best Practices
- Key Results and Benchmarks have been developed based on customer expectations as determined from customer surveys and customer participation on project teams.
- Telecommunications Section also benchmarks services against other public and private providers of similar services.

Description of Services
- Telephone and voice mail services.
- Interactive Voice Response to allow access to computer data using telephones.
- Video Conferencing, now installed in 9 locations.
- Paging systems.
- Cellular telephones.
- Pagers.
- Pay phones.
- Wiring for local area networks and connectivity for other data systems.

Selected Service Statistics
- The phone system has over 5,400 telephone instruments, 540 cell phones, and 1,197 pagers.
- The Telephone System supports 3,301 voice mail users and processes over 1 million voice mail messages each month.
- Interactive Voice Response provides access to County Data for over 2,000 individuals each month.
- Average time to repair for broken telephones is consistently less than 8.0 hrs.

Issues/Initiatives
- Completion of the Public Safety Bond Technology project to install video conferencing in criminal justice agencies.
- IPE upgrades to JDH, Northeast Health Clinic and Commonwealth Building.

Multnomah County Year 2000 Project

Legacy System Remediation Nearing Completion

1. Coding, testing, and certification of all programming changes for ISD-maintained systems completed.

2. Movement of applications into production continues:
   - Implementation of DACTS & SWIS applications, Oct. 1998
   - Payroll implementation scheduled for January 1999
   - Implementation of LGFS to be completed in March 1999

3. Recommend a full system test of all legacy applications April – June 1999

Status of County-Wide Y2K Remediation

1. Y2K Awareness Campaign since October 1997 via Information Technology Council (Y2K preparedness and contingency planning info distributed, Y2K Web page, coordination with the AOC and LOC)

2. Assisted departments in assessing potential Y2K problems (PC audit tool)

3. Continuing to work with departments to:
- Identify interfaces between County systems and other city, county, and state agencies.
- Identify equipment with embedded chips and ensure Y2K-compliance.
- Develop contingency plans for ensuring provision of essential services through the millennium change.
- Mail compliance letters to County suppliers and vendors.
- Continue to maintain County awareness of Y2K issues, legal ramifications, and preparedness.

4. Quarterly reporting by departments regarding status of their remediation efforts

5. Key departmental systems being remediated by department staff.

Multnomah County Year 2000 Project - Department Summary:

- Departments need to address internal and external interfaces specific to their departments.
- Need to address plan of action if interfaces fail or change.
- Departments need to address telecommunication functions specifically LAN operation.

Aging & Disability Services: Minimal change from baseline status report. Recommend a decision soon on replacement of in-house systems.

Community & Family Services: Continue to verify and remediate in-house applications.

Office of the District Attorney: Monitor DARTS replacement project, to insure meeting scheduled project completion Sept. 1999. Continue remediation/replacement of desk-top applications.

Environmental Services: Several key systems in A & T area are being replaced. Continue project correction phase of non-information technology (embedded microprocessors). Pilot completed on (Justice Center, Central Library, County Court House, and Mead Building).

Health Department: High level assessment and detailed analysis of legacy systems completed 7/31/98. Remediation of system in process, make non-IT (medical devices & lab equipment) assessment and remediation a higher priority.

Juvenile & Adult Community Justice: Continue development of Juvenile Information System. Monitor Adult Corrections bond project to insure completion. Remediate or replace in-house applions in FoxPro, Access, and Payment Coucher system.

Library: Continue with remediation/replacement activity.

Office of the Sheriff: Recommend identification and monitering of external interfaces and system dependencies (radio, 911, etc.), Remediate or replace non-compliant Scheduling System; GRIPS remediate code to verify four digit year.

Support Services: Continue with project correction phase. Continue to support Office of Chair, County Counsel, County Auditor, and Budget area.

DSS: What's so great about an Integrated Enterprise System

- **Integrates core business systems**
  - Data entered once
  - Allows retrieval of integrated information
  - Operates in real time
- **Windows based, user friendly, linked to desktop products now in use**
- **Allows ad hoc reporting at user level**
- **Workflow processing combined with reengineering (best practice) opportunity**

DSS: Integrated Enterprise System

- **Where are we now?**
  - Worked with internal customers to assess interest and prepare the Business Case (attached)
  - Advised Board of initial work in 1998-99 Budget Discussion
  - Began and continue work with other jurisdictions interested in, installing or using Integrated Enterprise System
  - Sponsored vendor demonstrations (170 County staff attended as well as staff from other jurisdictions)

DSS: Integrated Enterprise System

- **Where are we?**
  - **Formed teams to move forward with RFP:**
    - Countywide Executive Team with Representatives from all Departments, Sheriff's Office, and District Attorney (Appendix)
    - Project Team drawn from throughout the county to identify what we need in new central business systems and develop draft RFP
  - **Plan to include in the DSS budget request**
  - **Work with the Board to provide all the information needed for support**

DSS: Integrated Enterprise System

- Why would we look at an integrated system?
  - Customer Service Demands/Departmental Information Needs not Met
  - Current financial/payroll systems are 12 to 15 years old, outdated technology, extensively modified
  - Current systems cannot be integrated; Staff must manually assemble data from multiple sources
  - Missing capability such as grant accounting, personnel, benefits, contracting
  - Data in current systems is difficult to retrieve (programmers needed for reports)
  - Upgrades costly and hard to install

DSS: Integrated Enterprise System

- Why? The customer perspective:
  - Larry Aab: Multnomah County Sheriff's Office
  - Kathy Tinkle: Community and Family Services

DSS: Integrated Enterprise System

- Current cost estimates and funding plan
  - Software and implementation costs $5 to $8 million based on survey of other similar jurisdictions
  - Cost Unknowns include: Hardware costs, data conversion costs, training costs
  - RFP will refine budget estimates
  - Cost to be financed over 5-7 years at an annual cost of approximately $1.2 million

DSS: Integrated Enterprise System - Managing Risks

- **Documented Mistakes**
  - Inadequate planning and not involving users
  - Lack of commitment by top managers
  - Creating IES project team primarily of "technologists"
  - Moving from centralized mainframe to client-server/WAN environment simultaneously with IES
  - Attempting to Implement too much too soon
  - Assuming little user training needed

- **Multnomah Co. Strengths**
  - Involved all departments in customer survey, worked with other jurisdictions, Vendor demonstrations
  - Management Commitment Obtained
  - Cross department project team includes function and technical staff
  - WAN in place, Major investment already made in training staff to use new desktops in WAN environment
  - Phased implementation planned: HR modules 2000, Financials 2001, other by 2002
  - Budgeting for thorough user training

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DSS: Integrated Enterprise System - Managing Risks

■ Documented Risks

■ Under-resourcing the implementation process

■ Loss of commitment during long planning and implementation process

■ Automating existing inefficient business processes in the IES

■ Inadequate user support once operational

■ MC Strategies to Minimize Risk

■ Full time IES project manager, appropriate backfill of functional and technical IES implementation staff

■ Continue Countywide Exec. and Project Team, phased rollout, increase communication, <u>keep expectations realistic</u>

■ Ensure departmental commitment and resources to implement process re-engineering prior to implementation

■ Implement IES user support prior to IES implementation including changes to current roles of WAN/LAN support staff

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DSS: Integrated Enterprise System

- Where would we like to go with Board Support?
    - Issue RFP, evaluate including site visits, and select best potential vendor
    - Keep Board informed of Progress
    - Provide updated information to Board during 1999-00 Budget Discussion
    - Board review and approval
    - Issues:
        - Timing for Project Manager

ENTERPRISE EXECUTIVE TEAM

- Vickie Gates-Chair of Committee
- Dave Boyer-Finance
- Don Carlson-Aging
- Becky Cobb-Library
- Lance Duncan-DES
- Delma Farrell-Chair's Office
- Tom Fronk-Health
- Suzanne Kahn-Health
- Dan Oldham-Sheriff
- Steve Pearson-DSS
- Tom Simpson-DA
- Meganne Steele-JACJ
- Kathy Tinkle-CFS
- Rudy Williams-Empl Svcs
- Lisa Yeo-Info Svcs

