

Department of Support Services

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Vision

The role of DSS is to provide quality administrative infrastructure, management and support services.

Multnomah County's Department of Support Services will be a local government leader in the provision of quality administrative infrastructure, management and support services. The Department's resources will serve the County enterprise in meeting its' mission and assuring its' long term benchmarks are achieved.

By actively aspiring to operationalize the principles of Good Government, DSS is committed to providing citizens good value for their tax dollar.

DSS's leadership, structure, and operations are aligned with its' service role and responsibilities and the achievement of an exemplary level of administrative effectiveness, efficiency, and future cost avoidance. While we are committed to collaboration and partnership with our internal customers, it is our codified charge to enable County departments to invest themselves in their primary mission of program service delivery. We accomplish this by providing integrated administrative systems, simplified business processes and state-of-the-art administrative solutions.

DSS strives to model the leadership, teamwork, customer service and public administration values, ethics and principles it espouses and upholds.

Vision for Human Resources

Central Human Resource Services provides the administrative framework supporting the County's goal to become the "Employer of Choice". Through an integrated and systemic approach to Labor Relations, Human Resources (Personnel, Classification, Compensation and Benefits), Workforce Diversity/EEO and Affirmative Action, Risk Management(Workers Comp, Safety, and Wellness) and Recruitment, Selection and Strategic Workforce planning this administrative program area will enable the County to attract, develop, and retain the best quality workforce available.

Vision for Organizational Effectiveness

Organizational Effectiveness aspires to be embraced by its Countywide customer base for the value they add and the capacity they build in the County organization through training, organizational development strategies, support of process improvement, redesign, and reengineering, and the coordination of MERLIN, and other change management initiatives.

Vision for Information Technology

Multnomah County's information technology infrastructure will enable our employees, our public and private partners, and the community to interact and use information when, where, and how they need it. The provision of Information Technology services in a centrally managed/distributed service delivery model will provide opportunities for a high standard of IT services enterprise wide. Strategic Planning for Information Technology (SPIT) will continue to move the County forward in its efforts to be innovative, customer focused, and cost effective in providing services. Development of a shared vision and continued col-

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laboration will be the cornerstones of success for Departments and Policymakers in assuring the redesign of business processes, integration of information and the analytical support to enable good decision-making is achieved.

Vision for Community Business Operations

Community Business Operations strives to provide the highest quality of direct customer service to Multnomah County citizens via its Election and Property Valuation Divisions. The capture of revenues through thorough, accurate, and efficient property appraisals is essential to the delivery of County services. And essential to the exercise of democracy is the ethical, efficient and effective delivery of election services to the voters. These service divisions will continue to be statewide and national leaders.

Vision for Financial Operations

National and State leadership in budget preparation and financial management, exemplary leadership in public sector finance and asset preservation, creative and ethical problem-solving, and compliance with governmental regulations will be the standards for Multnomah County Financial Operations. The efficient, accurate, and cost effective accounting, recording, and collection of property tax, the continual improvement of contract, purchasing and other finance business processes and the objective evaluation of our policy and program results will continue to be recognized and supported

Strategic Planning

The goals of DSS for the next year are: the successful implementation of the centrally managed IT organization; the enhanced development & use of the Integrated Enterprise System;

DSS completed its initial strategic plan in June 1998. Main themes and highlights of the plan include:

1. Improving our ability to provide the information decision makers need to serve the public:
 - Develop and implement an integrated enterprise system
 - Create the Intelligent Enterprise, capable of providing complete and current information to make effective decisions
 - Implement the County's Strategic Plan for Information Technology (SPIT).
 - Ensure that islands of information across Departments are accessible and shared among decision-makers.
 - Complete the implementation of countywide information systems and sustain investments already made.
2. Improving countywide Human Resource services and DSS internal coordination:
 - Complete the realignment of roles, services and accountability within Human Resources.
 - Develop collaborative structures within and among DSS human resources functions.

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*leadership of a
strategic
administration and
management
planning process;
and development of
its departmental
leadership
capacity.*

- Create and implement a countywide Human Resource and Organizational Development Plan that is comprehensive.
 - Develop effective records systems that support central and departmental human resource functions.
 - Perform HR audit of de-centralized approach to perform human resources functions at the department level.
3. Improving DSS as an organization:
- Revisit and clarify strategic direction
 - Develop greater leadership capacity in the Department
 - Implement use of varied strategies for department wide communication

Department Services

The Department of Support Services (DSS) provides professional expertise, leadership and consultation in the following areas:

- Negotiation and administration of county labor agreements including interest and grievance arbitration. Development of ongoing communication and problem solving mechanisms for improving management/labor relations.
- Leadership and maintenance of the County's Diversity/ EEO and Affirmative Action Plan and training and assistance and consultation to managers concerning these issues.
- Leadership and management of the enterprise integrated information system (MERLIN)
- Countywide training to develop and improve management skills, to increase the organization's ability to use information technology effectively, to improve the skills of clerical and technical staff and support significant enterprise change initiatives.
- Management and purchase of health and other employee benefit programs and provision of wellness programs to maintain productivity and to contain health care costs.
- Consultation to departments and elected officials on technical and policy issues in the areas of organizational effectiveness, budget and finance, employee performance management and information technology.
- Insurance and loss control programs including Worker's Compensation and Risk Assessment, Safety assessment and training and planning for employee protection in emergency situations.
- Information technology services including operation of the data center, design and installation of new computer systems, maintenance of existing systems, network support for the county's wide area network and local area networks and telecommunication.
- Property appraisal and appeal, recording and tax collection services to citizens.
- Procurement services including contracts, purchasing and materiel management.
- Technical assistance to departments in budget preparation and evaluation,

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coordination of department evaluation efforts, and focus on evaluation of programs of countywide significance.

- Financial services including budget and revenue estimates, accounting services, management of cash and investments, debt issues, payroll and required reporting to internal and external users.
- And last but not least, the implementation and provision of our basic right to vote through the Elections Division.

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

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

- The Citizen Budget Advisory Committee (CBAC) which provides public input into the budget process.
- Operating Council which serves as a significant and key advisor
- Direct Report Managers, who develop major policy recommendations for the County organization and who may act as sponsors for *ad hoc* efforts such as the Committee to Improve Human Service Contracting.
- Human Resources Forum which serves as the primary coordination and communication link among Departments' Human Resource and the Central Human Resources operations.
- Employee Benefits Board (EBB) that advises on employee benefits.
- Operating Council Information Technology Subcommittee, a customer group that advises Information Services on enterprise IT and strategic planning issues and concerns.
- Disparity Committee which advises on the County's program to correct the under-representation of minority, women and emerging small businesses in the county's public works and transportation contracts.
- Americans with Disabilities Act Oversight Committee that surveys the county's efforts to comply with the ADA and coordinate compliance issues.
- County-wide Cultural Diversity Committee to support and guide cultural diversity activities and initiatives throughout the county,
- Purchasing Advisory Committee that provides input and assistance on purchasing, contracting and central stores.
- Investment Advisory Board that reviews investment policy and activities.
- Audit Committee reviews annual audit and selects external auditors.

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Budget for FY 2002

The Department of Support Services FY 2002 budget is \$107,700,114. This reflects a transfer of approximately seventeen million dollars of programs and 134 staff positions at midyear 2001 from the Department of Environmental Services.

Budget Trends	1999-2000	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	335.35	354.80	369.81	449.18	79.37
Personal Services	20,561,238	22,773,000	23,423,624	29,702,388	6,278,764
Contractual Services	10,548,418	3,195,940	3,395,306	6,738,156	3,342,850
Materials & Supplies	46,744,921	60,334,000	60,694,908	67,710,175	7,015,267
Capital Outlay	<u>2,872,162</u>	<u>3,816,430</u>	<u>3,865,382</u>	<u>2,518,345</u>	<u>(1,347,037)</u>
Total Costs	\$ 80,726,739	\$ 90,119,370	\$ 91,379,220	\$ 106,669,064	\$ 15,289,844

