

Management Support Services Nondepartmental

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Vision

By 2015, Multnomah County will be known as a model local government. Its internal systems and management will be nationally cited as an example of how local governments should be run. Multnomah County will focus its efforts and attention on service delivery rather than on procedures and it will objectively and systematically measure its success by its track record in improving the health of the community. The management support organizations of the County will work to assure that the County is on the cutting edge of effective operations.

Workforce

County managers will be noted for their professional expertise, particularly in the areas of supervision, interpersonal relations, effective use of cultural diversity, and developing high performance systems.

County managers will hire a workforce reflecting the cultural and ethnic makeup of the community. The County will attract, develop, and retain qualified employees. They will be fairly compensated and will feel they have opportunities for advancement and professional growth.

Managers and supervisors will have the time, talent, and skills to carry out their responsibilities. Managers, supervisors, and employees will understand the mutual rights and responsibilities they agreed to in the collective bargaining process. The process will be conducted in such a way that it:

- Affirms the legitimate respective roles of management and organized labor and optimizes mutual gain by means of a problem solving approach to interactions between management and labor.

The County's workforce will be encouraged to actively participate in family and community commitments. The County's work schedule will be flexible enough to make this possible while still delivering the services to which the County is committed.

Information Technology

County management will take advantage of technology. The County's internal information transactions will roll down the electronic information highway. Financial transactions and personnel transactions will be transmitted and received electronically. Employees will work from their homes in appropriate jobs. Routine communications will use electronic mail. Archives will be electronically maintained and accessed.

Caring Employer

County employees and supervisors will be committed to safe and healthy work sites. County facilities will be purchased and maintained to maximize public access and safety to

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both the public and to employees. The County will encourage employees to be physically and emotionally healthy so that they are highly productive workers using minimal sick leave and incurring the lowest possible medical expenses. Employee injuries will be rare. Injured employees will receive appropriate medical care and return quickly to their work sites, for modified duty if necessary.

Protect assets

The County will protect its own assets by maintaining its infrastructure and following sound financial policies. It will also lead in protecting the assets of the community from serious emergencies. All emergency response and recovery agencies in the county will be able to effectively and quickly respond to all emergencies. Emergency management will be consolidated countywide so that these responses will be efficient and coordinated.

STRATEGIES

Management Support Services will work to establish as many electronic links as possible through the organization during the next few years. Purchasing and payroll systems will be the first processes allowing transactions to be handled from remote offices, improving speed and accuracy beyond what systems based on transferring paper can accomplish.

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

PARTNERSHIPS

- County management and employees at all levels
- Other local jurisdictions, including the cities in Multnomah County, Metro, and the surrounding counties
- Local and state institutions of higher learning as constant sources of innovative management techniques and technology
- Private sector institutions with records of creative and effective solutions to productivity issues.

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<u>Budget Overview</u>	1993-94	1994-95	1994-95	1995-96	
	<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	111.53	115.03	115.03	116.03	1.00
Departmental Costs	\$24,496,701	\$29,161,918	\$28,303,983	\$28,806,309	\$502,326
Program Revenues	\$19,567,617	\$23,343,224	\$22,414,131	\$22,487,512	\$73,381
General Fund Support	\$4,929,084	\$5,818,694	\$5,889,852	\$6,318,797	\$428,945

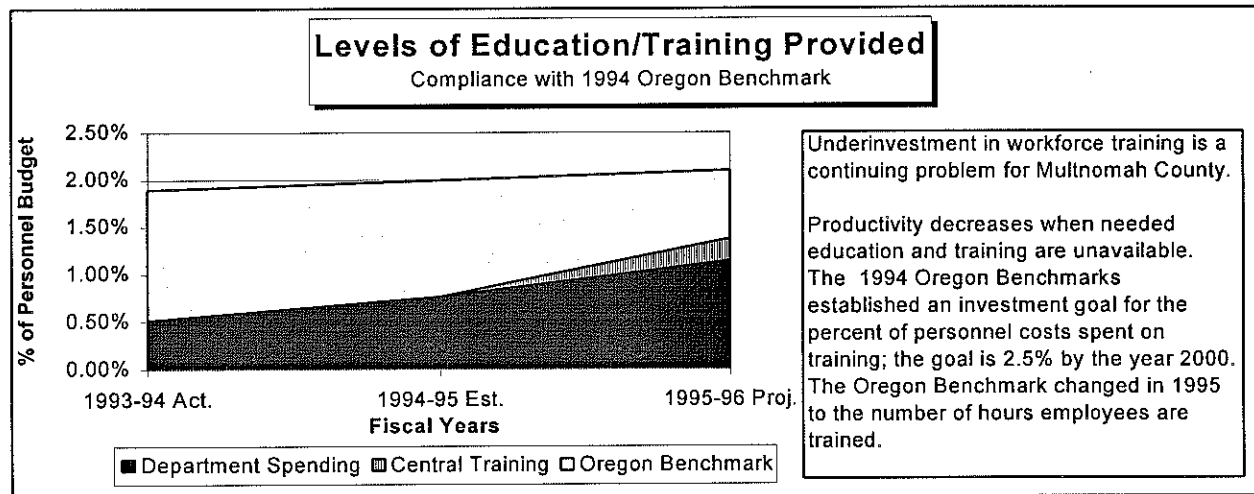
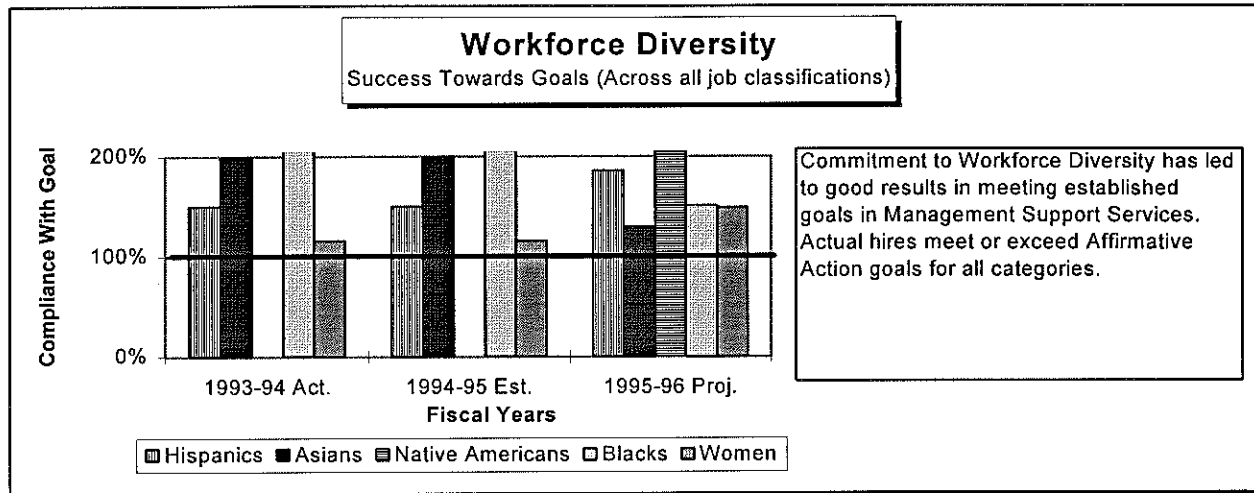
Department Services