ENTERPRISE PROJECT TEAM

- Larry Aab
- Bill Arnold
- Dave Boyer
- Shaun Coldwell
- Fernando Conill
- Fred Davis
- Mike Dubesa
- Delma Farrell
- Tom Fronk
- Susan Giesbrecht
- Donald Hargrove
- Christy Howe
- Debbie Juul
- Jean Karecki
- Debra Larson
- Brian Lewis
- Peggy Mintner

- Satish Nath
- Steve Pearson
- John Riles
- Joseph Runk
- Kristy Schnabel
- Meganne Steele
- Wes Stevens
- Shery Stump
- Bob Thomas
- John Thomas
- Valorie Thomas
- Janet Thompson
- Colette Umbras
- Jean Uzelac
- Lynn Ward
- Steve Watson
- Rudy Williams
- Nancy Wilton

DSS Statistics - 1996-1999

Budget Trends

	1996-97 Actual	1997-98 Current Estimate	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	160.4	170.5	176.5	189.5	13.0
Personal Services	11,178,658	10,202,682	10,471,523	11,119,648	648,125
Contractual Service	2,976,202	2,580,742	2,677,534	3,668,686	991,152
Materials & Supplie	26,008,650	32,033,186	31,039,081	35,990,492	4,951,411
Capital Outlay	2,113,285	15,393,363	15,404,480	10,197,410	-5,207,070
Total Costs	42,276,795	60,209,973	59,592,618	60,976,236	1,383,618
Program Revenues	32,784,540	52,463,530	49,712,003	50,415,492	703,489
General Fund Supp	9,492,255	7,746,443	9,880,615	10,560,744	680,129

Costs by Division

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

Staffing by Division

	1996-97 Actual	1997-98 Current Estimate	1997-98 Adopted Budget	1998-99 Adopted Budget	Differenc
Dept Admin	6.1	8.0	8.0	7.0	-1.0
Finance	50.9	51.0	53.0	55.5	2.5
Employee Service	18.0	20.0	21.5	26.0	4.5
Labor Relations	3.0	3.0	3.0	4.0	1.0
Risk Managemen	5.9	5.0	5.0	6.0	1.0
Budget & Quality	9.9	8.0	8.0	11.0	3.0
Affirmative Actio	3.6	3.0	3.0	3.0	0.0
Emergency Mgmt	3.0	3.0	3.0	3.0	0.0
Information Svcs	60.0	69.5	72.0	74.0	2.0
Total FTE's	160.4	170.5	176.5	189.5	13.0

Multnomah County Department of Support Services

Annual Performance Report
1997 - 98
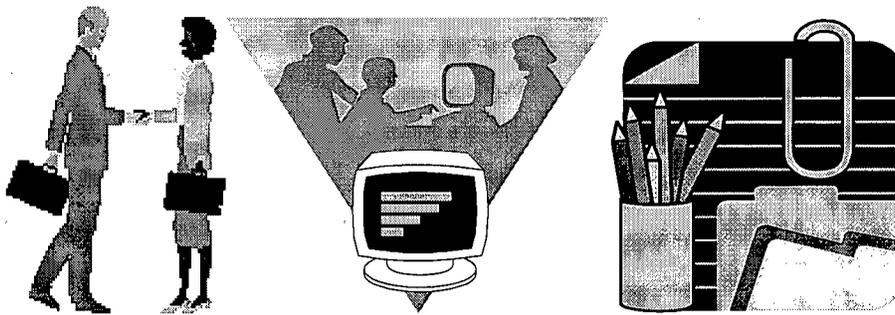
November 30, 1998

Vision

Our vision is that Multnomah County will be a national model of governmental excellence. Our direct focus is to support other departments and serve the "Good Government" Benchmark.

As the chart on the next page shows, the foundations of service by the County are information systems to make decisions on, and human resource systems to provide well trained, motivated employees.

The human, financial, and information resources of the County represented and managed by the Department of Support Services (DSS) serve the County's strategic direction, assure compliance with laws, regulations, and County policies, and help assure that the county's long term vision is achieved and that the citizens of the county receive quality services and good value for their tax dollar.

DSS works in partnership with its customers - other County Departments and elected leadership - to provide services, which are:

- responsive to our customer's needs
- timely, accurate and coordinated
- legally compliant, ethical and objective
- provided by employees with the training and support to be effective
- an excellent work product
- delivered at competitive cost.

DSS aligns its divisions to support the County's organizational vision and enable line Departments and programs to focus efforts and attention on County Benchmarks and service delivery, rather than procedures. DSS is a key player in supporting, performing and coordinating evaluation and financial accountability across the County. Services include training and coaching, and assisting in systematically measuring success.

Organizationally, DSS is comprised of the following Divisions:

Information Services	Finance
Employee Services	Labor Relations
Risk Management	Affirmative Action
Budget & Quality	Emergency Management
Department Administration	

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Multnomah County Building Blocks of Planning

Multnomah County
Linking Vision, Benchmarks, Strategies and Planning

VISION
What the County
Wants to Achieve

Sense of personal opportunity & success.
Sense of safety and security.
Excellent quality, customer-focused service.
A good value for the tax dollar.
An excellent place to work.

LONG TERM
BENCHMARKS
The County's
Strategic Focus

Reduce Crime

Increase School Completion

Reduce the Number of Children Living in Poverty
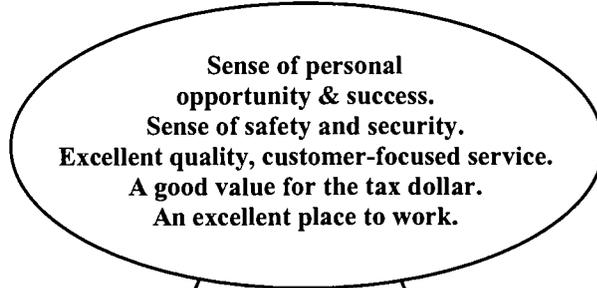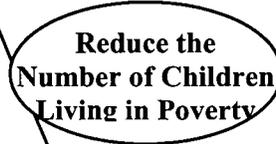
STRATEGIES
How to Achieve Benchmarks
and Improve Local Control

Children & Families/MCCF
RESULTS   Consolidation
Public Safety/LPSCC   Poverty/CAC
Community Workforce Development/WDB
Community Building Initiative/CBI

PLANNING
Aligning People and
Information

BENCHMARK PLANNING
DEPARTMENTAL STRATEGIC AND
BUSINESS PLANNING

FOUNDATION
For Good
Decisions

Motivated, well-trained employees	Good access to and use of data
HUMAN RESOURCE SYSTEMS	INFORMATION SYSTEMS
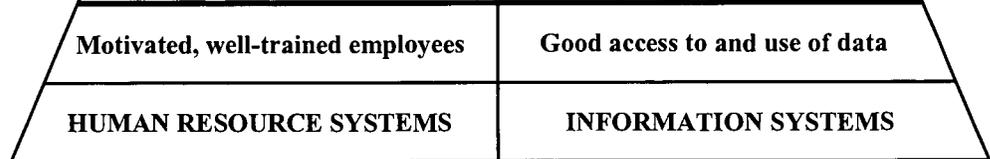
Services

The support services provided the County by DSS fall into the broad categories of Human Resource Management, Information and Communication Services, and Financial Services. Important category goals for DSS in serving Multnomah County are as follows:

Human Resource Management
- Access to current policies and procedures for employees;
- Managers and supervisors with the talent and skills to carry out their responsibilities;
- A workforce reflecting the cultural and ethnic makeup of the community;
- Programs and policies which attract, develop, and retain qualified employees;
- A collective bargaining process conducted in a way that affirms the legitimate roles of management and organized labor and optimizes mutual gain;
- Contract administration which encourages Labor- Management cooperation;
- A commitment to safe and healthy work sites;
- Safety for employees and appropriate medical care and support for a quick return to their work sites for injured employees; and,
- Training programs encompassing interpersonal, cultural and problem solving skills.
- Benefit programs and policies which promote a healthy and productive workforce

Fiscal Management and Asset Protection
- Legal compliance in performance of central financial functions;
- Protecting County assets by following sound financial policies and generally accepted accounting principles;
- Assessment of potential liability and the balance of cost and risk to the County;
- A budget which meets all legal requirements and due dates;
- A budget which reflects expectations, and is useful in understanding programs and costs;
- Training in evaluation methods and coordination of County-wide evaluation efforts;
- Assistance in Key Results and Performance Measurements provided to all County departments; and,
- Leadership in protecting the assets of the community from catastrophes through emergency response and recovery coordination.