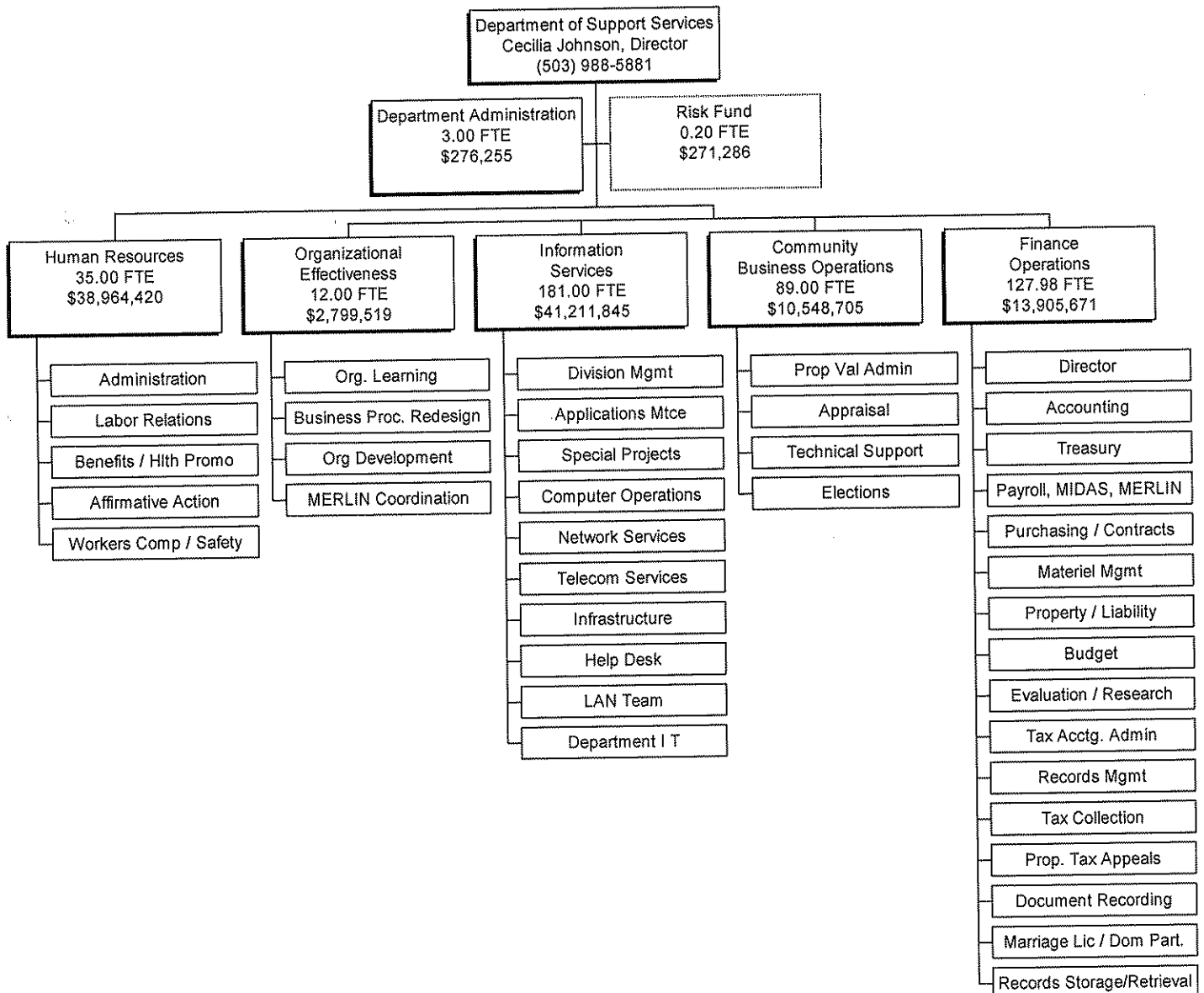
Costs by Division	1999-2000	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Administration	\$590,253	\$312,000	\$335,165	\$282,015	(\$53,150)
Human Resources	\$25,331,818	\$33,468,000	\$33,742,331	\$38,927,746	\$5,185,415
Organizational Effective	\$9,730,541	\$5,564,000	\$5,639,195	\$2,799,519	(\$2,839,676)
Information Services	\$21,012,901	\$23,840,940	\$24,178,322	\$39,858,896	\$15,680,574
Community Business	\$9,646,916	\$11,123,750	\$11,341,218	\$10,548,705	(\$792,513)
Finance	\$11,110,574	\$12,507,680	\$13,612,557	\$14,009,540	\$396,983
Risk Fund	<u>\$3,303,736</u>	<u>\$3,303,000</u>	<u>\$2,530,432</u>	<u>\$242,643</u>	<u>(\$2,287,789)</u>
Total Costs	\$80,726,739	\$90,119,370	\$91,379,220	\$106,669,064	\$15,289,844

Staffing by Division	1999-2000	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Administration	6.73	2.80	3.00	3.00	0.00
Human Resources	27.04	26.00	27.00	34.00	7.00
Organizational Effective	11.86	17.50	17.50	12.00	(5.50)
Information Services	69.61	78.00	85.50	181.00	95.50
Community Business	87.81	91.00	95.51	89.00	(6.51)
Finance	123.62	127.00	132.30	129.98	(2.32)
Risk Fund	<u>8.68</u>	<u>7.00</u>	<u>9.00</u>	<u>0.20</u>	<u>(8.80)</u>
Total Staffing FTE's	335.35	349.30	369.81	449.18	79.37

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Department Organization

The Department of Support Services delivers its services through five program areas and one accounting entity. Below is an organization chart.



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Administration

Department Administration

The mission of the Department Administration Division is to lead, facilitate and coordinate the integration and alignment of DSS resources to provide the administrative support necessary to achieve the strategic goals of the County Enterprise and the essential administrative functions of the Department. The development and maintenance of effective work relationships with the County Chair, County Commissioners, County Department Staff, and external customers and as well as the continued support and development of DSS employees are the means by which we accomplish our goals. This section is also responsible for managing the central functions of the Department of Support Services..

Action Plans:

- Continue to support the enhancement of the Integrated Enterprise System (MERLIN) and optimize its value to the organization.
- Work with County Leadership and DSS staff on countywide administrative policy and infrastructure issues such as information technology services, contracting policies and procedures, human resource needs, and other critical support issues.
- Continue to improve and develop DSS as an "integrated whole" through continuous development of it's leadership, use of communication tools such as the DSS MINT and facilitation of the further development of teams and teamwork.

Department Administration					
Budget Trends	1999-2000	2000-01	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	6.73	2.80	3.00	3.00	0.00
Personal Services	\$472,344	\$150,000	\$176,490	\$198,285	\$21,795
Contractual Services	5,830	41,000	96,000	32,700	(63,300)
Materials & Supplies	99,864	121,000	62,675	51,030	(11,645)
Capital Outlay	<u>12,215</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$590,253	\$312,000	\$335,165	\$282,015	(\$53,150)

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Administration

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Reclassify Management Assistant to Program Manager / Senior	<i>Directors Office</i>		\$24,324	
Increased building management costs	<i>Directors Office</i>		\$31,056	
Reduced Professional Services	<i>Directors Office</i>		(\$61,300)	
Shift of personnel costs and materials costs to Risk Fund by MERLIN assessment (different accounting mechanism from 2000-01 and prior)	<i>Directors Office</i>		(\$138,057)	

Human Resources

The Division seeks to enhance customer service delivery and Human Resources efficiencies for the County's through best practices analysis and implementation

The Human Resources Division (HRD) provides managers, employees, job applicants, and departmental human resources staff with professional services to recruit, hire, develop, promote, involve and retain an effective workforce that achieves the County's goals.

The Division delivers central coordination and technical support for departmental human resources staff and specialized countywide services in the areas of Recruitment and Selection, Affirmative Action/EEO, Classification and Compensation, Labor Relations Human Resources Policy Administration and Evaluation, Workforce Development, Human Resources Strategic Planning, Performance Management, Benefits Administration & Health Promotion Programs, the School to Career Program, and Human Resources Information Systems coordination (MERLIN).

Human Resources Managers in each department provide direct point of contact services to managers and employees. The Human Resources Division provides specialized support needed by departmental human resources staff and direct services to managers and employees as well. The Division seeks to enhance customer service delivery and Human Resources efficiencies for the County's applicants and workforce through best practices analysis and implementation

The Human Resources Division underwent an organizational change in October of 2000 with the addition of the County's Affirmative Action Office.