Management Support Services offers the following services:

- Finance and Purchasing
- Employee Services
- Labor Relations
- Risk Management
- Budget and Quality
- Affirmative Action
- County Counsel
- Emergency Management

Management Support Services

Performance Trends



Recent Accomplishments

- The first RESULTS conference was successfully held at Portland Community College, attended by about 300 employees, union representatives, elected officials and citizens.
- The Board of County Commissioners adopted financial policies that were proposed by Finance and Budget.
- Labor Relations renegotiated all labor contracts except for Prosecuting Attorneys by extending them for three years.
- Purchasing System is on-line and is now compatible with Accounts Payable and General Ledger systems.
- New Payroll system came on line in April 1995, creating greater efficiencies.
- Public Contract Review Board rules were updated in December 1994.
- Kaiser insurance rates have been reduced 7% from 1994-95.
- Criterion system has enabled the County to keep track of affirmative actions statistics in greater detail.
- Affirmative Action is assisting Employee Relations in their recruiting program.

Budget Highlights

- An expanded training program will support the County's training and employee development programs including the RESULTS campaign.
- A network administrator will be hired to provide support for the Portland Building local area network.
- New Purchasing and Payroll systems will increase efficiency by permitting on-line entry and retrieval of some purchasing and payroll information at some County sites.
- Management Support Services divisions are committed to developing customer satisfaction surveys in order to help determine the most effective way to serve their customers.

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RESULTS Efforts

Management Support Services has the responsibility to staff, coordinate, and support RESULTS throughout the County. In 1994-95, the countywide effort in which MSS divisions participated included:

- the RESULTS conference,
- awareness and training sessions throughout County programs,
- the RESULTS steering committee,
- reviewing and authorizing funds for pilot projects to improve customer service or achieve efficiencies,
- the Design Team currently developing a strategic plan for the RESULTS effort.

The 1995-96 effort will include completing the RESULTS strategic plan and beginning its implementation. It will also include a training plan and the first efforts to implement that plan.

As is the case in most County departments, individual divisions in MSS have instituted quality efforts:

1. Finance has made use of a computer support team to secure PC's for staff in the Portland Building, train employees to use software, and connect them to the LAN. This team will address the Finance employees in the Ford Building in 1995-96.
2. An Accounts Payable work team reviewed and shortened the internal requisition process (saving approximately a person week per year), and will implement an improved requisition tracking process in 1995, reducing the steps from 18 to 13.
3. Employee Services is launching three stakeholder review teams representing County departments to review personnel systems. These teams will make recommendations during 1995.

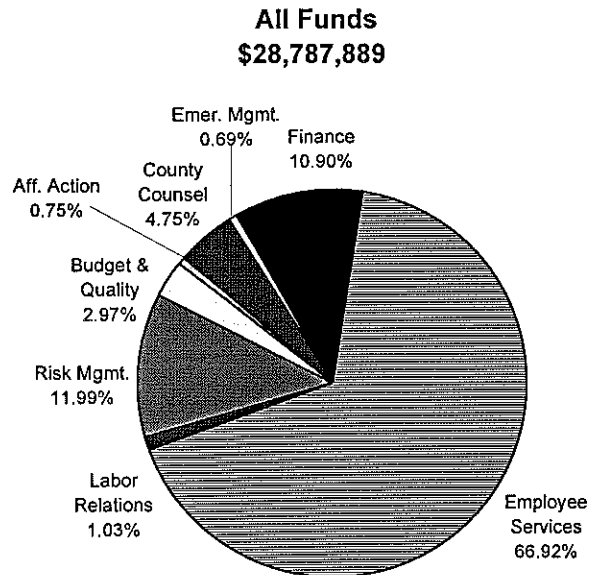
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4. Employee Services has budgeted \$35,000 that is available to other County organizations to help nurture high performance work teams and to sponsor quality improvement projects. A list of awards granted as of April 11, 1995:

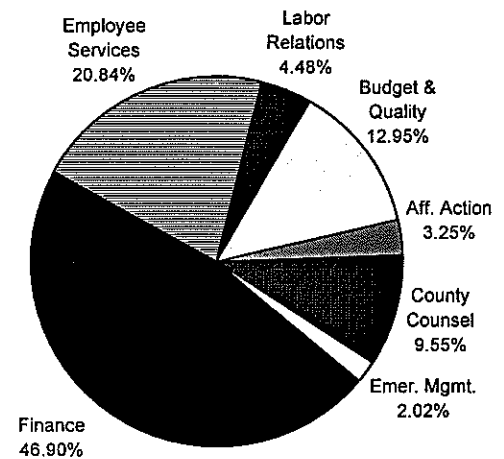
Date Awarded	Team Name	Description of Project	Amount Awarded
10/10/94	Sheriff Office Records Unit	Convert unit to self-directed work team.	\$2,000
10/10/94	Community and Family Services Developmental Disabilities	Train staff in Malcolm Baldrige Quality Award criteria; conduct internal quality self- assessment; and begin staff training on quality improvement.	\$1,500
10/10/94	Elections	Provide staff with new skills in team building; remove blocks to group performance to achieve greater effectiveness.	\$1,800
12/12/94	NE Health Clinic	Improve continuity of care to clients to increase customer and provider satisfaction.	\$2,000
01/09/95	Library Maps Team	Improve mapping services to citizens.	\$1,500
01/17/95	Youth Librarians Team	Build team skills to improve customer service.	\$2,000
03/08/95	RESULTS Design Team Conference	1/2 day Vision 2005 conference.	\$3,000
03/13/95	Library RESULTS Staff Day	Provide CQI trainers for Library Staff Day.	\$3,000
03/13/95	SE Health Clinic Internal Customer	Sessions in team problem solving to medical providers and clinic staff.	\$2,350
04/11/95	Planning Division Process Redesign	Facilitator to assist team in utilizing business process re-engineering model to map current process and identify service improvement changes.	\$1,300
04/11/95	Health Division Primary Care Management Team Development	Instruct management team in transitioning to TQM/CQI style of management.	\$3,000