Information Technology
- Information technology to enable use of information when, where, and how needed;
- Implementation of the Strategic Plan for Information Technology (SPIT);
- Improvement in public involvement in County processes that formulate ordinances, policies and budget priorities through the use of information technology; and
- Leadership in development of direction and tools for information management.

Overall Performance

The Department of Support Services has several overall indicators of its performance with and for other departments within Multnomah County government. One overall performance indicator is the number of support services staff compared to the overall county total.

The table and graph below show that DSS has supported the County with a smaller percentage of total employees over time. This has occurred even though regulations and requirements have continued to proliferate over that period. The increased level of services that are being demanded by departments will cause upward pressure on staffing levels in the future.

Support Service Staff in Relation to Total County Staff									
	89-90	90-91	91-92	92-93	93-94	94-95	95-96	96-97	97-98
Support Services FTE	142.2	149.5	145.0	146.7	161.5	160.4	167.0	170.5	187.5
Total County FTE	2,411	2,905	3,095	3,313	3,403	3,737	3,878	4,104	4,668
Support Percent	5.9%	5.1%	4.7%	4.4%	4.7%	4.3%	4.3%	4.2%	4.0%
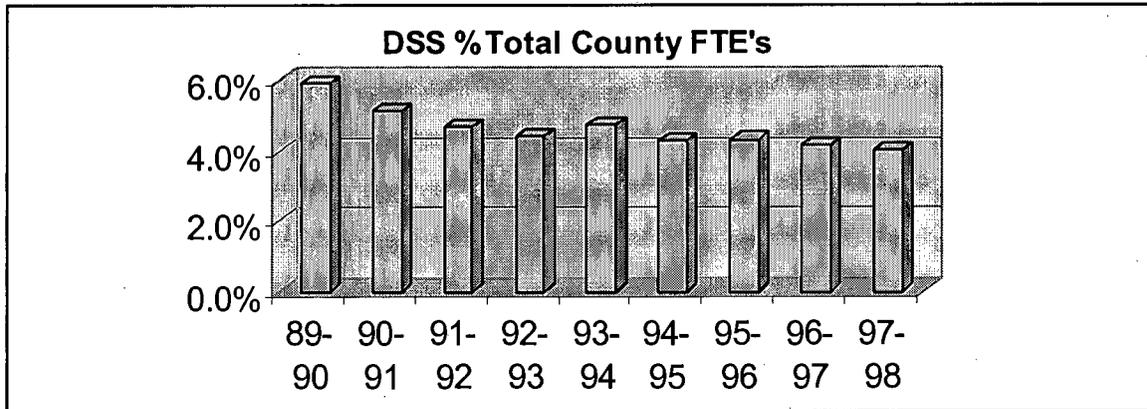
DSS has a commitment to diversity and equal opportunity. The following charts show an increase in minority employees and a steady percentage of female employees over the past two and a half years.

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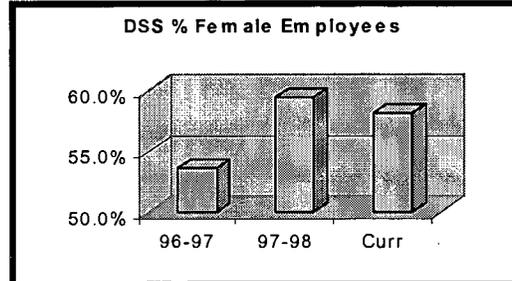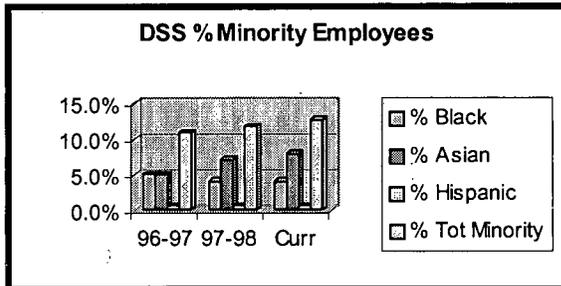
EXCELLENCE IN SERVICE

Several key results relate to two dimensions of excellent service by DSS to the County departments and others that allow the entire County operation to work more efficiently and effectively.

Managing Legal Compliance and Protection of County Personnel and Other Resources

Financial and human resources are some of the most heavily regulated areas of endeavor for governmental entities. DSS assures compliance with regulations ranging from Occupational Safety and Health Act, Americans with Disabilities Act, Equal Employment Opportunity Commission, Affirmative Action, State Budget law, State debt, investment and accounting law, Workers Compensation regulations, to Federal and State payroll and benefits reporting requirements and Governmental accounting standards. Both positive recognition and lack of penalties can measure excellence in financial and other compliance service to the County. DSS has a good track record of supporting the County on both accounts.

Safety consulting, insurance, and claims administration services are provided to all County departments by the Risk Management Division of DSS. Risk Management's focus is on strategies to reduce the frequency and severity of accidental losses. The key results are measures of the organization's success in controlling accidental losses. The frequency of workers' compensation claims decreased in 1997/98 to a new low of 6.9 per 100 FTEs. Lost workdays per 100 FTEs showed an increase over the previous year, yet the County's rate of 33 continues the experience of being substantially less than the national average of 50. Finally, the County's workers' compensation experience modification factor of .64 indicates exceptional performance compared to the state-wide average of 1.0. This also results in lower payments to the state for workers' compensation payroll assessments.

Key Results - Risk	1994/5 Actual	1995/6 Actual	1996/7 Actual	1997/8 Actual
Frequency of workers' comp claims per 100 FTEs	9.1	7.7	7	7
Number of work days lost annually per 100 FTEs	40	25	21	33
Workers Comp Experience Rating	0.77	0.65	0.68	0.64

Risk Management had several significant accomplishments and initiatives for FY97/98:
- Generated $130,000 revenue through obtaining state assistance on workers' compensation claims;
- Published the Contract Insurance & Indemnification Manual to help employees prepare bids, RFPs and contracts;
- Completed a subrogation (third party cost recovery) process improvement project;

- Implemented ergonomic "train the trainer" pilot program in Adult Community Justice;
- Used a state grant to redesign animal disposal procedure at shelter to reduce injuries;
- Designed "General Safety Provisions" brochure for New Employee orientation; and,
- Acquired portable air quality monitor. Doing tests in house provides more flexibility and saved over $6,000 compared to using consultants.

The Affirmative Action program helps assure compliance with various equal opportunity laws. The need for this service has increased due to new federal regulations; equal opportunity and ADA requirements contained in grant regulations, and ongoing administrative and judicial interpretations of regulatory requirements. The program monitors and helps departments with their own affirmative action plans as they evolve through time. Implementation is proceeding according to the plan including the expansion and revision begun with the 1995-96 fiscal year:

Key Results - Affirmative Action	1994/5 Actual	1995/6 Actual	1996/7 Actual	1997/8 Actual
Minority employees as percent of Portland metropolitan statistical area (MSA) availability	98%	97%	110%	115%
Females in protected services category as percent of workforce availability	93%	94%	74%	83%
Percent of affirmative action plan implemented to date	85%	80%	85%	95%

One strong asset of the urban metropolitan area is the cooperation and preparedness among all jurisdictions to solve common problems. This is evidenced in the Emergency Management area where coordination of effort in the face of emergencies is the key to success. A prime focus of the DSS group is training. Once again in 1997/98 the Emergency Management group exceeded its target for training.