Action Plans:

- Implement the review/analysis of the HR infrastructure of the County to identify appropriate staffing levels, identify service delivery gaps, and ensure the mission and goals of the HR re-engineering (effected 8/98) are still viable, relevant, and consistent with the County vision.
- Establish a compensation philosophy and pay plan and classification structure, via systematic review and analysis that is consistent with the county's values and needs as an employer.
- Develop and support the effective operation of the County's Employee Benefits Board (EBB) in developing viable and attractive benefit plan design options for all employees.
- Implement a countywide Performance Management program.
- Implement a Countywide Recruitment Strategic Plan in order to ensure that the County is recruiting a highly qualified and diverse workforce. Integrate recruitment strategy with the Affirmative Action Plan and Compliance Strategies.
- Negotiate and administer Multnomah County's nine collective bargaining agreements.
- Complete the final phase of the Recording System installation by December 2002 to enhance customer service and increase internal processing efficiency to meet legal deadlines

Human Resources					
Budget Trends	1999-2000	2000-01	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	27.04	26.00	27.00	34.00	7.00
Personal Services	\$1,750,135	\$1,929,000	\$2,147,027	\$2,535,159	\$388,132
Contractual Services	1,127,931	1,200,000	1,263,170	1,506,505	243,335
Materials & Supplies	22,427,274	30,339,000	30,332,134	34,886,082	4,553,948
Capital Outlay	<u>26,478</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$25,331,818	\$33,468,000	\$33,742,331	\$38,927,746	\$5,185,415

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Human Resources

Human Resources Administration

Human Resources Administration is responsible for: establishing and coordinating the HR strategic plan, conducting policy analysis, administration and consultation for the county; coordinating county-wide process improvement including recruitment and selection, performance management, rewards & recognition; general human resource services for the Division and DSS, DA, and Non-Departmental; School to Career Program administration and coordination.; coordination of county-wide implementation of the overall Human Resources functionality in the county's new Integrated Enterprise System.; and Affirmative Action/EEO Program services

FY 2001: 13.50 FTE FY 2002: 13.00 FTE

Labor Relations

Labor Relations role is to effectively negotiate and administer the County's collective bargaining agreements. Labor Relations is currently responsible for nine collective bargaining agreements. Tasks performed include technical contractual research, contract drafting, negotiations, contract interpretation, grievance handling, and interest and grievance arbitration. The program is designed to meet the legal requirements of the Public Employee Collective Bargaining Act to engage in good faith bargaining with the County's Collective Bargaining Agents and to comply with the terms of the resulting agreements. Particular emphasis is placed on labor-management cooperation in efforts to continuously improve service quality while ensuring that the County remains an excellent place to work.

FY 2001: 4.00 FTE FY 2002: 4.00 FTE

Classification and Compensation

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

FY 2001: 0.00 FTE FY 2002: 2.00 FTE

Benefits & Health Promotion

The Benefits and Health Promotion Programs are responsible for the management of the benefit and wellness programs for eligible Multnomah County employees and their families. New programs impacting workload include the Employee Benefits Board, the bus pass subsidy program, increased retiree communication, making benefit information available electronically via the MINT, reviewing processes to assure appropriateness, and legal compliance with the new HIPAA regulations.

FY 2001: 6.50 FTE FY 2002: 6.00 FTE

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Human Resources

Affirmative Action Office

The Affirmative Action Office provides leadership, consultation, and guidance to the various County departments and offices on strategies for compliance with various local, state, and federal laws, regulations, statutes, ordinances and resolutions establishing civil rights or creating equal employment opportunity obligations. The Office carries out its responsibilities under Multnomah County Code, Chapter 3.10.270. Equal employment opportunity and the Board of County Commissioner's Resolution No. 97-69, the Affirmative Action Plan.
FY 2001: 3.00 FTE FY 2002: 2.00 FTE

Workers Compensation and Safety

This program was transferred to Human Resources as part of the departmental reorganization in FY 2000, this program manages workers compensation claims and provides ergonomic and workplace safety consultation throughout the County. This integration will allow more effective program measurement and direction through a database correlating the costs of claims with targeted safety and wellness programs.
FY 2001: 0.00 FTE FY 2002: 7.00 FTE

Costs by Program	1999-2000	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
HR Administration	\$1,190,685	\$1,085,030	\$1,067,969	(\$17,061)
Classification & Compensation	0	340,032	268,650	(71,382)
Benefits & Wellness	23,528,754	31,134,757	34,555,298	3,420,541
Labor Relations	404,226	391,954	420,999	29,045
Affirmative Action	208,153	229,021	162,576	(66,445)
Workers Comp / Safety	0	561,537	2,452,254	1,890,717
Total Costs	\$25,331,818	\$33,742,331	\$38,927,746	\$5,185,415

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Human Resources

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Transferred Administrative Support from HR Administration to Organizational Effectiveness-COOL	HR Administration	(0.50)	(\$17,750)	
Cut OA 2 from Benefits Administration	Benefits & Wellness	(0.50)	(\$18,200)	
Reclassify 0.50 FTE Employee Services Specialist 2 to Employee Services Specialist 1	Benefits & Wellness		(\$2,400)	
Increase in health premiums and estimated claims costs	Benefits and Wellness		\$3,300,000	
Added Employee Service Specialists Senior to Class/Comp unit	Classification / Compensation	2.00	\$164,450	
Eliminated full-time EEO Coordinator from AA Office	Affirmative Action	(1.00)	(\$74,333)	
Add Employee Services Specialist to Safety program (transferred from DCJ)	Workers Comp / Safety	1.00	66,112	
Transferred Workers Compensation and Safety programs from Risk Management	Workers Comp / Safety	8.00	\$2,215,550	
Changed Workers Compensation claims management from staff to contract	Workers Comp / Safety	(2.00)	\$50,179	
Implement drivers safety program	Workers Comp / Safety		\$8,600	

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
Participation rate in Health Promotion programs	Compensation, Health and Wellness	43%	44%	43%	42%	45%
County health care costs compared to western region	Compensation, Health and Wellness					
Medical coverage			23.9%	0%	23.5%	11%
Dental coverage			2.3%	19.0%	0%	10%
Minority employees as % of Portland MSA available	Affirmative Action	114.5%	111.1%	115%	117%	117%
Females in protected service category as % of workforce availability	Affirmative Action	82.7%	82.3%	93.4%	87%	95%
% change in ratio of represented employees from base of 1988 w/ professional FTEs	Labor Relations					
Labor representatives	Labor Relations	3	3	3	3	3
Employees represented	Labor Relations	3,579	3,889	4,005	4,161	4,119
% of staff workload level recommended by CAC in 1988	Labor Relations	185%	201%	207%	215%	212%

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Human Resources

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
% of Affirmative Action Plan implemented to date	<i>Affirmative Action</i>	94.5%	99%	80%	90%	95%
Minorities in skilled crafts as % of workforce availability		11%	14%	13.98%	15%	15%
Minorities in service/maintenance as % of workforce availability		12%	13.3%	14.9%	14.4%	15%
# of work days lost annually per 100 FTEs	<i>Risk Management</i>	33	21	24	21	25
Workers' Compensation claims per 100 FTEs	<i>Risk Management</i>	7.0	7.6	5.3	6.4	7.0
Workers' Compensation experience rating		.68	.63	.61	.60	.60

Organizational Effectiveness

Organizational Effectiveness includes countywide training, organizational development and business process redesign plus coordination of the integrated business system and processes supported by MERLIN. Training and other learning opportunities enhance the skills of managers, employees, and teams. Change, communication, and group intervention services assist teams and workgroups to work more effectively together. Coordination of MERLIN as a countywide business tool ensures that administrative systems are integrated and accessible. Through business process redesign ways of work are examined and aligned with the knowledge and skills of individuals, the expertise of work teams and the functionality of an integrated system to make highly effective countywide business processes.

Action Plans:

- Stabilize current functionality of MERLIN System and focus on ensuring County personnel can access, interpret and make data based decisions.
- Lead integration and redesign of business processes associated with MERLIN by June 2002. Lead integration and redesign of business processes associated with MERLIN by June 2002.
- Prioritize and plan additional MERLIN upgrades and functionality by July 2002.
- Develop management competencies through training and other learning opportunities including a course for new managers and supervisors; align with other human resource systems by June 2002.
- Implement effective and consistent employee development policy and support tools by December 2001.
- Implement the DSS MINT as an online information and learning tool for all County employees supporting DSS-led business processes by June 2002.

Organizational Effectiveness					
Budget Trends	1999-2000	2000-01	2000-01	2001-02	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	11.86	17.50	17.50	12.00	(5.50)
Personal Services	\$803,092	\$1,200,000	\$1,162,274	\$869,949	(\$292,325)
Contractual Services	5,322,062	364,000	359,856	304,140	(55,716)
Materials & Supplies	2,855,868	4,000,000	4,117,065	1,625,430	(2,491,635)
Capital Outlay	<u>749,519</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$9,730,541	\$5,564,000	\$5,639,195	\$2,799,519	(\$2,839,676)

County Office of Organizational Learning

The Office of Organizational Learning provides development opportunities for county managers and employees and leads change, process redesign and other organizational development initiatives for all county departments. The division develops policy and provides services to meet learning and skill development of county employees and facilitates improvement interventions for teams at all organizational levels. Diverse learning opportunities (classroom, online, job aids, seminars, etc.) are provided to support diversity, RESULTS, communication, innovation, technology, policy, team and employee skill development. Approximately 220 class sessions are provided each year for 3000 participants.

FY 2001: 9.50 FTE FY 2002: 5.00 FTE

Business Process Redesign

This part of the Office of Organizational Learning provides consultation and services to address training, communication and change needs for large countywide initiatives including MERLIN. Work includes change and communication planning, communication through the DSS MINT and the facilitation of business process redesign to enhance the organization's ability to use MERLIN and MERLIN-related processes.