Management Support

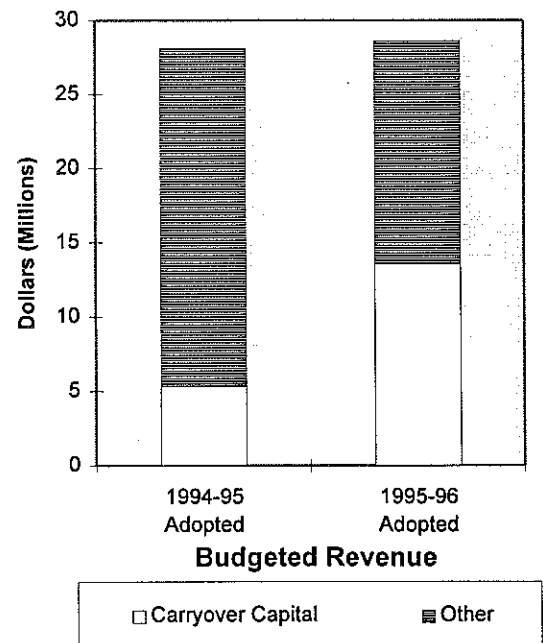
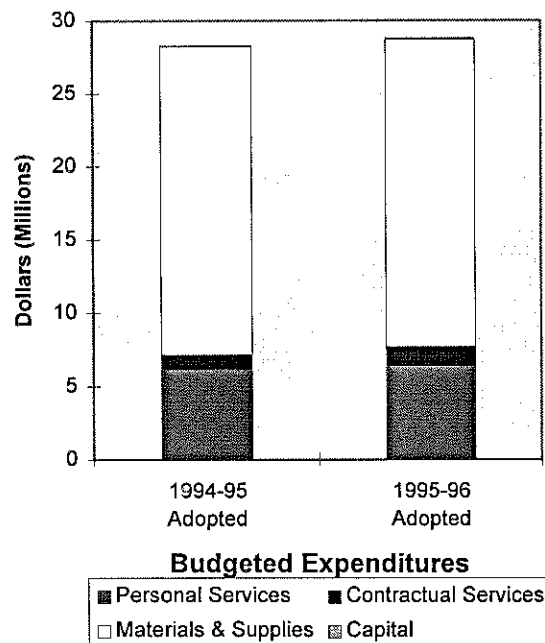
TOTAL EXPENDITURES BY DIVISION 1995-96 ADOPTED BUDGET



General Fund Only, Including Cash Transfers \$6,607,062



EXPENDITURE AND REVENUE COMPARISON 1994-95 Adopted Budget and 1995-96 Adopted Budget All Funds, Including Capital Projects



Management Support Services

Nondepartmental

Budget Trends

	1993-94 <u>Actual</u>	1994-95 <u>Current Estimate</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	111.53	115.03	115.03	116.03	1.00
Personal Services	\$5,501,371	\$5,908,773	\$6,210,960	\$6,396,563	\$185,603
Contractual Services	\$1,167,468	\$936,760	\$959,767	\$1,319,917	\$360,150
Materials & Supplies	\$17,754,235	\$22,225,088	\$21,051,995	\$20,971,747	(\$80,248)
Capital Outlay	\$73,627	\$91,297	\$81,261	\$118,082	\$36,821
Total Costs	\$24,496,701	\$29,161,918	\$28,303,983	\$28,806,309	\$502,326
Program Revenues	\$19,567,617	\$23,343,224	\$22,414,131	\$22,487,512	\$73,381
General Fund Support	\$4,929,084	\$5,818,694	\$5,889,852	\$6,318,797	\$428,945

Costs by Division

	1993-94 <u>Actual</u>	1994-95 <u>Current Estimate</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Finance	\$2,661,937	\$2,997,874	\$3,103,237	\$3,138,316	\$35,079
Employee Services	15,936,479	19,197,567	19,195,776	19,265,964	70,188
Labor Relations	243,871	333,803	347,061	296,118	(50,943)
Risk Management	3,779,010	4,204,000	3,156,053	3,469,286	313,233
Budget and Quality	522,706	755,195	785,449	855,457	70,008
Affirmative Action	162,011	205,094	205,094	214,949	9,855
County Counsel	1,028,270	1,265,348	1,307,631	1,368,832	61,201
Emergency Management	<u>162,417</u>	<u>203,037</u>	<u>203,682</u>	<u>197,387</u>	<u>(6,295)</u>
Total Costs	\$24,496,701	\$29,161,918	\$28,303,983	\$28,806,309	\$502,326

Staffing by Division

	1993-94 <u>Actual</u>	1994-95 <u>Current Estimate</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Finance	50.50	51.50	51.50	52.00	0.50
Employee Services	20.53	20.53	20.53	22.03	1.50
Labor Relations	3.50	4.50	4.50	3.50	(1.00)
Risk Management	6.00	4.00	4.00	4.00	0.00
Budget and Quality	9.00	11.00	11.00	11.00	0.00
Affirmative Action	3.00	3.50	3.50	3.50	0.00
County Counsel	16.00	17.00	17.00	17.00	0.00
Emergency Management	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
Total Staffing FTE's	111.53	115.03	115.03	116.03	1.00

1995-96 Adopted Budget

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Issues and Opportunities

1. Employee Training

The RESULTS initiative was announced last year as Multnomah County's response to citizen's demands for a government that works better and costs less. This is the essence of good government and requires us to redesign our systems and processes to improve timeliness and quality of services on a continuous basis. This emphasis on continuous improvement is understood by those in the private sector to require "continuous learning" on the part of their employees. In government, the rhetoric of continuous improvement rarely goes so far as to recognize that for any public agency to improve, the people in that organization must learn *how to improve*.

In business, the importance of training is obvious. Training improves productivity, which improves profitability. So every manager in the firm understands the importance of educating the firm's workers. Consequently, businesses continuously invest in training. Moreover, firms not only invest in the out-of-pocket costs, but are also quite willing to invest in the "opportunity costs" of their workers' time. But despite all of the campaign rhetoric about making government more businesslike, government rarely invests a fraction of what business does in the skills of its workers. In government, unfortunately, training is too often considered a "frill."