Key Results - Emergency Management	1994/5 Actual	1995/6 Actual	1996/7 Actual	1997/8 Actual
Intro to Incident Command System training attendance as a percent of ideal seating capacity	105%	111%	126%	101%

In addition to their ongoing work, Emergency Management had the following successes during the fiscal year:
- Began management of the Dodson/Warrendale mitigation grant program;
- Coordination of training for the Domestic Preparedness Program for emergency responders throughout the state;
- Provided major assistance in preparedness and response for the Nike World Games
- Continued consolidation with the East County Users Board;
- Continued progress in drafting the Emergency Operations Plan;

Much of the success of the DSS divisions is attested to by key results related to audit adjustments, amount of payroll penalties, and the lack of fines or suits brought against the County from the myriad of agencies that regulate aspects of our work.

Department of Support Services
Annual Report 1997 - 98

Key Results - Finance	1994/5 Actual	1995/6 Actual	1996/7 Actual	1997/8 Actual
Number of incidents of non-compliance with Audit of Oregon Municipalities minimum standards	14	14	1	1
Number of audit adjustments	0	0	0	0
Dollar amount of penalties-Payroll	0	0	0	0

The Government Finance Officers Association of the United States and Canada "GFOA" has awarded the County the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 1997 for the 14th consecutive year. The award requires an easily readable and efficiently organized comprehensive annual financial report, whose contents conform to program standards including accounting principles and legal requirements.

Along with the normal workload of the Finance division and taking the lead role on developing the business case for a new approach to information, Finance has worked on the following:
- Implementation of the recommendations of the disparity study;
- Completed advance refunding of a Certificate of Participation, a change that will save the County almost $2.5 million over the next 15 years;
- Completed work on the financing of the Regional Children's Campus Inc. partnership;
- Implemented a community banking program in banks across Oregon.

Budget and Quality supports the County's fiscal stability, and continues to work to improve its managerial accountability to guarantee compliance with state laws and regulations. A critical role of the Budget office is to accurately forecast revenue and expenditures.

Key Results - Budget & Quality	1994/5 Actual	1995/6 Actual	1996/7 Actual	1997/8 Actual
Accuracy of revenue projection (+ means collect more than we project)	+3.49%	+2.56%	+1.58%	+0.16%
Accuracy of expenditure projection (- means spend less than we project)	-0.05%	-1.25%	-3.22%	+0.67%

The Evaluation program of the Budget and Quality Division is a resource for the Board and Departments in evaluating results of the County's strategic initiatives and providing policy makers with the tools to make decisions with better information on costs and benefits. Activities during FY97/98 included:
- Monitoring the impact of Senate Bill 1145 to get an accurate count of felons in this category. Significant revenue is dependent on this calculation;
- Conducted and analyzed the Countywide and DSS RESULTS surveys;
- Evaluated the 1998 City/County Diversity Conference; and
- Continued to provide technical assistance in program evaluation to departments.

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Excellence in Provision of Services to County Departments

County business depends on the services provided by DSS. DSS continually strives to provide on time, appropriate, and quality services to the Departments so they can concentrate on their programs and customers.

The Information Services division strives 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.

Access to the information needed to do the County's business is important to each employee. ISD had another exceptional year in service access provision:

Key Results - Information Services	1994/5 Actual	1995/6 Actual	1996/7 Actual	1997/8 Actual
Online response time	3.4 sec	2.8 sec	2.75 sec	2.8 sec
% of scheduled reports delivered on time	98.7%	99.3%	99.5%	99.0%
% of scheduled operating time that the computer system is available	98.0%	99.0%	99.4%	99.7%
% of scheduled time the Wide Area Network is available	NA	88%	99%	95%

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. There are almost 3,500 PC desktops installed and supported through the flat fee program.

The budget program of Budget and Quality had several initiatives during 1997/98 to improve service to its customers:

- Created a standard budget preparation system. The new system calculated internal service transfers, allowed "what if" analysis, and provided the ability to perfect add packages and add or delete them at the touch of a button.
- Developed an internal strategic plan
- Began process to develop new budget narrative format to provide clearer information for decision making;
- Managed contract to review handling of local control felons;

Quality of service is also seen in turnaround and completion of duties in a manner that brings satisfaction to its customers while at the same time saving money and meeting other goals of the County. This balancing act is seen in purchasing and contracts results:

Key Results - Finance	1994/5 Actual	1995/6 Actual	1996/7 Actual	1997/8 Actual
Percent of contracts routed through purchasing within 5 business days	91%	94%	90%	90%
Percent of purchases from MBE/WBE contractors	5.60%	2.80%	4.70%	4%
Percent of satisfied customers-Contracts	85%	76%	86.7%	90%
Cost per dollar purchased	$0.01	$0.01	$0.005	$0.005
Percent of customers satisfied - Purchasing	80%	73.3%	75%	80%

The Labor Relations division continues to provide training, advice and counsel to all Departments in regard to bargaining contract issues as well as general employment conflict issues. This continues with a very small ratio of staff to represented employees:

Key Results - Labor Relations	1994/5 Actual	1995/6 Actual	1996/7 Actual	1997/8 Actual
Percent change in represented employees from base of 1988 with professional FTE's	124%	171%	175%	**185%**

The 1997/98 year was a very busy one for Labor Relations. In addition to the customary workload of grievance advice and analysis, disciplinary and employee relations consultations, training on managing substandard performance and drug and alcohol problems, they:
- Prepared for and commenced renegotiations of eight collective bargaining agreements covering approximately 3,600 employees;
- Used interest based approaches with all unions for the first time;
- Included a new cooperative approach to health insurance management and cost containment in the agreements settled with general employees and custody specialists; and,
- Completed negotiation of a tentative settlement to a complex countywide class action lawsuit/grievance concerning pay practices.

Employee Services provides multiple services that touch every employee and potential employee in the County. The legacy key results for serving the County's employees and achieving County policy goals continued showing improvement:

Key Results - Employee Services	1994/5 Actual	1995/6 Actual	1996/7 Actual	1997/8 Actual
Percent of eligible lists delivered within 4 weeks	48.2%	51.4%	56.5%	N/A*
Percent of minority applicants	24.4%	25.4%	27.2%	N/A*
Student evaluation of other courses (7.0 Scale)	6.11	6.24	6.4	6.3
Training capacity usage	83%	96%	87%	94%

*New key results will be developed for the Personnel program to reflect the changing roles of the central personnel group. These may be appropriate for Departments.

The 1997/98 year had several initiatives for Employee Services to go along with the restructuring of the personnel function (discussed in the next section):

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- Began development, with department input, a new Employee orientation package and approach to communication over time with follow-up;
- Began using the MINT as an aisle of information for personnel and training materials;
- Conducted an IT class compensation study to address the attraction, retention, and market competitiveness of our information technology employees compared to those in the local area;
- Began rewriting of personnel practices and procedures to make them more understandable and usable; and
- Created or started development of new training programs on diversity, management, and employee development and career planning

Department Major Initiatives Begun in 1997/98

Each year there seems to be more and more complex initiatives and issues for the County to grapple with. The following are major items that crossed DSS divisional, and in many cases Departmental, boundaries:

Human Resources Re-engineering
DSS took the lead in redefining with their customers the roles of departments and the central Employee Services division in providing personnel services. Primary responsibility for recruitment, front line support and consultation, and participation in policy and procedure were moved to Departments. This major change gave departments day to day point contact control on all HR-related activities. Central services is now able to act as internal consultants and a resource to the departmental HR staff and vested stakeholders by providing a comprehensive compensation and classification system, county wide policies and procedures, coordination and evaluation of the county's HR function, and leadership and technical assistance in "best practices."

Development of Business Case for Enterprise System Development
The Director's Office with the Finance, Employee Services, and Information Services divisions of DSS took the lead in examining the needs of departments for better and more accessible information. During FY97/98 a business case was developed that pointed to the need for an information system that integrated human resource and financial data, was easy to use, and which provided program personnel with tools to manage their programs. Key personnel from each department were interviewed to determine their needs from such a system. Development of an RFP was begun, and Executive and Project Management teams were defined and initiated.