FY 2001: 0.00 FTE FY 2002: 3.00 FTE

Organizational Development

Organizational Development services including needs assessment, consultation, and intervention to improve work relationships, work design and effectiveness for County teams, divisions, and departments. Leadership is provided to effect organizational change.

FY 2001: 0.00 FTE FY2002: 2.00 FTE

MERLIN Enterprise System Coordination.

The MERLIN Coordination Team is made up of a Business Systems Manager and Business Analysts with expertise in Human Resources, Finance, Information Technology and Organizational Learning. The team supports over 950 transactions for 1,400 end users, providing functional and technical support through configuration, report development, training and system administration. The Business Systems Manager and an administrative support person constitute the coordination staff.

FY 2001: 0.00 FTE FY 2002: 2.00 FTE

MERLIN Enterprise System Support

The MERLIN Support Team Business Analysts in Human Resources, Finance, Information Technology and Organization Development was formed in FY 2001 and is coordinated by the Business Systems Manager. In FY 2002 these positions are transferred to their business function areas: Human Resources, Finance, Information Technology, and Organizational Learning. The team will continue to work together and with others in their functional areas to lead effective and ongoing use of MERLIN as a County business tool.

FY 2001: 8.00 FTE FY 2002: 0.00 FTE

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Organizational Effectiveness

Costs by Program	1999-2000	2000-01	2001-02	Difference
	Actual	Adopted Budget	Adopted Budget	
Organizational Learning	\$921,528	\$555,702	\$608,577	\$52,875
Business Process Redesign	0	447,853	352,173	(95,680)
Organizational Development	0	239,549	197,025	(42,524)
MERLIN Enterprise System	0	1,855,991	1,641,744	(214,247)
MERLIN Support	8,809,013	2,540,100	0	(2,540,100)
Total Costs	\$9,730,541	\$5,639,195	\$2,799,519	(\$2,839,676)

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Reduced payments to Capital Lease Retirement Fund for MERLIN system	MERLIN Enterprise System		(\$2,432,267)	
Transfer MERLIN Support staff to Human Resources and Finance	MERLIN Support	(6.00)	(\$491,775)	
Transfer MERLIN Support staff to MERLIN Enterprise System	MERLIN Support	(2.00)	(\$164,386)	
Transfer Training Administrator to Org Development	Organizational Learning	(1.00)	(\$89,000)	
Transferred Office Assistant 2 from HR Administration to COOL Division	Organizational Learning	0.50	\$17,750	
Transfer Learning Systems Analyst, Sr to Business Process Redesign	Organizational Learning	(2.00)	(\$150,000)	
Reclassify 2.00 FTE HR Analyst 1 to HR Analyst 2	Organizational Learning		28,000	
Transfer Emp. Svc Spec to Business Process Redesign and Organizational Development	Organizational Learning	(2.00)	(\$135,000)	
Cut vendor provided office computer training by 1/3	Organizational Learning		(\$30,000)	
Decreased vendor-provided general training; most new courses in FY02 will be provided by in-house instructors.	Organizational Learning		(\$42,000)	
Transfer Learning Systems Analysts, Sr from Organizational Learning	Bus Process Redesign	2.00	\$150,000	
Transfer HR Analyst 2 from Organizational Learning and reclass to HR Analyst Senior	Bus Process Redesign	1.00	\$68,000	
Transfer Training Administrator from Organizational Learning and reclass to Program Mgr. 2	Org Development	1.00	\$14,000	
Transfer HR Analyst 2 from Organizational Learning and reclass to HR Analyst Senior	Org Development	1.00	\$72,000	
Transfer OA/Sr and Info Systems Manager/Sr from MERLIN Support	MERLIN Enterprise System	2.00	\$164,386	

Department of Support Services

Organizational Effectiveness

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
Training capacity usage	<i>Organizational Learning</i>	99%	99%	98%	99%	99%
% of satisfied MINT site users		N/A	N/A	N/A	75%	85%
% of satisfied training participants		N/A	94%	99%	99%	99%
% of customers indicating satisfaction with custom training and organizational development intervention		N/A	100%	N/A	N/A	100%

Information Services

The mission of the Information Services Division is to improve the productivity of Multnomah County programs through the use of information technology. The Division provides services to all County departments including strategic technology planning; analysis, design, selection and implementation of computer information systems; system maintenance and enhancements; new development in the areas of client-server, web-based systems, geographic information systems, and data warehousing; computer operations, systems administration and data administration; network support; a central technology Help Desk; analysis and design of telecommunications infrastructure and coordination of changes to existing communications equipment and services.

Action Plans:

- Continue MERLIN system development and enhancement as part of County business process reengineering.
- Continue Strategic Plan for Information Technology (SPIT):
 - (1) increasing Virtual Private Network access and developing standards for increased support of mobile computing for employees;
 - (2) evaluating and modifying the County's IT management organization and governance structure to control costs yet meet department needs
 - (3) planning deployment of e-government services via the Internet
 - (4) planning countywide deployment of new technologies: (GIS), Intranet / Internet development, data warehousing, systems integration, and a "roadmap" for countywide technology over the next five years.
- Complete development of an updated Systems Engineering and Management Methodology (SEMM) to guide selecting, developing, implementing, and managing computer applications.
- Assist departments in replacing legacy applications currently running on the County's IBM mainframe.
- Transition the new central Help Desk into permanent staffing and management, and assist departmental IT staff in deploying the software for their use in providing department-specific user support.
- Begin new large-scale systems development projects in support of the County's Mental Health re-design effort, and to integrate local Aging and Disabilities Services systems and databases with related State systems.

Information Services					
Budget Trends					
	1999-2000	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	69.61	78.00	85.50	181.00	95.50
Personal Services	\$5,150,724	\$6,100,000	\$6,182,151	\$13,194,424	\$7,012,273
Contractual Services	2,309,270	40,940	44,050	3,684,513	3,640,463
Materials & Supplies	11,529,714	14,000,000	14,203,169	20,518,769	6,315,600
Capital Outlay	<u>2,023,193</u>	<u>3,700,000</u>	<u>3,748,952</u>	<u>2,461,190</u>	<u>(1,287,762)</u>
Total Costs	\$21,012,901	\$23,840,940	\$24,178,322	\$39,858,896	\$15,680,574

Division Management

Division Management oversees technology use countywide and plans, organizes, and directs all of the activities of the Information Services Division (ISD). It is responsible for providing strategic direction for use of new technologies within the County; for aligning the information services activities in ISD with the needs of County departments; for defining and maintaining acceptable levels of services, and for providing accountability to users for all services provided. Technology is changing how every organization conducts business, and Multnomah County is no exception. Planning and coordination is essential to insure that County programs make cost effective use of new technology to improve the quality of service delivery and increase customer satisfaction.

FY 2001: 13.00 FTE FY 2002: 13.00 FTE

Applications Maintenance

Applications Maintenance maintains, enhances and supports the County's central computer information systems, including finance, human resources, jail management, warrants processing, prosecution, property tax assessment and collection, and others. Work of this section includes analysis of requested changes, development of specifications for new programs or modifications to existing programs, installation and training for the modifications made and installing / testing new releases to vendor-supported applications / systems.

FY 2001: 14.00 FTE FY 2002: 18.00 FTE

Special Projects

Special Projects works with County Programs to design, develop and acquire new or replacement computer applications and information technology infrastructure necessary to support the agency's work including: Decision Support System for Justice Programs, Intranet/Internet, Geographic Information Systems (GIS)

FY 2001: 14.00 FTE FY 2002: 12.00 FTE

Computer Operations

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

FY 2001: 23.00 FTE FY 2002: 19.00 FTE

Network Services

Network Services plans, designs and directs maintenance of and changes to the County's wide area network. It maintains the legacy 3270 terminal network, provides access to the enterprise server, electronic mail services and access to the Internet. The County's wide area network now provides frame relay services to 78 sites within the County and to seven computers located in Oregon state and local governments. We now have more than 5,000 employees using the County's electronic mail system (up from 120 in 1995). The older terminal network continues to support 118 terminals and 45 printers, located in 13 different sites.

FY 2001: 10.00 FTE FY 2002: 9.00 FTE

Telecomm Services

Telecommunications Services provides efficient and cost effective telephone and related services to all County programs. The section is responsible for telephone and voice mail services, Interactive Voice Response, Video Conferencing, paging systems, cellular telephones, pagers, pay phones and wiring for local area networks and other data systems. Telecommunications coordinates new installations and changes to existing telephone, voice mail, interactive voice response and video conferencing services. The County has transferred its Information Referral staff (1.50 FTE) to the City of Portland and now obtains I&R services from the City.