The culture of continuous improvement requires support. If we are to ask our workforce to change the way they do their work, we must support their efforts to make those changes by making sure they have the tools with which to make those changes. This involves learning new skills, applying those skills at the job site, and helping our managers move from the old paradigm of "command and control" to "coach and facilitate".

In June of this year, the RESULTS Design Team is scheduled to deliver to the RESULTS Steering Committee a strategic implementation plan for operationalizing the concepts and theories of quality management and continuous quality improvement within the organizational culture of Multnomah County. Part of this plan will address the need to provide training in new skills and new knowledge. Without this new knowledge, and the support of management to use this new knowledge to change the way work is done, RESULTS becomes only empty rhetoric. We are at a critical point where we must invest in our employees and our managers if we are to keep up the momentum of our quality initiative. The Board of

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County Commissioners has already approved the first steps in this investment plan by approving the reclassification of an Employee Services Specialist 1 to the Training Administrator position. A national search is underway to fill this critical position.

Major Alternatives:

- Set aside funds to begin to implement the training plan component of the RESULTS Implementation Plan. The funding should be sufficient to begin the training effort across all County departments. Increase a half time clerk to full time in order to accommodate the expanded training programs.
- Set aside only a lesser amount of funding, with the intention of moving more gradually to train the County workforce. Under this scenario, we would be making only a portion of the County organization part of the transformation effort. This could create a feeling of "haves" and "have nots" within the organization, with some departments learning new tools and techniques and others being left out of the new knowledge. Cross-departmental teams will find it difficult to work together in this environment.
- Provide no increase in training investments. Ask the workforce to make the changes without providing them with the tools to do that work. Without the guidance and skills necessary to create change in the organization, change becomes only a word, with no action making it a reality. This would surely lead to a massive failure of the RESULTS effort, breeding ever-increasing levels of cynicism among the workforce.

Board Action:

Approve an expanded training program of \$297,376 to make the needed investments in our workforce so they can achieve the goals for excellence in government that is implicit in the RESULTS initiative.

2. Indirect Costs

Multnomah County receives about forty percent of its revenues in the form of dedicated funds transferred in trust for specific purposes. Handling this money, administering the programs it pays for, and reporting to the funding providers in ways that they define, constitute a major portion of the administrative burden carried by County management and support staff.

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The Federal government permits local governments to charge against grant revenues an "indirect cost" recovery intended to offset the cost of overhead associated with those grants, both in central support functions and within departments. This recovery is a rate negotiated annually with the Federal government and duly charged to all dedicated funding sources. In 1995-96, indirect cost charges total approximately \$12.5 million. This represents the share of County administration and support functions that are required to handle these dedicated programs.

The Board's policy is "to recover from dedicated revenue sources the full cost of programs supported by those sources. The full cost includes the appropriate proportionate share of the cost of County overhead functions that is attributable to programs funded with dedicated revenues. The exception to the above policy is when the grantor agency does not allow the grantee to charge indirect costs or only allows a set indirect cost rate. The Board will have the final authority to accept a grant that does not allow the recovery of all or part of the indirect charge."

The County has long followed the practice of paying for the indirect costs in many grants using local taxpayer dollars. In 1995-96, almost \$5.5 million of indirect costs are covered by General Fund support. This may not conflict with the policy; many of the grants in question limit their indirect cost payments or deny them. However, the amount of local General Fund support of these functions is very high.

Major Alternatives:

Continue to support programs funded by other governments using local dollars. This permits more outside revenues to buy direct services, thereby increasing the impact of the programs funded with dedicated revenues. On the other hand, it ties up money, over which local officials have discretion, in administrative support functions rather than allowing those resources to be directed as the Board of Commissioners might choose.

Charge the full allowable indirect cost rate to grants, reallocate the local dollars freed up by doing so to programs the Board of Commissioners believe are the highest priority. Increasing local control over these resources could have negative impacts on outside funding, reducing the amount of money other governments will direct through Multnomah County, and perhaps resulting in a lower service level to local citizens.

Management Support Services

Nondepartmental

Board Action:

Begin a complete review of indirect cost charges. Departments will identify funding sources that do not pay overhead charges. The Board will be asked whether to enter into negotiations with those providers to secure adequate funding for the County's support requirements resulting from operating these programs. The Board will then be asked to decide on a case by case basis whether to continue to accept responsibility for programs that do not cover their overhead requirements.

Management Support Services

Finance

Nondepartmental

Description

The Finance Division is a support center that provides professional financial services in an efficient manner to enable other County programs to concentrate on services. The Finance Division is responsible for providing central financial functions in an accurate and timely manner, paying the County's bills, maintaining and recording accounting transactions, collecting all money due in a timely manner, managing cash, the investment portfolio and debt issues, issuing payroll checks and providing required reports to all internal and external users, and ensuring that fiduciary money is safeguarded. The division produces payments to vendors, bills and collects for services, prepares grant and monthly financial reports, produces and publishes the Comprehensive Annual Financial Report (CAFR), develops and maintains financial internal control policies and procedures, ensures adherence to all federal and IRS regulations, state statutes and County resolutions and orders. The Finance Division trains and provides support in all areas of fiduciary responsibility, including financial services, cash handling, time entry and employee information; and actively seeks ways in which efficiencies can be implemented throughout the County.

Action Plan

- By June 30, 1996, have a comprehensive training and communication program developed to provide training to the Finance Division's internal customers.
- By June 30, 1996, implement the on-line LGFS version 14 (Local Government Financial System) and extended purchasing system to be used by all County departments. This will allow decentralized purchase order and payment processing and uploading/downloading of financial information from mainframe to personal computers.
- By June 30, 1996, the M/WBE Disparity Study will be completed and findings and recommendations will be incorporated into our procurement processes.
- By November 30, 1995, the LGFS account code structure will be revised for use with the 1996-97 budget.