Evaluation of County Strategic Initiatives
The Board during FY97/98 determined that the Evaluation program of Budget and Quality should conduct evaluations on the outcomes of major initiatives. Funding was added for two additional positions in FY97/98 and one additional in FY98/99. The prime areas covered are: school success, children in poverty, alcohol and drug treatment, and public safety. For each area, the Evaluation unit conducts reviews of national best practices, identifies all county programs associated with the initiative, examines program accountability measures, and maps the service system.

Implement Recommendations of The Brown-Kline Report
The County commissioned Joan Brown-Kline to perform analysis and produce a report on our contracting activities in areas other than public works. The Department of Support Services formed a task force to develop a pilot program to use for DSS purchases. This is getting under way in the fall, 1998

Continue Conversion Necessary for Year 2000 Compliance
A major effort during 1997/98 was to convert all programs on the County's enterprise server to be Year 2000 compliance. This was presented to and approved by the Board

and is complete except for upgrades to the finance and payroll systems scheduled to be completed by February, 1999. ISD however, sees their mission to serve the County as more encompassing than just the programs on the Enterprise Server. The Year 2000 team is taking the lead to assist departments on solving Y2000 problems related to distributed computing needs at their desktop. The Y2000 project also includes the many interfaces of data sharing we have with various state and regional agencies and the Division is putting particular focus on the interface with programs of the State Department of Human Resources because of their volume and importance in County operations.

Continuous Interest Exploration (CIE)
The CIE process, a prebargaining process for the Local 88, General Employees, bargaining unit, was fully implemented in FY96/97 for the purpose of collaboratively exploring the contract prior to the bargaining process, identifying problems and developing solutions. The Employee Relations Committee, composed of representatives of the Union and Management from all Departments and relevant elected offices, is the committee, which is being used to accomplish this task.

This initiative has been viewed favorably by both the Union and Management and has been extended to use in relations with all County bargaining units.

Attachment 1: DEPARTMENT OF SUPPORT SERVICES DATA SYSTEMS

Division/ Unit	Data System	Function	Key Users/ Customers	Business Requirements Study Available?	System Status
Affirmative Action	1. Criterion Affirmative Action (AA) Monitoring System 2. Exit surveys	1. Do statistical reports on AA compliance. 2. Evaluate reasons that people leave City and County employment	1. AA Office; Board of County Commissioners (BCC); Dept. Mgt.; HR staff 2. Same as above	1. Annual survey of AA satisfaction 2. Same In general the AA Office has a hard time communicating with the County electronically	1. Complex but runs well and meets needs 2. Poor return rate on surveys and long turn around limit use of the data (both systems are Lotus PC based)
Budget & Quality **Budget**	1. Bud Sys/ Bud Prep 2. Key Results data base	1. Produce annual budget; track budget changes during the year 2. Monitor program outcomes	1. B.C.C.; Dept. Mgt. & fiscal staff; citizens 2. Ibid.	1. Annual focus group/ questionnaire regarding needs 2. Needed and scheduled for Summer 98	1. Being computerized on Access for last 2 years 2. Has been computerized on Access; needs restructuring
Evaluation	1. PIT data base 2. Employee Surveys	1. Registers all Process Improvement Teams county-wide 2. Monitors employee morale and input on RESULTS implementation 3. Diversity Conference annual evaluation	1. County Chair; RESULTS Steering Committees; employees wishing to network 2. County Chair; RESULTS Steering Committees 3. Diversity Committee	1. Spring 1998 assessment of strengths and weaknesses of PIT data base and registration system 2. Employee input analyzed for comments on how to improve survey questions and process 3. Diversity Committee selects key questions it wants answered from each year's evaluation	1. PIT database is on Access and distributed widely in the county. A greater variety of useful reports are being produced. 2. Comments are analyzed and available to improve next year's questionnaires 3. Completed successfully for last 3 years
Emergency Mgt.	Master roster for ICS training	Tracks attendance at Incident Command System training	Emergency Mgt. Staff; other county depts. make queries, primarily MCSO	No formal requirements study done or needed at this time.	Is on an Excel spreadsheet and meets all current requirements.

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Finance	Data System	Function	Key Users/ Customers	Business Requirements Study Available?	System Status
Accounting	1. LGFS General Ledger System	Central record keeping of all financial transactions	BCC, Departments and Offices, fiscal staff.	Departments, Offices and fiscal staff have been interviewed.	Current systems are being recommended to be replaced
		Central record keeping of all fixed assets	Same as above	Same as above	Same as above
	2. Fixed Asset System				
Treasury					Current system provides necessary data
	1. Balance Reporting system	Track cash balances at Bank	Treasury staff, bank	N/A	
		Tracks investment earnings on bonds	Treasury staff, IRS	N/A	Same as above
	2. Arbitrage tracking.				
		Tracks County investments and earnings	BCC, Investment Advisory Board, Finance Staff	N/A	Same as above
	3. Investment portfolio		BCC, Departments and Offices, fiscal staff and employees	Departments, Offices and fiscal staff have been interviewed	Current systems are being recommended to be replaced
Payroll		Tracks and pays County employees	BCC, Departments and Offices, fiscal and procurement staff		
	Payroll System			Same as above	Same as above
Purchasing		Tracks all purchase orders	Same as above		
			Same as above	Same as above	Same as above
	Purchasing system	Tracks all inventory		Same as above	Same as above
Materials Mgt.		Tracks all contracts			Same as above
	Inventory System				
Contracts Admin	Contracts system				

	Data System	Function	Key Users/Customers	Business Requirements Study Available?	System Status
Employee Services **Personnel**	TRAC	Processes job applications from initial to referral from eligible list	HR staff in DSS; being expanded to include dept. HR staff/ all applicants	Bought in 1994 off the shelf. Is one of 2 systems available for public sector. Easy to use; meets nearly all current needs.	On PDX-LAN. Depts. Are being given access to manage HR re-engineering. Y2K compliant
Training	REGISTRAR	Tracks training registration, trainees, creates class rosters, etc.	Training & Health Promotion staff; Emp. Svcs. clerical staff. Non DSS Dept. training staff are being given access/ all employees	Bought in FY97-98 off the shelf.	Just being implemented. Replaces "homegrown" Dbase system that didn't meet needs. Plan is to give employees access through the WAN to self register
Employee Benefits	1. COBRA Eas (Consolidated Omnibus Budget Reconciliation Act of 1988)	Processes COBRA enrollments and statements; track applications, generate letters to employee, track benefits	Benefits staff/ qualifying employees, retirees, and/or dependents Benefits staff/ FMLA employees	Another off the shelf system is being investigated and may be more user-friendly	Bought off the shelf several years ago but never have had time to get the training to use it—is not easy to use. Currently use manual system Currently use manual system
	2. FMLA	Tracks hours charged to FMLA	Benefits staff; retirees	Current manual system does not meet business requirements; should be part of integrated payroll system	
	3. Retiree data base	Track retirees, dependents, beneficiaries, medical & dental enrollment	Health Promotion Coordinator/ all employees & dependents	Current system probably could be slightly improved	Access data base that works reasonably well
	4. Health Promotion data base	Tracks participation of employees in health promotion programs		Current system probably could be slightly improved	Access data base that works reasonably well