FY 2001: 10.50 FTE FY 2002: 9.00 FTE

Infrastructure

This program pays for personal computer replacement on a four-year cycle and covers the cost of the operating system software, network operating system software, and applications software (Microsoft Office Suite) for each desktop computer and local area network (LAN) server. ISD maintains the software license agreements and administers the replacement fund. The program collects fees from each department based on the number of personal computers currently installed in the department. A portion of the fee is returned to the department to purchase replacement computers. The rest is used to purchase operating system, applications and network operating system software maintenance. The program is self-sustaining.

FY 2001: 1.00 FTE FY 2002: 1.00 FTE

Help Desk 503 988 HELP

A centralized Help Desk has been established to support user calls for technical assistance. The Help Desk is staffed 24x7x365, and utilizes software that enables: creation of "tickets" for user requests, electronic distribution of tickets to technical staff (in ISD as well as in the department IS units), tracking of ticket resolution and closure, and development over time of a "knowledge base" of information on typical problems and solutions. Users currently call with questions and/or problems about the County's SAP system, the network (WAN and LANs), centrally operated systems (e.g. A&T, Sheriff's office, DA's office, Health department), and problems with account access, passwords, printing, and other common technical issues.

FY 2001: 0.00 FTE FY 2002: 2.00 FTE

LAN Team

The LAN team for the Department of Support Services has expanded its scope to provide LAN support to other departments as well. One additional FTE is being added to the group to provide LAN configuration and user desktop support to all DSS users, including A&T, as well as DES Administration, the Bridge Shop, and Elections.

FY 2001: 0.00 FTE FY 2002: 4.00 FTE

Department IT

This program brings together the IT staff formerly budgeted in the departments of Aging and Disability Services, Community and Family Services, Community Justice, Health, Support Services, and Sustainable Community Development. Service level agreements will assure that departments continue to receive at least their current level of support. The governance structure will be developed over the next year.

FY 2001: 0.00 FTE FY 2002: 94.00 FTE

Costs by Program	1999-2000	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Division Management	\$2,136,007	\$2,466,936	\$2,438,072	(\$28,864)
Applications Maintenance	1,442,246	1,365,645	1,623,688	258,043
Special Projects	2,141,976	2,227,242	7,271,573	5,044,331
Computer Operations	4,508,117	4,164,138	4,446,695	282,557
Network Services	1,698,818	1,976,487	2,072,495	96,008
Telecommunications	4,239,412	5,421,976	5,547,930	125,954
Infrastructure	4,846,325	6,313,163	5,312,564	(1,000,599)
Help Desk	0	0	226,899	226,899
LAN Team	0	242,735	453,577	210,842
Department IT	0	0	10,465,403	10,465,403
Total Costs	\$21,012,901	\$24,178,322	\$39,858,896	\$15,680,574

Department of Support Services

Information Services

Significant Budget Changes	Program	FTE change	Expenditure changes	Revenue Changes
Shift of IT staff from departments to ISD.	<i>Department IT</i>	94.00	\$10,465,403	\$10,465,403
ADS \$1,040,286				
CFS 1,710,745				
Health 2,079,506				
DCJ 3,908,744				
DSS 1,182,856				
DSCD 543,235				
Transfer Network Analyst 3 to Help Desk	<i>Special Projects</i>	(2.00)	(\$152,000)	
Reclass IS Coordinator to Mgmt Asst in Justice Decision Support System	<i>Special Projects</i>		\$4,148	
Move applications from IBM Mainframe computer using resources in the Justice Bond Fund, Building Project Fund, and the Capital Acquisition Fund	<i>Special Projects</i>		\$3,619,000	
Service Reimbursements for operation of Justice Data Warehouse	<i>Special Projects</i>		\$1,372,190	
Reduction of new development of Justice Bond projects	<i>Special Projects</i>		(\$815,000)	
Increased software license costs, primarily for SAP / MERLIN	<i>All</i>		\$1,268,000	
Reduced Professional Services Budget	<i>All</i>		(\$30,000)	
Reduced Supply Budget	<i>All</i>		(\$43,000)	
Travel & Training	<i>All</i>		(\$90,514)	
Decrease in Indirect Costs	<i>All</i>		(\$60,417)	
Anticipated Salary Savings	<i>All</i>		(\$142,000)	
Reclassified Office Asst. Sr. to Admin Secretary	<i>Division Mgmt</i>		\$2,300	
Reclass Info Systems Supv to ISD Admin	<i>Division Mgmt</i>		\$12,990	
Add Database Administrator for Health System	<i>Division Mgmt</i>	1.00	\$87,000	
Transfer Database Administrators from Computer Operations	<i>Division Mgmt</i>	2.00	\$158,000	
Transfer Network Analysts to LAN Team	<i>Division Mgmt</i>	(3.00)	(\$145,000)	
Added Health Data Base Administrator	<i>Applic. Mtce.</i>	1.00	\$83,799	
Add Network Analyst 3	<i>Applic. Mtce.</i>	2.00	\$145,432	
Reclassified Info Systems Analyst Sr to IS Coordinator and 2.00 Info Sys Mgr/Sr to Dep. Info Officer	<i>Applic. Mtce.</i>		\$(316)	
Reclass Systems Programmer to Network Analyst/Sr	<i>Applic. Mtce.</i>		\$7,600	
Transfer Network Analyst 3 from Help Desk and reclassify to Res/Eval Analyst	<i>Applic. Mtce.</i>	1.00	\$51,896	
Transfer Database Administrators to Division Mgmt	<i>Computer Ops</i>	(2.00)	(\$158,000)	
Cut Data Processing Clerk	<i>Computer Ops</i>	(1.00)	(\$32,500)	
Reclassified 2 Systems Programmers to System Programmer Senior	<i>Computer Ops</i>		\$17,392	
Reclass 2 Data Processing Clerks to Computer Systems Operators	<i>Computer Ops</i>		\$15,600	
Transfer Network Analyst 3 to help Desk	<i>Network Svcs</i>	(1.00)	(\$76,000)	
Reduced Capital budget; archiving tape backup, Exchange Servers, Computer racks, and a Server	<i>Network Svcs</i>		(\$172,000)	
Transfer OA Sr. to City of Portland to staff Info and Referral desk	<i>Telecom</i>	(1.50)	(\$56,000)	
Delay replacement of Voice Mail System	<i>Telecom</i>		(\$73,000)	
Carry over PC equipment in Flat Fee Program	<i>Infrastructure</i>			

Department of Support Services

Information Services

Significant Budget Changes	Program	FTE change	Expenditure changes	Revenue Changes
Transferred Data Analyst from Data Processing Fund to Capital Acquisition Fund	<i>Infrastructure</i>			
Transferred Network Analyst 1, Network Analyst 2, and Network Analyst 3 from Division Mgmt	<i>LAN Team</i>	3.00	\$145,000	
Added Info Sys Supv to countywide LAN Team	<i>LAN Team</i>	1.00	\$65,541	
Transfer ISD Administrator from Comp. Operations	<i>Help Desk</i>	1.00	\$94,793	
Transfer Network Analyst 3 from Special Projects and from Network Services	<i>Help Desk</i>	2.00	\$152,000	
Transfer Network Analyst 3 to Applications Mtce	<i>Help Desk</i>	(1.00)	(\$51,896)	

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
% of scheduled reports delivered on time	<i>Computer Operations</i>	99.0%	99.4%	99.4%	99.4%	99.4%
Online response time		2.8 sec-onds	2.8 sec-onds	2.8 sec-onds	2.8 sec-onds	2.8 sec-onds
% of scheduled time the Wide Area Network (WAN) is available	<i>Network Services</i>	95%	96%	95%	95%	95%
Average time to repair - Telecomm Services	<i>Telecommunications Services</i>	6.0 hrs	8.0 hrs	8.0 hrs	8.0 hrs	8.0 hrs
% of scheduled operating time that the computer system is available	<i>Computer Operations</i>	99.7%	99.8%	99.8%	99.8%	99.8%

Community Business Operations

The Community Business Operations Division was established as a result of the formation of the Department of Sustainable Communities in FY 2001. At that time, Assessment and Taxation and the county Elections Office were transferred to DSS. This section will be responsible for executive coordination for DSS and the Property Valuation, and Election Offices. Property Valuation provides State mandated services related to the assessment of property as specified in the Oregon Revised Statutes and Department of Revenue administrative rules covering revenue and taxation (Chapter 300 of the Oregon Revised Statutes). The program is responsible for maintaining Real Market Value and Maximum Assessed Value for all real property and taxable personal property accounts; processing exemptions and computing special assessment values for farm and forest property. The Elections Office serves all citizens and local governments by providing all functions relating to the conduct of all elections for governmental jurisdictions in Multnomah County. Vote-by-Mail for primary and general elections has underscored the importance for the program to increase its speed and efficiency by using the most up-to-date technology available. Elections also manages the passport program.