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

Data Analyst added to provide technical support to Ford Building LAN
(Position is shared with Facilities Management and was added under the constraint amount)

FTE's

0.50

Amount

\$22,554

Finance

Management Support Services

Nondepartmental

Budget Trends

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	50.50	51.50	51.50	52.00	0.50
Personal Services	\$2,205,618	\$2,302,940	\$2,408,303	\$2,446,579	\$38,276
Contractual Services	202,054	240,751	240,751	214,450	(26,301)
Materials & Supplies	213,035	430,683	430,683	463,787	33,104
Capital Outlay	<u>41,230</u>	<u>23,500</u>	<u>23,500</u>	<u>13,500</u>	<u>(10,000)</u>
Total Costs	\$2,661,937	\$2,997,874	\$3,103,237	\$3,138,316	\$35,079
Program Revenues	\$172,418	\$245,526	\$331,322	\$284,156	(\$47,166)
General Fund Support	\$2,489,519	\$2,752,348	\$2,771,915	\$2,854,160	\$82,245

Costs by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Finance Director's Office	\$257,084	\$424,237	\$365,677	(\$58,560)
Accounting	777,630	908,835	912,117	3,282
Treasury	373,411	350,081	476,803	126,722
Payroll	218,222	262,113	278,404	16,291
Purchasing	823,423	899,402	848,699	(50,703)
Warehousing and Distribution	<u>212,167</u>	<u>258,569</u>	<u>256,616</u>	<u>(1,953)</u>
Total Costs	\$2,661,937	\$3,103,237	\$3,138,316	\$35,079

Staffing by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Finance Director's Office	3.00	5.00	3.50	(1.50)
Accounting	15.50	16.50	16.50	0.00
Treasury	6.00	4.00	6.00	2.00
Payroll	5.00	5.00	5.00	0.00
Purchasing	16.00	16.00	16.00	0.00
Warehousing and Distribution	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>
Total Staffing FTE's	50.50	51.50	52.00	0.50

1995-96 Adopted Budget

Finance Director's Office

Finance
Nondepartmental

Description

It is the Finance Director's Office mission to provide professional financial services to all users, and provide functional and primary support that will enable and empower all sections reporting to the Finance Director. Finance Administration is responsible for Finance Division budget coordination; Finance contract and expense approval; providing financial assistance to the Board of County Commissioners and all County departments; establishing financing for capital acquisitions; and seeking and recommending effective intergovernmental relations in the areas of education, shared data bases and records, and reduction of duplication.

During the fiscal year, Multnomah County Business Income Tax was transferred to the Treasury section in Finance. The Senior Fiscal Specialist was reassigned to coordinate training to internal users of the County's financial system.

Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	3.00	5.00	3.50	(1.50)
Program Costs	\$257,084	\$424,237	\$365,677	(\$58,560)
Program Revenues	\$30,534	\$61,220	\$54,210	(\$7,010)
General Fund Support	\$226,550	\$363,017	\$311,467	(\$51,550)

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Data Analyst added to provide technical support to Ford Building LAN	0.50	\$ 22,554
Fiscal Specialist I transferred to Treasury Section	(1.0)	(\$39,582)
Fiscal Specialist II transferred to Treasury Section	(1.0)	(\$50,795)

1995-96 Adopted Budget

Accounting

Finance Nondepartmental

Description

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

The accounting unit processed 121,234 payment vouchers in FY 1993/94 compared to 117,906 in FY 1992/93, 47,803 journal vouchers in FY 1993/94 compared to 44,116 in FY 1992/93, and 7,630 cash receipts in FY 1993/94 compared to 7,490 in FY 1992/93.

Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	15.50	16.50	16.50	0.00
Program Costs	\$777,630	\$908,835	\$912,117	\$3,282
Program Revenues	\$45,879	\$91,631	\$75,645	(\$15,985)
General Fund Support	\$731,751	\$817,204	\$836,472	\$19,267

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Key Results				
Number of audit adjustments	4	0	0	0
Percent of satisfied customers	95%	90%	90%	95%
Number of incidents of non-compliance with Audit of Oregon Municipalities minimum standards	9	5	5	5

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

No significant changes

Treasury

Finance Nondepartmental

Description

The mission of the Treasury Section is to provide professional centralized treasury management services to all County units, other governmental units and constituents. It is responsible for cash assets and management, investment portfolio, financing capital acquisitions and on-going debt management, establishing and maintaining quality relationships with the financial community, administering Multnomah County Business Income Tax and providing mandated trust and fiduciary responsibilities. Treasury is the repository for all cash transactions; safeguards cash assets; maximizes the return on investments; maintains quality financial systems; provides internal control policies and procedures for cash handling, including training for cash handlers County-wide; provides accurate and timely financial information.

In FY 93/94, the Treasury Section processed \$4.7 billion in cash transactions in the county's bank accounts, managed trust and fiduciary accounts with a balance of \$5 million, managed an investment portfolio that averaged \$98 million (peaking at \$428 million during the November tax collection period), issued \$33.5 million in debt financing and managed 9,435 accounts for Community Corrections.

Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	6.00	4.00	6.00	2.00
Program Costs	\$373,411	\$350,081	\$476,803	\$126,722
Program Revenues	\$22,031	\$35,296	\$39,543	\$4,247
General Fund Support	\$351,380	\$314,785	\$437,260	\$122,475

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Key Results				
Return on investment compared to the Treasury Bill Yield and State Pool Yield				
County	3.44%	5.50%	3.50%	6.0%
T-Bill	3.24%	5.50%	3.25%	5.9%
State	3.64%	5.25%	3.95%	6.0%
Long-Term Obligations Bond Rating	Aa1	Aa1	Aaa	Aa1
Short-Term Note Rating	MIG 1	MIG 1	MIG 1	MIG 1

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Fiscal Specialist II transferred from Administration	1.00	\$50,795
Fiscal Specialist I transferred from Finance Directors Office	1.00	\$39,582

1995-96 Adopted Budget

Payroll

Finance
Nondepartmental

Description

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

Payroll maintains a data base containing information on nearly 8,000 permanent and temporary employees, produces over 115,000 payments to employees in FY 1993/94 compared to 110,000 in FY 1992/93, and in FY 93/94 paid over \$125 million in gross wages compared to \$114 million in FY 1992/93.

Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	5.00	5.00	5.00	0.00
Program Costs	\$218,222	\$262,113	\$278,404	\$16,291
Program Revenues	\$12,875	\$26,427	\$23,089	(\$3,338)
General Fund Support	\$205,347	\$235,686	\$255,315	\$19,629

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Key Results				
Percent of satisfied customers	94%	90%	90%	95%
Dollar amount of penalties	0	0	0	0
Number of penalties	0	0	0	0

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

No significant changes

1995-96 Adopted Budget

Purchasing

Finance
Nondepartmental

Description

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

The Minority/Women (M/WBE) Disparity Study will require documentation and monitoring of race and gender neutral efforts to increase M/WBE participation and tracking statistical data.

Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	16.00	16.00	16.00	0.00
Program Costs	\$823,423	\$899,402	\$848,699	(\$50,703)
Program Revenues	\$48,581	\$90,679	\$70,386	(\$20,294)
General Fund Support	\$774,842	\$808,723	\$778,313	(\$30,409)

	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
Key Results				
Percent of customers satisfied	62%	70%	95%	80%
Percent of purchases from MBE/WBE contractors	5.3%	6%	6%	6%
Percent of contracts routed through purchasing within 5 business days	94%	83%	95%	97%
Cost per dollar purchased	\$.0137	\$.0122	\$.0156	\$.0122

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Addition of Office Assistant Senior	1.00	\$39,726
Deletion of Purchasing Manager	(1.00)	(\$80,543)
Temporary help for disparity study		\$33,026

1995-96 Adopted Budget

Central Stores

Finance
Nondepartmental

Description

Central Stores provides commonly used supplies and equipment to County and other governmental agencies and is responsible for the County's surplus property. It purchases food, office, medical and janitorial supplies and equipment to maximize volume savings and convenience to County customers. Warehousing and Distribution assures accountability for the receipt, storage and distribution of all inventory purchased or owned by the County and for the redistribution or disposal of all surplus or obsolete materials and equipment using methods that are financially advantageous to the County.

Central Stores is reorganizing in FY 1995-96. Final plans are not known at this time.

Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	5.00	5.00	5.00	0.00
Program Costs	\$212,167	\$258,569	\$256,616	(\$1,953)
Program Revenues	\$12,518	\$26,069	\$21,282	(\$4,787)
General Fund Support	\$199,649	\$232,500	\$235,334	\$2,834

	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
<u>Key Results</u>				
Percent of surplus property reused	35%	30%	35%	40%

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

	<u>Amount</u>
Reclassification of Operations Administrator to Central Stores Supervisor	\$1,589

Employee Services

Management Support Services

Nondepartmental

Description

The Employee Services Division provides managers, employees, and job applicants with professional human resource services which attract, retain, and develop an effective workforce that achieves the County's goals. The Division is responsible for delivery of professional services to all County managers and employees in the areas of personnel, training, and employee benefits. The Division recruits and selects candidates for employment, classifies positions, administers a civil service system, designs and recommends a compensation system, provides consultation to managers, provides word processing services to a defined customer base, trains managers and employees, administers employee incentives, designs and delivers employee benefit programs, promotes employee health, maintains employee records, and prepares reports for managers, employees, and other governments.

Division services are designed to be in compliance with the norms of the human resource profession and government regulations. Increasing government regulation has caused, and is expected to continue causing greater complexity in our operations.

Action Plan

- Implement the second year of the exempt pay ordinance, including establishment of accountability for all managers, and payment for results obtained.
- Develop and implement a County training policy and programs to support the strategic plan adopted by the RESULTS steering committee.
- Develop an improved process for communicating human resource policies and procedures to managers and supervisors by January, 1996, in order to support their ability to implement such policies in a time efficient, cost effective and consistent manner.
- Initiate a process to review and improve all Divisional service delivery systems. For the Recruitment (civil service, outreach, selection, etc.) and Classification systems, complete the review and begin improvement implementation by April, 1996.

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
RESULTS Training for the County	0.50	\$297,376
LAN Coordinator for the Portland Building	1.00	\$63,561

Management Support Services

Employee Services Nondepartmental

Budget Trends

	1993-94 <u>Actual</u>	1994-95 <u>Current Estimate</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	20.53	20.53	20.53	22.03	1.50
Personal Services	\$953,252	\$1,026,315	\$1,051,231	\$1,170,392	\$119,161
Contractual Services	727,590	410,600	409,281	654,995	245,714
Materials & Supplies	14,243,791	17,749,281	17,720,429	17,424,329	(296,100)
Capital Outlay	11,846	11,371	14,835	16,248	1,413
Total Costs	\$15,936,479	\$19,197,567	\$19,195,776	\$19,265,964	\$70,188
Program Revenues	\$15,083,255	\$18,190,288	\$18,199,497	\$17,879,922	(\$319,575)
General Fund Support	\$853,224	\$1,007,279	\$996,279	\$1,386,042	\$389,763

Costs by Program

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Employee Services Dir & Word Processing	\$113,466	\$203,967	\$327,178	\$123,211
Personnel	644,387	620,529	587,060	(33,469)
Training	95,371	171,783	482,716	310,933
Health and Benefits	15,083,255	18,199,497	17,869,010	(330,487)
Total Costs	\$15,936,479	\$19,195,776	\$19,265,964	\$70,188

Staffing by Program

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Employee Services Dir & Word Processing	3.00	4.00	5.00	1.00
Personnel	11.03	9.53	9.53	0.00
Training	1.50	1.50	2.00	0.50
Health and Benefits	5.00	5.50	5.50	0.00
Total Staffing FTE's	20.53	20.53	22.03	1.50

1995-96 Adopted Budget

Div. Director & Word Processing

Employee Services

Nondepartmental

Description

The Division Director plans, directs, and coordinates the programs of the Employee Services Division, including employee development training, special assignments in the RESULTS campaign, benefits, health promotion, personnel, classification, compensation, organizational development, and human resource policy development. The Director is responsible for advising the Chair on human resource matters, delivering satisfying service to Division customers, and pursuing opportunities for intergovernmental cooperation.

Word Processing provides information processing services to all Management Support Services staff, and to all other County units not otherwise supported. Word Processing is responsible for the quick turnaround of neatly typed and proofread material. The operators receive input from handwritten and electronic sources, and output finished copy from their PC's to various printers on our local area network.

Word Processing responds to employees' correspondence and report needs by processing 7,000 completed work orders annually, of which 33% are "rush" work orders delivered within four hours. Text pages have grown from 61,785 in 1991, to 75,375 1994, for a 22% increase in three years.

Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	3.00	4.00	5.00	1.00
Program Costs	\$113,466	\$203,967	\$327,178	\$123,211
Program Revenues	\$0	\$0	\$0	\$0
General Fund Support	\$113,466	\$203,967	\$327,178	\$123,211

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Key Results				
Customer service average rating (5 point scale)	4.92	4.88	4.00	4.90
Percent of rush orders completed within 4 hours	98%	98%	95%	98%
Document count per Word Processing Operator	2,663	2,200	2,333	2,200

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
LAN Coordinator for the Portland Building	1.00	\$63,561
Building Management budget is moved here from Personnel		\$57,690

1995-96 Adopted Budget

Personnel

Employee Services

Nondepartmental

Description

Personnel Services provides County management, employees, and job applicants with services which attract, retain, and develop an effective work force that achieves the County's goals. Personnel Services is responsible for recruiting and selecting employees, maintaining a classification system, developing and recommending compensation, providing professional consultation to employees, maintaining personnel records, and producing personnel reports. Typical activities include civil service exams, salary surveys, regression analysis of pay trends, classification studies, organizational development, counseling, and government compliance reports.