Attachment 1

	Data System	Function	Key Users/Customers	Business Requirements Study Available?	System Status
Labor Relations	Manual filing and retrieval system	Need to access collective bargaining agreements, grievances, arbitration, etc. on a case by case basis and produce reports	LR staff/ HR staff & indirectly all employees	No formal requirements study completed but staff would like to microfilm all documents and index them for quick retrieval. They would also like to display all 9 contracts on the MINT linked to relevant personnel policies, procedures, laws, or other documents	Funds for FY98-99 have been allocated for microfilming. The MINT is up and could receive the 9 contracts relatively easily. Indexing, cross-linking, and retrieval systems require further development.
Risk Management	1. Manual filing & retrieval system 2. Online claims system (Sedgwick, claims mgt. contractor) 3. Property value files for insurance purposes	1. Not the official legal record for the claim. This is done by the Sedwick system 2. Look up indiv. claims; produce summary data analysis reports 3. Establish insured value of buildings	1. Used by RM staff; Dept. safety, HR, & mgt. Staff 2. Used by contracted claims administrator & RM staff 3. Used by insurance broker (same broker for last 30 years); Facilities Mgt. uses it to determine insured value of county buildings	1. Would like to microfilm & have records retrieval system 2. No formal requirements study but contractor was selected via RFP partly based on their data system 3. No requirements study	1. Will eventually be handled by ISD Records Storage & Retrieval project 2. System just revised to be Y2K compliant & have greater analysis potential; still debugging 3. Broker is trying to make this info more accessible—paper to electronic access

| **Information Services** | ISD maintains a large variety of data systems | The main ISD functions are telecommunications, computer applications, applications maintenance, network services and a variety of special projects like the Enterprise Zone. | Departments, some government agencies, private businesses (realtors, title companies) | Not known | 1. Exchange rollout for improved WAN communications 2. Simplification of Intranet structure and expansion of Web pages 3. Help Desk Committee 4. Web site for IT problem sharing 5. Strategic Planning to merge IT direction w/business needs 6. IES Project |
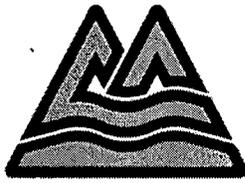
MULTNOMAH COUNTY OREGON

Integrated Enterprise System
Business Case Study

Prepared by
Department of Support Services
July 13, 1998

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Integrated Enterprise System Business Case Study

The following contributed in the preparation of this document:

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Multnomah County, Oregon
Integrated Enterprise System
Business Case Study

1. Overview:

1.1.   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 being presented in this business case 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.

1.1.1.   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. To replace these systems with an integrated enterprise system will be time-consuming, with estimates ranging between two to four years to complete. The project will also be expensive, with implementation estimates ranging between $5 to $8 million. The annual cost of implementing this system would be about $1.4 to $2.1 million over the next five to seven years.

1.1.2.   An integrated enterprise system will include the core functions of payroll, time management, personnel, 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 date when needed. Other key functional requirements will include:

- Multi tiered security levels
- Single data entry
- Windows based access
- Workflow process capabilities
- Internet and intranet transaction access
- Ad hoc report capabilities

1.2.   The Operating Council and lead Support Services Managers, Dave Boyer and Rudy Williams, recommend that the County replace the current fractured systems with an integrated financial management system. An integrated enterprise system would permit the County to take advantage of the benefits of technology that

allows systems to share and exchange data, to have departmental systems added "bolted" on and to allow users to create their own reports at the desk top computer.

1.3. This document serves as a guide for understanding the issue. First, it explores the history and problems of the Local Government Financial System (LGFS), GEAC, (the payroll system), and other systems currently used by the County. Next, it describes the process by which we have proceeded to date and discusses the options to enhance or replace these systems. Then it describes the risks, costs, and benefits associated with the option to keep or to replace these systems with a fully integrated enterprise system. Finally, it provides a software selection process, project approach and conclusion/recommendation.

2. History and Problems with Current Systems:

2.1. <u>History of LGFS</u>. LGFS is the County's central financial, accounting, purchasing and inventory system. The planning and development of LGFS began in 1983 and the financial and accounting system was implemented on July 1,1985. In 1991 the County acquired the purchasing and inventory modules of LGFS. We are currently in the process of installing the Advantage 2.0 version of LGFS to make the system year 2000 compliant. LGFS was developed from software supplied by American Management Systems, Inc. "AMS", but the system has been heavily customized over the years to meet the County's requirements. Advantage 2.0 includes a Graphic User Interface (GUI) component to make the system more user friendly. However, the GUI component is not Windows based, the County's standard. In addition we have installed Decision Analyzer to assist departments in downloading financial information to spreadsheets or customizing reports so that they data can be formatted to meet their reporting requirements. (Decision Analyzer is an ad hoc retrieval tool that enables users to download information from different applications into a their spreadsheet or database software.)

2.2. <u>The Problem with LGFS.</u> LGFS runs on the County's enterprise server and provides basic general ledger, accounts payable, purchasing and inventory functions.

2.2.1. LGFS is difficult to use, is difficult to adapt to the unique needs of departments, and is expensive to operate. Since LGFS was first implemented County departments have expressed strong dissatisfaction with their ability to get financial management information when they need it and in a format that is meaningful for them.

2.2.2. Several modules of the LGFS system, such as fixed assets, accounts receivable, budget preparation, cost accounting, payroll/personnel, work order systems, project management and treasury, were not acquired because of high costs, limited functionality, and technical constraints. These functions are being performed with either independent enterprise server applications, database applications or on spreadsheets. As a result, the County still has no integrated

budget preparation, treasury, cost accounting, etc. system. In addition to these main systems, the County and has many other unconnected financial or management systems and in-house developed database systems that do not allow for coordinated management.

2.2.3.   The County has modified and customized LGFS so heavily that it is very difficult, time consuming and costly to implement software upgrades provided by the vendor. In addition, in our view, the vendor has not kept pace with current technology.

2.3.   <u>History of Payroll/Personnel/Benefit/Time Management System</u>. GEAC is the County's central payroll/personnel system. The planning and development of GEAC began in 1981 and the system was implemented in the summer of 1982. In 1993 the County acquired the TESS time and attendance system. This summer and fall the County will be installing an upgrade to make the system year 2000 compliant. The payroll/personnel system was originally developed from software supplied by Management Sciences of America, which was sold to Dun and Bradstreet (now owned by GEAC), but the system has been heavily customized over the years to meet the County's requirements. In addition we have installed Decision Analyzer to assist departments in downloading financial information to spreadsheets or customizing reports so that they data can be formatted to meet their reporting requirements.

2.4.   <u>The Problem with GEAC.</u> GEAC and TESS also runs on the County's enterprise server and provides basic payroll and time & attendance functions. However, the system is difficult to use, is difficult to adapt to the unique needs of departments, and is expensive to operate. Over the last several years County departments have expressed strong dissatisfaction with their ability to get payroll/personnel/benefit information when they need it and in a format that is meaningful for them.

2.4.1.   Several aspects of the GEAC system design, such as personnel and benefits, were dropped or not acquired because of high costs, limited functionality, and technical constraints. As a result, the County still has no integrated personnel benefit system or position control functions.

2.4.2.   The County has modified and customized GEAC so heavily that it is very difficult, time consuming and costly to implement software upgrades provided by the vendor. In addition, in our view, the vendor has not kept pace with current technology and support from the vendor is poor and declines each time the product is sold.

3. **Activities to Date:**

3.1.   In November and December 1997 three vendor demonstrations were held to provide County staff an opportunity to see how integrated enterprise financial

systems operated. Due to the interest of staff participating in the demonstrations and potential benefits to be gained, the County issued a Request For Information (RFI) to 39 vendors in January 1998. Six vendors responded and on March 6, 1998 representatives from several departments and Department of Support Services (DSS) evaluated the RFI's. Based on the information contained in the RFI's we proceeded to further explore an integrated enterprise system.

3.2. During the period between March 6 to April 30, various DSS and departmental staff contacted or visited organizations that have implemented or are in the process of implementing an integrated enterprise system. We gathered several Request for Proposals issued by other governmental organizations to review and possibly use as starting point. Also, during this time period, the Direct Report Managers and Operating Council members were briefed. The Operating Council requested that we move forward with preparing a business case to demonstrate the need, benefits and costs of installing a system at the County

3.3. Departments identified key personnel to assist DSS in identifying current system shortcomings, defining departmental needs and identifying longer-term visions of a system. These departmental issues were gathered during the period of April 30 to July 13 and are discussed in Section 5.2 of this report.

3.4. On July 13, 1998 the Operating Council endorsed the project and created the project teams discussed in Section 8 of this report. The Department of Support Service Staff was requested to proceed with the project as laid out in this report.