Action Plans:

- Acquire and install remaining modifications contained in the contract for A & T software system by June 2002 to provide the full functionality contracted for.
- Revise business procedures to adapt appraisal processes to the functionality of the new computer software system by December 2001 in order to be able to recalculate residential values rather than adjusting by simple trending.
- Redraw precinct and district lines and code them in the computer to reflect changes made from reapportionment.

Community Business					
Budget Trends					
	1999-2000	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	87.81	91.00	95.51	89.00	(6.51)
Personal Services	\$5,330,334	\$5,915,000	\$6,015,782	\$5,424,458	(\$591,324)
Contractual Services	486,255	450,000	460,508	492,891	32,383
Materials & Supplies	3,805,829	4,700,000	4,806,178	4,631,356	(174,822)
Capital Outlay	<u>24,498</u>	<u>58,750</u>	<u>58,750</u>	<u>0</u>	<u>(58,750)</u>
Total Costs	\$9,646,916	\$11,123,750	\$11,341,218	\$10,548,705	(\$792,513)

Department of Support Services

Community Business

Property Valuation Administration

Directs and coordinates the work of Property Valuation, including strategic direction, budget and work plans. Property Valuation is responsible for maintaining Real Market Value and Maximum Assessed Value for all real property and taxable personal property accounts; processing exemptions and computing special assessment values for farm and forest property.

FY 2001: 0.00 FTE FY 2002: 6.00 FTE

Appraisal

Appraises 12-13,500 properties with building permits, and 4,500-5,000 other properties evidencing large value changes with no record of receipt of notice of permit, annually in order to value Measure 50 "exceptions" and to maintain Real Market Value on the Assessment roll. Processes over 35,000 personal property returns including "exception" value. Defends values in 1300-1400 appeals at BOPTA through Tax Court level. Provides clerical support and public information for the appraisal section.

FY 2001: 65.50 FTE FY 2002: 61.00 FTE

Technical Support

Manages the installation, operation, maintenance and user support for local computer network. Compiles tax levies, calculates tax rates and extends taxes on accounts for all taxable property. Provides data entry support for the appraisal and the tax collection and records management divisions. Administers the operation of the new RS6000 computer system acquired for the A & T Software. Supplies product administration support for A & T systems including recording/indexing, cashiering and remittance processing.

FY 2001: 14.01 FTE FY 2002: 6.00 FTE

Elections

The Elections Division establishes precinct boundaries; verifies signatures on petitions and vote-by-mail ballot envelopes; maintains the voter registration file; prints, issues and counts all ballots; audits contribution and expenditure reports; accepts candidate filings; and maintains precinct committee person records for the major political parties. The Division also accepts passport applications.

FY 2001: 16.00 FTE FY 2002: 16.00 FTE

Costs by Program	1999-2000	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Property Valuation / Admin	\$0	\$815,729	\$1,025,504	\$209,775
Property Valuation / Appraisal	4,351,257	4,394,818	3,920,550	(474,268)
Property Valuation Support	2,813,810	2,766,122	2,445,518	(320,604)
Elections	<u>2,481,849</u>	<u>3,364,549</u>	<u>3,157,133</u>	<u>(207,416)</u>
Total Costs	\$9,646,916	\$11,341,218	\$10,548,705	(\$792,513)

Department of Support Services

Community Business

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Reduction in BWC Revenue for OTO Carryover	Administration		(\$74,881)	(\$74,881)
Increase in DOR Assessor Fee-Recording	Administration			\$53,000
Transferred vacant Administrative Services Officer position from Appraisal and reclassified to Admin Analyst SR.	Administration	1.00	64,000	
Transferred OA Sr, Admin Secretary, Tax ex Spec, Data Analyst/Sr, and Assessment Mgr/Sr from Appraisal	Administration	5.00	\$445,000	
Reallocated \$208,598 of Facilities Mgmt charges for Multnomah Bldg Debt Service from Appraisal to Administration	Administration		\$208,598	
Reduction in supplies for OTO Carryover amendment for furniture for the Multnomah Bldg	Administration		(\$69,314)	
Reduction in Distribution & Postage estimates based upon historical and anticipated usage	Administration		(\$10,000)	
Transfer positions to Administration	Appraisal	(6.00)	(\$529,000)	
Cut Fiscal Specialist 2	Appraisal	(1.00)	(\$63,281)	
Cut Property Appraiser	Appraisal	(1.00)	(\$63,543)	
Reduced residential property appraiser from 1.00 FTE to .17 FTE (working 2 months)	Appraisal	(0.33)	(\$53,367)	
Add Appraisal Specialists	Appraisal	3.83	\$176,547	
Increase in Local Travel & Mileage: Reduction in Bus Pass Program participation, offset by increase in mileage reimbursements.	Appraisal		\$11,820	
Reallocated Facilities Mgmt charges	Appraisal		(\$417,197)	
Reduction in motor pool due to appraiser use of own vehicles	Appraisal		(\$28,386)	
Functions and staff have been transferred to the central Information Services Division in the Department of Support Services. Information technology costs for the program are shown in materials & supplies as an internal service reimbursement charge	Technical Support	(8.01)	(\$578,000)	
Decrease in supplies	Technical Support		(\$17,403)	
Decrease in ISD Internal Service Reimbursement	Technical Support		(\$201,760)	
Decrease in capital equipment	Technical Support		(\$8,550)	
No General Election will be held in FY02	Elections		(\$906,270)	(\$231,830)
Primary Election will be held in FY02	Elections		\$868,473	
Eliminate military voters' pamphlet for primary	Elections		(\$2,000)	
Eliminate audio cassettes of voters' pamphlet for primary election	Elections		(\$850)	
Salary Savings from delayed filling of vacancies	Elections		(\$31,300)	
Materials costs have been transferred to the central Information Services Division in the Department of Support Services. Information technology costs for the program are shown in materials & supplies as an internal service reimbursement charge	Elections		(118,000)	

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
Tax Rate Extension Reconciliation Error % (Accuracy of initial tax calculation)	<i>A&T Technical Support</i>			<1%	<1%	<1%
% of all Known Property on Assessment Roll Annually	<i>Property Appraisal</i>			100%	100%	100%
% of known Measure 50 exceptions, valued annually						
Residential				89%	90%	80%
Commercial				100%	100%	100%
Industrial				100%	100%	100%
Personal Prop				99%	99%	99%
Need for physical reappraisal (compliance with State standard for coefficient of Dis- persion: sale versus real market value)						
Commercial: 15 or lower		2 of 7	1 of 7		3 of 7	
Apartments: 2 to 20 units 12 or lower		0 of 7	0 of 7		7 of 7	
21+ units 12 or lower		0 of 7	7 of 7		7 of 7	
Residential: 10 or lower		140 of 149	100 of 149		135 of 149	
Average Cost per 100 ballots issued for Special Elections	<i>Elections</i>		\$65	\$64.8	\$65	\$66

Finance

Finance actively seeks ways in which efficiencies can be implemented throughout the County

Finance is responsible for providing central financial functions in an accurate and timely manner: paying the County's bills, maintaining and recording accounting transactions, collecting all money due in a timely manner, managing cash, the investment portfolio and debt issues, issuing payroll checks and providing required reports to all internal and external users, and ensuring that fiduciary money is safeguarded. This includes contracting, Central Stores function, accounts payable and receivable, collecting property taxes, recording documents related to real estate transactions, conducting evaluations of County programs, preparing grant and monthly financial reports, preparing the County's annual budget and publishing the Comprehensive Annual Financial Report (CAFR), developing and maintaining financial internal control policies and procedures and ensuring adherence to all federal and IRS regulations, state statutes and County resolutions and orders, and issuing marriage licenses and registers domestic partnerships. It actively seeks ways in which efficiencies can be implemented throughout the County.

Action Plans:

- Support redesign of County business practices to take advantage of MERLIN functionality.
- Prepare periodic formal reports of the County's financial status to the Board.
- Work with Organizational Effectiveness to develop financial and budgetary competencies training for managers.
- Support County workgroups with additional short-term evaluations and surveys on areas assigned by the Board, such as: mental health issues; living wage; contracts; and countywide surveys.
- Continue David Bennett consultation to examine criminal justice system efficiency and effectiveness
- Acquire and install remaining modifications to the A&T software system by June 2002 to provide full functionality.
- Complete the final phase of the Recording System installation by December 2002.