Personnel Services annually receives 10,000 employment applications, certifies 500 eligible lists, and makes pay recommendations which affect approximately 33% of all County expenditures. As the number of County employees has risen from 2,624 FTE in FY 81 to 3,718 in FY 95 and the personnel professional staff has declined from 9 to 7 in the same time, we have become the leanest general purpose government personnel staff in the metro region.

Local discretion is limited by constantly increasing regulations, including federal and state law, administrative rules, case law, County Charter and ordinances, and labor contracts.

Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	11.03	9.53	9.53	0.00
Program Costs	\$644,387	\$620,529	\$587,060	(\$33,469)
Program Revenues	\$0	\$0	\$0	\$0
General Fund Support	\$644,387	\$620,529	\$587,060	(\$33,469)

	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
Key Results				
Customer service average rating (5 point scale)	NA	3.5	3.5	3.6
Percent of eligible lists delivered within 4 weeks	56.4%	57.0%	60.0%	60.0%
Percent of minority applicants	20.3%	20.8%	17.0%	21.0%

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

Building Management is moved to Div. Director & Word Processing

Amount
\$57,690

1995-96 Adopted Budget

Training

Employee Services

Nondepartmental

Description

The mission of the Training Section is to design and deliver courses which meet those employee learning needs that cut across Department lines. We currently offer 19 courses in various aspects of management, clerical, and technical training, and will introduce in 1995-96 a training plan and quality improvement training to support the RESULTS Campaign's strategic plan. Training staff support these classes by surveying learning needs, publicizing offerings, recruiting trainers, and scheduling students. Additionally, they administer the Employee Service Award Program and Tri-Met Bus Program.

Approximately 1,399 students will be trained in 1995-96, 499 employees will receive service awards, and approximately 90 exempt employees will participate each month in the Tri-Met Bus Pass Program. These programs are expected to continue at about the same level, unless more resources are committed for additional training.

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

In March, 1994, the Board approved the reclassification of an Employee Services Specialist 1 to Training Coordinator and the addition of 0.50 FTE Office Assistant 2 effective June 1, 1995 for RESULTS training.

Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	1.50	1.50	2.00	0.50
Program Costs	\$95,371	\$171,783	\$482,716	\$310,933
Program Revenues	\$0	\$0	\$10,912	\$10,912
General Fund Support	\$95,371	\$171,783	\$471,804	\$300,021

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Key Results				
Student evaluation of Cultural Diversity course (5 point scale)	NA	4.11	4.00	4.10
Student evaluation of other courses (7 point scale)	NA	5.90	5.75	6.00
Service award timeliness	93%	97%	97%	97%
Training capacity usage	NA	70%	75%	75%

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

RESULTS Training for the County

FTE's

0.50

Amount

\$297,376

1995-96 Adopted Budget

Employee Services

Health and Benefits

Nondepartmental

Description

Health and Benefits is responsible for the management of the health and welfare programs for about 3,500 Multnomah County employees and their families, including medical, vision, and dental insurance, life and disability insurance, employee assistance (counseling services), employee health promotion, child care resource and referral, child care and health care expense reimbursement plans, new employee orientation, and HIV/AIDS mandated training. The program also administers medical/vision, dental, and life insurance benefits for retirees. Health and Benefits prepares and monitors service contracts with health plan and program providers; plans and delivers health enhancing classes and activities; develops and implements benefit plan design improvements and modifications; develops health-related policy and procedures; delivers group training and presentations including new employee orientation and open enrollment; maintains benefit records and files; prepares employee education and benefit communication materials; and processes insurance billings.

New and proposed federal legislation including OBRA '93, the Family and Medical Leave Act 1993 and the Clinton health plan contribute to increased complexities in this area and have increased the demand for our services.

Benefit design and administration is subject to compliance with federal and state laws and regulations, as well as terms of County ordinances and labor agreements.

Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	5.00	5.50	5.50	0.00
Program Costs	\$15,083,255	\$18,199,497	\$17,869,010	(\$330,487)
Program Revenues	\$15,083,255	\$18,199,497	\$17,869,010	(\$330,487)
General Fund Support	\$0	\$0	\$0	\$0

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Participation rate in Health Promotion programs	NA	40%	40%	40%
Customer service rating	4.4	4.0	3.5	4.2
Cost as a percent of average government health plan cost	86.3%	90%	94%	90%
Cost as a percent of average responding employer health plan cost	96.3%	96%	94%	96%

Significant Changes - Revenues

Reduction in service reimbursement for insurance due mainly to Kaiser rate reduction

Amount
(\$330,487)

Significant Changes - Expenditures

Reduction in Claims Paid/Insurance due mainly to Kaiser rate reduction of about 7%

FTE's
0.00
Amount
(\$330,487)

1995-96 Adopted Budget

Management Support Services

Labor Relations

Nondepartmental

Description

The mission of the Labor Relations Division is to effectively negotiate and administer the County's collective bargaining agreements. The Division is currently responsible for nine collective bargaining agreements. Tasks performed include technical contractual research, contract drafting, negotiations, contract interpretation, grievance handling, and interest and grievance arbitration.

The requirements of the program have been increasing due to both the substantial increase in the numbers of represented employees and the recent addition of another bargaining unit.

This program is designed to meet the legal requirements of the Public Employees Collective Bargaining Act to engage in good faith bargaining with the County's Collective Bargaining Agents and to comply with the terms of the resulting agreements.

Action Plan

- Negotiate Multnomah County Prosecuting Attorneys Association (MCPAA) Collective Bargaining Agreement.
- Train County Managers in negotiation techniques
- Develop and implement a training course in Management of Substandard Performance for the Office of the Sheriff
- Begin process of full contract review of pay, benefits, and work practice provisions of Collective Bargaining Agreements

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

Elimination of 1 FTE Labor Relations Specialist, and associated costs

FTE's
(1.00)

Amount
(\$48,018)

Nondepartmental

Management Support Services

Risk Management

Nondepartmental

Description

The Risk Management Division's purpose is to protect the human, physical, and financial assets of the County. We are responsible for identification of potential causes of loss; training, consultation, and policy recommendations to prevent losses; purchase of insurance (excluding that provided by the Employee Health and Benefit Program); and management of the Workers' Compensation program. We provide technical assistance and training in loss prevention, including health and safety assessments; manage the workers' compensation and return to work programs; determine the need for and negotiate insurance coverage; develop County policies and procedures to reduce risk.