4. Enhance or Replace the Current Systems:

4.1. <u>Enhance the current systems.</u> Under this approach, the County would need to purchase several business modules that are currently not installed in LGFS or GEAC. 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 ISD's cost or DSS's and departmental 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 County currently does not have a personnel or benefit package and the vendor does not support the current payroll system very well. The estimated cost for this package is about $500,000. The resulting core systems would be virtually identical to the existing LGFS and GEAC 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.

4.2. <u>Replace the current systems.</u> 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 LGFS or GEAC, including better user interfaces, more flexible reporting tools, better

system integration (hence less duplicate data entry and inconsistent information), and far better support from the software provider. These products include other modules that could be deployed easily once the core system was in place.

4.2.1. A new system will allow the use of client-server technology rather than the mainframe technology that is currently being used for LGFS and GEAC.

4.2.2. The new systems will reflect "best practices" that are used by other governments and organizations. However, a new system should be implemented with relatively few customizations (which is referred to as a "Out-of-the-box" implementation) in order to allow the County to facilitate upgrades of the software in the future. This will require the County to change some of its business practices. A new system will also require a great deal of user training and might dramatically affect the jobs of dozens of County staff.

5. Economic and Departmental Benefit Analysis/Costs and Risks :

5.1. <u>Economic Benefits.</u> The economic benefits of using an integrated enterprise system are both tangible and intangible.

5.1.1. The tangible benefits can be identified, quantified and measured. Some of the tangible benefits may be categorized as follows:

- Improved operating efficiency. Consolidating certain business functions by eliminating redundant data management business process will reduce the costs of administering those functions through single points of data capture and reporting.
- Improved data accuracy. Consolidating the multitude of databases serving the same business functions will improve timeliness and accuracy of data across those systems.
- More consistent policy and procedure application. An integrated enterprise system will ensure that there is consistent application of policy and procedure throughout the County.
- Reduced technology costs. The County currently operates many computer hardware and software technologies. Implementing an integrated enterprise system will provide the opportunity to strategically reduce the number of computer hardware and software technologies supported, and consequently reduce the maintenance and training costs supporting those technologies.

5.1.2. Intangible benefits are those that can be identified, but cannot be quantified or measured. Some of the intangible benefits may be categorized as follows:

- Improved customer service. Customers in the sense of both internal and external customers should be more satisfied with the quality of the County's information systems.

- Improved performance. The speed with which data and information is accessed will be greater.
- Improved access to data. The consolidation of data into an integrated enterprise system should enable County employees to obtain necessary data more rapidly. The consistency of data should prove easier to use by County employees and citizens.

5.2. Departmental Benefit Analysis.

5.2.1. In addition to the economic benefits, there are many Departmental benefits to be gained form implementing an integrated enterprise system. DSS representatives have contacted all Departments and have either interviewed or sent them a questionnaire to complete. The following is a brief recap of the overall general responses and comments related to our interviews. Although we had specific questions, the discussions were more free flowing so the question and responses have been generalized. Not all of the benefits have been quantified but there are real benefits that will result in real dollar savings or will provide efficiencies that can be re-deployed within the Department.

Question - What information, data is lacking in current system?

Responses –
- No accrual capabilities
- No accounts receivable system
- No controls to ensure billings are not being recorded off the books
- No position control
- No easy way to charge employee time to different programs
- Input is slow and cumbersome
- No integrated data for benefits, position control, time management, benefit tracking, applicant tracking and payroll
- No on-line real time for payroll/human resources
- Systems are not user friendly or intuitive
- Difficult to download information or generate ad hoc reports
- Report distribution not user friendly or adaptable to needs
- Scheduling can not interact with payroll
- System security is not adequate
- Must be able to access from every site, need network connectivity
- Problem is not getting information, but it takes too long to get
- No electronic personnel data, need a system that pushes tasks and information to the proper person
- No performance based contract or budget connections
- No easy way to compute salary savings
- No easy way to audit detail expenditures to budget

Question - What other data base applications, systems do you use that need to interact with the financial information?

Responses –
- Health Practice Management System
- Vital statistics
- Restaurant licenses
- Other data bases(such as training, inventory tracking, personnel tracking, property seizure data bases) may no longer be needed
- Use very few shadow systems

Question – If you could design a system to meet your need, what would be the main features/capabilities? (We believe that most of the responses will be able to be met with an Integrated Enterprise System)

Responses –
- Flexible and user friendly
- Available at the desktop
- All financial, payroll and human resource functions and data would be fully integrated (seamless)
- Fast system response time
- Cost accounting system would be included
- Electronic calendar to feed timekeeping
- Real time access to financial information
- Automatic backups that are protected and secure (protection of confidential data is essential)
- Ability to access and segregate data is important
- Calculate budget to actual comparison
- Ability to prepare trend analysis
- On line personnel file, including picture
- Single entry of data
- Workflow process capability (linking contracting, requisitions to payment system)
- On line help desk
- Ability to easily upload or offload financial data that could be tied to management data
- Project accounting system to track special cases
- Would like automatic conversion from current system to new system (would eliminate the need to input data from current data base into the new system)

Question – What benefits do you think you would realize if you had an integrated enterprise system?

Responses –
- Information and data needed to manage and communicate could be queried and compiled at the appropriate level of detail
- Free up time to do other useful tasks
- Eliminate paper to some extent
- Would use budget/actual segments to monitor trends
- Data would be more accurate and received in a timely fashion
- Assist in answering survey requests from outside agencies
- Time and efficiency benefits
- Increase in functionality will allow easier access to all level of staff

Question – Are you willing to explore and implement new processes (sometimes known as best practices)?

Responses –
- Encouraged about moving to best practices and believe there is much efficiency to be gained
- Wants processes that go through work flow applications
- Anxious to move to best practices
- Process of business reengineering is essential since many of the current process don't work
- Want better system procedures and office is always looking for ways to simplify processes and processing time

Question – What time commitment would you be willing to make to assist in the development of the system?

Responses –
- Would be willing to assign a qualified FTE to the project
- Would be willing to help in the process to the extent they could
- Concern about time commitment to design system but willing to do their share
- Want to make sure any FTE increases caused by this will be justifiable
- Willing to pay travel by personnel for site visits to make sure modules they are interested in are discussed
- Enthusiastic, but concerned about spreading staff too thin. (3 staff cover 33 other County wide committee meetings)
- Would welcome a solution to backfill for assigned staff

Question – What level of financial commitment would you be willing to make?

Responses –
- Internal services should be held to the same constraint as departments and anything above that should be dealt with outside the constraint. Willing to spend its share within the above.

- A new system is critical and is willing to spend their share for the system
- Not sure if they could commit dollars at the present time, top priority is implementing case tracking systems
- The costs should centralized and committed prior to distribution of constraints to Departments

Question – If you do not support moving forward, what would you suggest as an alternative?

Responses –
- This is a very high priority, higher than Health Practice Management
- If we are not moving forwards, we are moving backwards
- The County needs to do something, the current systems no longer work
- If County does not move forward, will need to explore feasibility of acquiring own personnel system to eliminate manual tracking of employees and dual entry of data

5.3. Costs/Risks.

5.3.1.   The estimated cost for an integrated enterprise system is estimated to range between $5 to $8 million.   This cost would include the software applications, consulting time to install the system, some funds for back filling several key positions during the installation and some training time.   These estimates have been derived from contacting other jurisdictions that are listed in Section 7.4 and getting the scope of their projects and the related costs.   The annual cost of implementing this system will be between $1.4 and $2.1 million depending on the final costs and the number of years that we would finance the cost over.   The estimated price range is quite broad and will be defined better once we have evaluated the RFP.

5.3.1.1.   It is recommended that the cost of the software applications and consulting time to install the software be financed over a five year time period. It is estimated that this cost will total about $4,000,000. Annual cost is about $925,000. It is also recommended that this amount be allocated by the County prior to determining the departmental constraint budget.

5.3.1.2.   It is recommended that a project leader be retained to manage the implementation of the Integrated Enterprise System.   The estimated cost, including material and services, for a project manager will be about $100,000.