Finance					
Budget Trends					
	1999-2000	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	123.62	127.00	132.30	129.98	(2.32)
Personal Services	\$6,495,138	\$7,000,000	\$7,107,621	\$7,303,197	\$195,576
Contractual Services	654,596	850,000	892,879	717,407	(175,472)
Materials & Supplies	3,924,581	4,600,000	5,554,377	5,931,781	377,404
Capital Outlay	<u>36,259</u>	<u>57,680</u>	<u>57,680</u>	<u>57,155</u>	<u>(525)</u>
Total Costs	\$11,110,574	\$12,507,680	\$13,612,557	\$14,009,540	\$396,983

Director's Office

The Finance Director's Office provides professional financial services countywide as the ultimate financial authority for the County. The Finance Director's Office provides functional and primary support to the rest of Finance:
FY 2001: 3.00 FTE FY 2002: 2.00 FTE

Accounting

The Accounting Unit provides professional financial services and timely and accurate financial information to any potential user. It maintains the County's accounting systems and financial records and administers the County's Deferred Compensation and Library Retirement Plan. The Unit processes payments to vendors, bills for services, manages collections, prepares grant reports, monthly financial reports, the Indirect Cost Allocation Plan, and the Comprehensive Annual Financial Report (CAFR); maintains financial internal control policies and procedures; ensures that all financial laws and policies are adhered to; safeguards assets; and provides financial information in a form that meets user's needs.
FY 2001: 17.50 FTE FY 2002: 15.80 FTE

Payroll / MERLIN / MIDAS

Payroll produces timely and accurate wage payments to all County employees, payroll tax employment reports to governing agencies, and informational reports and feedback to County departments and the public. Payroll is responsible for the administration of County's PERS information, employees' payments to third parties, Federal and State taxation, Internal Revenue Code Section 125 cafeteria plans and deferred compensation elections, , voluntary and involuntary deductions from pay. This program also supports the MERLIN system by testing and installing upgrades and responding to requests for system enhancement, and staff to maintain the master data and structure of the system.
FY 2001: 6.00 FTE FY 2002: 15.00 FTE

Treasury

Treasury provides professional centralized treasury management services to all County units, other governmental units, and constituents. It is responsible for cash asset management, investment portfolio, financing capital acquisitions and ongoing debt management, establishing and maintaining relationships with the financial community, administering Multnomah County Business Income Tax in partnership with the City of Portland, administering the Motor Vehicle Rental Tax, and providing trust and fiduciary responsibilities.
FY 2001: 5.00 FTE FY 2002: 5.00 FTE

Materiel Management

Materiel Management includes a variety of County programs that provide commonly used supplies and equipment to County and other governmental agencies. Inventory Control purchases volume discounted standard stock food, office, medical, and janitorial commodities. Central Stores assures inventory accountability by receiving, warehousing, reselling and distribution of these items, which maximize savings and convenience to County customers.
FY 2001: 10.00 FTE FY 2002: 9.00 FTE

Purchasing/ Contracts Administration

Purchasing supports County operations with an uninterrupted flow of materials and services procured without prejudice, obtaining the maximum value for each dollar of expenditure. Purchasing develops and maintains a broad vendor base from which to solicit competition, maximizing contracting opportunities for Minority/Women Business Enterprises, Emerging Small Business, and Qualified Rehabilitation Facilities. ORS 279 and other applicable State Purchasing laws and contract conditions required by Federal and State funding sources limit local discretion.

Contracts Administration supports the County's contracting operations. It works with the community to maximize opportunities for Minority/Women and Emerging Small Business Enterprises and Qualified Rehabilitation Facilities. This section is responsible for: moving contracts through the approval process, tracking and maintaining contract files, assisting County users and contractors with information and training, and developing and implementing policies and procedures to ensure adherence to all applicable laws, ordinances, administrative rules and policies.

FY 2001: 16.00 FTE FY 2002: 14.00 FTE

Property & Liability Risk

Finance adjusts property and liability claims and negotiates insurance coverage for the 78 buildings owned by the County.

FY 2001: 0.00 FTE FY 2002: 1.00 FTE

Budget

The purpose of the Budget program is to maintain legal compliance in budget processes, to protect the long-term financial stability of the County and provide the Board, Chair and departments with financial information and other analysis. Budget gathers data, analyzes it from a countywide perspective, and transforms it into information that Multnomah County decision-makers and citizens use. It designs and coordinates budget processes, assists departments in preparing and administering their budgets, analyzes issues that come before the Board, maintains and reports the Key Results database, and conducts program and financial analysis.

FY 2001: 8.00 FTE FY 2002: 7.80 FTE

Evaluation & Research

The Evaluation and Research unit was established to improve the accountability of County programs, especially those involved in key cross-departmental initiatives. It has focused on the County's three long-term benchmarks: Reduce Crime; Reduce the Number of Children in Poverty; Improve School Success. During 2001-02 work will focus on improving the use of performance measurement and gathering information to assist the Board of Commissioners in key decisions regarding the adult criminal justice system and on evaluating the SUN schools. .

FY 2001: 5.00 FTE FY 2002: 4.00 FTE

Tax Accounting Administration

Administration directs and coordinates the work of the division, including strategic direction, budget, work plans, and Continuous Quality Improvement. It performs all personnel-related activities; handles grievances; manages purchasing, contracts, accounting; and is responsible for those portions of the County Clerk function defined by statute.

FY 2001: 2.90 FTE FY 2002: 3.00 FTE

Records Management

Records Management maintains: tax roll descriptions, recorded and filed documents, street lighting and fire patrol rolls, official maps for Assessment and Taxation, consolidated properties, and records and processes subdivision, condominium, and partition plats; processes annexations; processes County road filings; monitors government exemptions; and responds to inquiries. It annually updates 50,000 tax roll descriptions, 2,000 filed streetlight and fire patrol roll changes, 1,700 map changes, 2,000 accounts canceled, and 250 new subdivisions and it handles approximately 18,000 telephone inquiries and 10,000 walk-in customers.

FY 2001: 23.00 FTE FY 2002: 19.38 FTE

Tax Collection

Tax Collection provides timely, accurate tax bills, collects property taxes, including all delinquent real and personal property taxes, processes tax foreclosures, distributes taxes, responds to inquiries, and maintains computer files on tax accounts. It mails over 400,000 tax statements/notices, collects approximately \$800 million and distributes it to 60 levy districts, answers approximately 180,000 telephone inquiries and assists 25,000 walk-in customers.

FY 2001: 25.90 FTE FY 2002: 25.00 FTE

Board of Property Tax Appeals

The Board of Property Tax Appeals (BOPTA) accepts and processes property tax appeals and board decisions, schedules hearings and provides administrative support for the Board. The staff in the Tax Information unit provides this support.

FY 2001: 0.00 FTE FY 2002: 0.00 FTE

Document Recording

Document Recording records documents and maintains public records, maintains computer files, records subdivisions and condominiums, responds to inquiries, and maintains hard copy records. It records over 240,000 documents, responds to approximately 55,000 telephone inquiries, and assists 35,000 walk-in customers.

FY 2001: 9.00 FTE FY 2002: 8.00 FTE

Marriage / Domestic Partner

Marriage Licenses and Domestic Partner Registry processes and issues approximately 6,000 marriage licenses and 500 domestic partner registrations annually. It responds to over 25,000 telephone inquiries.

FY 2001: 1.00 FTE FY 2002: 1.00 FTE

Records Storage & Retrieval

ORS Chapter 654, Section 22 allows for a 5% fee to be collected for the benefit of the County Clerk for the use in acquiring storage and retrieval systems, maintaining those systems, and restoring records. Fees collected are dedicated to the installation of a software system that indexes, creates, and stores document images for electronic retrieval.

FY 2001: 0.00 FTE FY 2002: 0.00 FTE

Costs by Program	1999-00 Actual	2000-01 Adopted Budget	2001-02 Adopted Budget	Difference
Finance Director	\$2,507,306	\$2,712,633	\$2,780,613	\$67,980
Accounting	1,217,998	1,146,444	1,055,989	(90,455)
Payroll/MERLIN/Midas	435,370	368,036	936,811	568,775
Treasury	423,553	464,836	452,391	(12,445)
Materiel Management	598,063	640,698	732,120	91,422
Purchasing/Contracts	1,214,833	1,161,876	908,363	(253,513)
Property & Liability Insurance	0	1,463,033	1,453,733	(9,300)
Budget	531,106	676,994	705,303	28,309
Evaluation	426,536	676,004	569,162	(106,842)
Tax Accounting Admin	292,352	541,716	1,025,462	483,746
Records Management	1,180,467	1,226,417	1,028,417	(198,000)
Tax Collection	1,540,941	1,662,062	1,592,868	(69,194)
Board of Property Tax Appeals	50,103	53,747	34,099	(19,648)
Document Recording	594,652	757,503	577,383	(180,120)
Marriage Lic / Dom Partner	97,294	60,558	56,826	(3,732)
Records Storage / Retrieval	0	0	100,000	100,000
Total Costs	\$11,110,574	\$13,612,557	\$14,009,540	\$396,983

Department of Support Services

Finance

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Increased programming costs for MERLIN	Director		\$336,893	
Transfer Program Supervisor to MIDAS	Director	(1.00)	(\$69,000)	
Salary savings for Division recorded here				
Cut Fiscal Specialist 2 from General Ledger	Accounting	(1.50)	(\$71,000)	
Add Fiscal Specialist 1 in General Ledger	Accounting	2.00	84,000	
Cut 1.00 Fiscal Assistant and transferred 1.20 Fiscal Specialist 1 from Accounts Payable to MIDAS	Accounting	(2.20)	(\$82,000)	
Transfer MERLIN personnel moved from Project Team in Organizational Effectiveness and add 1 position in February to cope with additional Plant Maintenance module	Payroll / MIDAS / MERLIN	6.00	\$410,042	
Transfer Program Supervisor from Director's Office, reclassify to Fiscal Spec Sr	Payroll / MIDAS / MERLIN	1.00	(\$22,210)	
Transfer Fiscal Specialist 1 from Accounting and annualize to full year staffing for MIDAS	Payroll / MIDAS / MERLIN	2.00	\$92,000	
Eliminate Contracts Administrator	Purch/Contracts	(1.00)	(\$92,907)	
Eliminate Office Assistant 2	Purch/Contracts	(1.00)	(\$35,701)	
Terminate M/W/ESB Technical Assistance IGA	Purch/Contracts		(\$30,000)	
Terminate EEO Certification & WHTOP IGA	Purch/Contracts		(\$50,000)	
Increased supply handling for Family Planning	Material Mgmt			\$17,000
Eliminate Warehouse Worker – Surplus Program	Material Mgmt	(1.00)	(\$39,957)	
Eliminate Surplus Property Program	Material Mgmt		(\$27,563)	
Shift part of IS Analyst Senior to Risk Fund to support County Attorney	Budget	(0.20)	(\$14,250)	
Reduce Printing	Budget		(\$10,787)	
Cut Budget Analyst supporting Living Wage Review Board	Evaluation	(1.00)	(\$61,000)	
Discontinue Hatfield School of Government contract for intern program	Evaluation		(\$28,500)	
Reduce dollars available for professional services	Evaluation		(\$130,000)	
Research & Evaluation Classification Compensation Study re-classed Program Evaluation Specialists to Research Analyst SR	Evaluation		\$12,505a	
Carry over three months of Bennett contract examining justice system	Evaluation		\$37,195	\$37,195
Tax Collection/Records Mgmt Director transferred from Tax Title Program	Tax Admin	0.10	\$ 11,697	
Increase in Bldg. Mgmt charges- transferred half of the Multnomah Bldg Debt Service of \$417,197 from Property Valuation Division to Tax Coll & Rec Mgmt Division	Tax Admin		\$208,598	
Admin Analyst reclassified to Admin Analyst SR	Tax Admin		\$2,403	
Supplies reduced for OTO carryover in 00-01 for furniture for the Multnomah Building	Tax Admin		(\$74,328)	
Cut Office Assistant 2	Records Mgmt	(2.00)	(\$73,878)	
Cut Cartographer	Records Mgmt	(1.00)	(\$51,445)	
Reclass 0.83 Cartography Supervisor to Operations Administrator	Records Mgmt		\$4,200	
Cut Tax Collections/Records Admin	Records Mgmt	(0.62)	(\$49,000)	

Department of Support Services

Finance

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Service Reimbursement to Capital Lease Retirement Fund—Final payment for old Smith Norris System in 00-01, reducing annual amount from \$25,280 to \$0.	<i>Records Mgmt</i>		(\$25,280)	
Tax Collection/Records Administrator transferred from Tax Title Program	<i>Tax Collections</i>	0.10	\$8,966	
Cut Fiscal Specialist 2	<i>Tax Collections</i>	(1.00)	(\$52,781)	
Decrease in Professional Services due to fewer title search reports and Personal Property warrant fees and recording fees	<i>Tax Collections</i>		(\$20,000)	
Reduction in Mail Distribution due to reduced mailings	<i>Tax Collections</i>		(\$8,845)	
Temporary Staff decreased: use of permanent staff for clerical support for hearings	<i>Property Tax Appeals</i>		(\$4,330)	
Professional Services: Decreased Services for Board Members due to reduced number of appeals	<i>Property Tax Appeals</i>		(\$9,000)	
Printing costs continue to be reduced due to use of rented copy machines and fewer appeals	<i>Property Tax Appeals</i>		(\$1,000)	
Reduction in cost of supplies due to reduction in temp staffing	<i>Property Tax Appeals</i>		(\$1,029)	
Reduction in distribution & postage	<i>Property Tax Appeals</i>		(\$1,358)	
Cut Office Assistant 2	<i>Document Re- cording</i>	(1.00)	(\$36,545)	
Temporary Personnel Services and overtime reduced as a result of workload decrease	<i>Doc. Recording</i>		(\$6,530)	
Decrease in maintenance contracts and general repairs of equipment	<i>Doc. Recording</i>		(\$8,214)	
Decrease in distribution & postage due to reduced number of recorded documents	<i>Doc. Recording</i>		(\$14,050)	
Service Reimbursement to Capital Lease Retirement Fund- Final payment for old Smith Norris System in 00-01, reducing annual amount from \$225,050 to \$163,000 –change of \$62,050.	<i>Doc. Recording</i>		(\$62,050)	
Portion of CLRF Transferred to Records Storage & Retrieval Program to be funded by Dedicated General Fund Revenues: changed from \$25,000 in 00-01 to \$100,000 in 01-02, a change of \$75,000.	<i>Doc. Recording</i>		(\$75,000)	
Increase in Dedicated Revenues for portion of recording fees to be retained for the benefit of and dedicated to the county clerk for records storage & retrieval systems	<i>Records Storage & Retrieval</i>			\$75,000
Service Reimbursement to Capital Lease Retirement Fund- transferred from Recording program- increased from \$25,000 to \$100,000.	<i>Records Storage & Retrieval</i>		\$75,000	
Carry over appropriation to move decorative bench at Juvenile Detention to a safer area	<i>Liability and Property</i>		\$5,000	\$5,000
Transfer Employee Svc Spec from Risk Mgmt	<i>Liability and Property</i>	1.00	\$42,674	

Department of Support Services

Finance

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Estimate	FY 02 Projection
# of audit adjustments	<i>Accounting</i>	0	0	0	0	0
% satisfied customers	<i>Contracts Administration</i>	90%	90%	N/A	N/A	95%
% of satisfied customers	<i>Purchasing</i>	95%	100%	N/A	N/A	95%
Customer satisfaction	<i>Materials Management</i>	100%	N/A	N/A	N/A	95%
% satisfied customers	<i>Accounting</i>	95%	95%	N/A	N/A	95%
# of incidents of non-compliance w/ Audit of Oregon Municipalities minimum standards		3	1	0	0	0
Annual return compared to T-Bill yield and State Pool yield	<i>Treasury</i>					
County		5.64%	5.23%	5.66%	6.00%	5.00%
90 Day T-Bill		5.15%	4.79%	5.81%	5.65%	4.00%
State Pool		5.68%	5.10%	5.62%	5.75%	5.25%
Long Term Obligation Bonds		Aa1	Aa1	Aa1	Aa1	Aa1
Short Term Note		MIG1	MIG1	MIG1	MIG1	MIG1
% of satisfied customers	<i>Payroll</i>	100%	100%	N/A	N/A	100%
% purchases from MBE/WBE contractors	<i>Contracts Administration</i>	4%	5%	5%	5%	5%
Accuracy of revenue projection	<i>Budget & Quality</i>	+0.16%	-1.81%	0.87%	+/-2.00%	+/-2.00%
Accuracy of expenditure projection		+0.67%	+0.89%	-2.85%	+/-2.00%	+/-2.00%
% of Accurately Processed Marriage Licenses	<i>Document Recording</i>			98%	99%	99%

Department of Support Services

Risk Fund

Risk Fund

In prior years, this was an operating division of the Department. Beginning in FY 2002 it becomes the location of overhead costs assessed against the fund by Human Resources and Finance.

Risk Management					
Budget Trends					
	1999-2000	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	8.68	7.00	9.00	0.20	(8.80)
Personal Services	\$559,471	\$479,000	\$632,279	\$176,916	(\$455,363)
Contractual Services	642,474	250,000	278,843	0	(278,843)
Materials & Supplies	2,101,791	2,574,000	1,619,310	65,727	(1,553,583)
Capital Outlay	0	0	0	0	0
Total Costs	\$3,303,736	\$3,303,000	\$2,530,432	\$242,643	(\$2,287,789)

Significant Budget Changes	Program	FTE	Expenditure	Revenue
		Changes	Changes	Changes
Cut Risk Manager		(1.00)	(\$101,210)	
Transfer partial IS Analyst Sr to support County Attorney		0.20	14,250	
Transfer Liability and Property insurance to Finance			(\$773,771)	
Transfer Safety /Workers Comp to Human Resources		(8.00)	(\$1,383,843)	