5.3.1.3.   It is recommended that the County backfill up to approximately 10 Departmental and Support Service Staff during the two years of implementation.   The Executive Team will make a recommendation on the method of funding for these positions. The executive team would also be responsible for determining which positions should be back-filled. It is estimated that each position funded would cost about $ 75,000 each year for

two years. (Approximately $750,000 per year). It is also recommended that this amount be allocated by the County prior to determining the departmental constraint budget.

5.3.2. The indirect costs charged to non General Fund departmental programs will be increase approximately .15% to .50% depending on the department. The increased indirect charges will not take effect until two years after the back-filled positions have incurred costs and the certificates of participation payments have been made.

5.3.3. In addition to the costs associated with acquiring a new system, there are costs or risks associated with not going forward with an integrated enterprise system. If a system is not purchased, County departments and divisions will continue to purchase and develop non-integrated systems that will continue to do the following:

- Add databases with redundant data that aren't connected.
- Add different computer hardware and software technologies that require expensive support.
- Fragment the application of County policy.

6. Software Package Selection:

6.1.   To further refine the costs for the replacement option, the County needs to solicit bids or follow up on the options under the RFI process to determine which vendors will best meet the needs of the County.

6.2.   It was recommended and agreed by the Operating Council that about 10 representatives from departments and 10 to 15 representatives from DSS (Project Team) prepare an RFP. A portion of the RFP will include asking the prospective vendors to use our supplied test data to make a presentation to an evaluation team. The evaluation team will be made up of representatives from the Project Team. The evaluation team and other Project Team members will also visit sites that have installed an integrated enterprise systems.

7. Project Approach:

7.1.   Should the integrated enterprise system get the support of the departments and funding, there are a few important elements of the implementation approach that need to be noted. First, the initial implementation of the new system should be an "Out-of-the-box" implementation. "Out-of-the-box" is a term which means that a system is implemented without significant modifications. During the implementation of LGFS and GEAC, the County modified and customized the system.   The modifications made have drained many resources over the years and have prevented the County from taking advantages of later releases.

7.2.   An Out-of-the-box implementation will allow the County to facilitate future upgrades easily and offer the County an opportunity to benefit from best practices that are built into the software. In some cases, the County will have to change its current processes to accommodate software. However, this will allow us to replace current processes with processes that are more appropriate or efficient. To facilitate a smooth implementation, the installation will include significant numbers of County staff. There may be as many as 30 County staff involved to define business needs, gather input on process changes and learn the capabilities of the system. The make up of the committee will change depending on the applications being implemented.

7.3.   The installation of the integrated enterprise system would be accomplished in phases. A detailed project plan will be developed for the implementation of the system. The payroll/time management/personnel/benefit (HR) modules will be the first to be installed. These modules are recommended for initial installation because we currently do not have a personnel or benefit system. It is estimated that the installation of the HR module would be completed in about one year. The general ledger, accounts payable, budgeting, purchasing and inventory modules would be the next modules installed. It is estimated that it would take between one to two years to install these modules. The remaining modules would then be installed. It is estimated that it would take about one year to install the remaining modules. Total installation time would take about 4 years. These estimates are based on conversations with other jurisdictions that have implemented similar systems.

7.4.   One benefit that the County will have in implementing this system is that several jurisdictions in Oregon, Washington and California have either implemented or are in the process of implementing an integrated enterprise system. Several DSS and departmental staff have contacted or visited these jurisdictions.   Every jurisdiction contacted has been very candid on the pros and cons of the system and their satisfaction with the vendors. In general each jurisdiction is very pleased with the functionality of the system and is also happy with the vendor they have chosen. Each jurisdiction has also offered to let us visit their location and has extended an offer to provide us documentation on their implementation plans, assistance if needed and advice on what went well and what did not. The following are some of the jurisdictions that are installing an integrated enterprise system:

- Metro
- Lane County/City of Eugene/City of Springfield
- Tri Met
- City of Salem/Marion County
- Spokane County
- Port of Seattle
- King County/City of Seattle/METRO
- City of Tacoma
- Sacramento County
- City of Oakland

- Napa County
- City of Los Angeles
- Fresno County

8. Project Teams:

8.1.   The proposed project teams to implement the system are:

8.1.1. Executive Committee:

8.1.1.1.   Composition: A person from each department authorized to make decisions and commitments on behalf of their department.   Chaired by Project Sponsor.   Technical support associate members are Finance Director, Employee Services Director, CIO.

8.1.1.2.   Responsibilities:

- Make decisions on policy issues that are forwarded to group from project team or Business Design Team.
- Provide department expertise and resources to project and business teams as needed.
- Review progress and resource use of project team and business design team and approve future direction.
- Keep in contact with their own department's project and business team members to apprise themselves of the issues prior to the meeting.
- Review issue descriptions prior to meetings so informed decisions can be made.
- Make recommendations that are carried forward to Operating Council, Direct Reports, and Elected officials.
- Support and encourage team members.

8.1.1.3.   Time Commitment: Maximum of meetings for 2-2.5 hours every other week during the implementation phase.   Additional time to consult with their project team and review issue documents.

8.1.2. Project Sponsor:

8.1.2.1.   Composition: Support Services Director

8.1.2.2.   Responsibilities:

- Chair the Executive team.
- Supervise Project Manager.
- Make senior level decisions that can't wait for review and approval by Executive Team.

- Cause briefing papers to be presented to Executive team members prior to meetings so decisions can be made.

8.1.3. <u>Time Commitment</u>: Significant personal and staff time throughout project to carry out responsibilities.

8.2. Project Team:

8.2.1. <u>Composition</u>: Up to 10 subject matter experts from Support Services and 2-3 representatives from each department. Department representatives should be familiar with personnel and/or financial practices and needs of the department

8.2.2. <u>Responsibilities</u>:

- Assist in developing RFP. Identify department needs for system at detail level necessary.
- Attend, as appropriate, site visits to determine the "as built" system usability.
- Participate in evaluating the RFP.
- Reach consensus with the evaluation group.
- Keep department executive team member(s) informed as to issues, progress, opportunities, and decisions made.
- Make recommendation of vendor selection to Executive Team.
- Assist in designing project plan, timing, and detailed scope of work.

8.2.3. <u>Time Commitment</u>: Expect 2-4 hours per week for 8 weeks.

8.3. Business Design Team:

8.3.1. <u>Composition</u>: Subject experts on personnel, time keeping, purchasing, contracts and financial functions from Support Services as well as departments in various combinations as the different modules are developed. Expect up to 30 maximum at any given time. Business Design Team members may be the same staff serving on the Project Team.

8.3.2. <u>Responsibilities</u>:

- Work with developers to identify requirements in detail.
- Identify changes from current practices, evaluate consequences, make suggestions and recommendations to Executive Team.
- Populate user supplied tables for department as needed.
- Communicate to Executive team member.

8.3.3. <u>Time Commitment</u>: Expect one half to full time commitment for duration of assignment for at least 10 from Departments and 10 from Support Services. The personnel may change as different expertise is required over time. Each project phase may take as long as six months to implement.

8.4. Other Key roles include: Project Coordinator, Project Sponsor, System Architect and independent Technical and Quality Assurance advisor.

9. Project Timeline Estimates:

9.1. The project timeline will be developed and refined by the Project Executive Team. However, to give some idea of the time commitment, the following is suggested as a guideline for the milestones of this project:

ACTIVITY	TIMELINE						
Obtain OC approval	7/13/98						
Prepare RFP	7/13/98 -	11/1/98					
RFP Due		11/1/98 -	1/15/99				
Evaluate RFP, Site Visits Select Vendor			1/15/99 -	6/30/99			
Install Payroll/HR				6/30/99 -	6/30/2000		
Install Financials					6/30/2000 -	6/30/2001	
Install other modules						6/30/2001 -	6/30/2002

10. Conclusion/Recommendation:

10.1. The question facing the County is which solution is the most cost effective and will best position the County for the future. The current systems are about 15 years old and need to be replaced or updated. The Departments and Support Services recommend that the County proceed with an integrated enterprise system approach. We recommend that the County replace LGFS and GEAC with an integrated financial software suite. This will allow the County to leverage technology to improve the business solutions facing the County, improve the County's long term performance, and yield a positive return on this investment.