State and federal laws on workers' safety, workers' compensation, employment and environmental protection limit the County's discretion. Insurance coverage may be limited by market conditions.

Action Plan

- Implement second phase of workers' compensation claims administration improvement project, by July 1, 1996.
- Develop and implement communication and education plan for County departments/divisions about risk management issues.
- Develop Risk Management training modules to include in the County's management training core curriculum.

Significant Changes - Revenues

Service Reimbursement for Liability and Workers Compensation, allocation of BWC and Interest

Amount

\$255,419

Significant Changes - Expenditures

Claims Paid increase due to adjustments to allocation of Liability and Workers Compensation revenues, and resources from BWC and interest.
Professional Services increase for on-site workers' compensation claims administration

FTE's

0.00

Amount

\$199,889

\$90,000

Management Support Services

Risk Management Nondepartmental

Budget Trends

	1993-94	1994-95	1994-95	1995-96	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	6.00	4.00	4.00	4.00	0.00
Personal Services	\$432,834	\$360,000	\$424,906	\$413,500	(\$11,406)
Contractual Services	202,481	229,000	229,000	373,000	144,000
Materials & Supplies	3,142,345	3,607,000	2,482,947	2,666,786	183,839
Capital Outlay	<u>1,350</u>	<u>8,000</u>	<u>19,200</u>	<u>16,000</u>	<u>(3,200)</u>
Total Costs	\$3,779,010	\$4,204,000	\$3,156,053	\$3,469,286	\$313,233
Program Revenues	\$3,779,010	\$4,204,000	\$3,156,053	\$3,469,286	\$313,233
General Fund Support	\$0	\$0	\$0	\$0	\$0

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
<u>Key Results</u>				
Frequency of workers' compensation claims per 100 FTEs	9.2	9.0	9.0	9.0
Number of work days lost per 100 FTEs	18	40	19	20
Quarterly Training Capacity Usage	NA	85%	75%	80%
Percent of employees eligible for loss control training who receive it	NA	NA	50%	25%

Costs by Program

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Risk Management	\$3,779,010	\$3,156,053	\$3,469,286	\$313,233

Staffing by Program

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Risk Management	6.00	4.00	4.00	0.00

1995-96 Adopted Budget

Management Support Services

Budget & Quality

Nondepartmental

Description

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

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

Budget preparation involves roughly 350 employees. As the County moves toward more sophisticated budget processes and performance measurement, more employees will be involved in performing more complex tasks and the workload of the division will tend to increase.

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

Action Plan

- Provide leadership to a county-wide team that will look into the feasibility and desirability of moving to a two-year budgeting process.
- Provide leadership to a county-wide team that will look at the current budget preparation system and determine if modifications need to take place to it.
- Participate on the RESULTS Design Team in preparing an organizational implementation plan for bringing the tools and techniques of quality management into the culture of Multnomah County.
- Provide internal consulting to departments in the areas of grants development and the use of quality tools and techniques -- including systems of gathering, analyzing and disseminating information on performance.

Significant Changes - Revenues

Strategic Investment Application Fee
Beginning Working Capital

Amount
\$20,000
\$32,652

Significant Changes - Expenditures

Carryover on-line policies and procedures
Carryover computer equipment
Carryover sex-offender program evaluation
Professional Services for consultation in reviewing applications and negotiating contracts under the Strategic Investment Plan

FTE's **Amount**
\$20,000
\$12,034
\$12,652
\$20,000

1995-96 Adopted Budget

Management Support Services

Budget & Quality

Nondepartmental

Budget Trends

	<u>1993-94 Actual</u>	<u>1994-95 Current Estimate</u>	<u>1994-95 Adopted Budget</u>	<u>1995-96 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	9.00	11.00	11.00	11.00	0.00
Personal Services	\$457,573	\$574,298	\$657,630	\$665,750	\$8,120
Contractual Services	8,590	13,152	13,152	34,252	21,100
Materials & Supplies	49,719	132,745	104,367	138,121	33,754
Capital Outlay	<u>6,824</u>	<u>35,000</u>	<u>10,300</u>	<u>17,334</u>	<u>7,034</u>
Total Costs	\$522,706	\$755,195	\$785,449	\$855,457	\$70,008
Program Revenues	\$0	\$0	\$0	\$52,652	\$52,652
General Fund Support	\$522,706	\$755,195	\$785,449	\$802,805	\$17,356

Key Results

	<u>1993-94 Actual</u>	<u>1994-95 Estimated</u>	<u>1994-95 Adopted</u>	<u>1995-96 Projected</u>
Accuracy of revenue projection	-1.53%	-1.75%	±2.00%	±2.00%
Accuracy of spending projection	-1.50%	±2.00%	±2.00%	±2.00%

Costs by Program

	<u>1993-94 Actual</u>	<u>1994-95 Adopted Budget</u>	<u>1995-96 Adopted Budget</u>	<u>Difference</u>
Budget and Quality	\$522,706	\$785,449	\$855,457	\$70,008

Staffing by Program

	<u>1993-94 Actual</u>	<u>1994-95 Adopted Budget</u>	<u>1995-96 Adopted Budget</u>	<u>Difference</u>
Budget and Quality	9.00	11.00	11.00	0.00

1995-96 Adopted Budget

Management Support Services

Affirmative Action

Nondepartmental

Description

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

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

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

Action Plan

- Collaborate with the Employee Services Division on conducting semi-annual exit surveys designed to measure employee's opinions and attitudes on terminating employment.
- Actively recruit from "underutilized groups", on an ongoing basis, job candidates for open County positions (report progress annually).
- Institute the Criterion Affirmative Action Monitoring System (CAAMS) to provide quarterly monitoring reports, and annual affirmative action statistical adjustments designed to measure the effectiveness of the program.
- Review and report quarterly ADA Transition Plan Compliance (report to include total number of facilities needing modification vs. the number of facility projects started and completed).
- Design, develop and implement mediation/conflict resolution processes for dispute resolution. (Measure the effectiveness of this model vs. informal complaints procedures by June, 1996.)

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

No significant changes

Management Support Services

Affirmative Action Nondepartmental

Budget Trends

	1993-94 Actual	1994-95 Current Estimate	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	3.00	3.50	3.50	3.50	0.00
Personal Services	\$140,579	\$185,504	\$185,504	\$195,359	\$9,855
Contractual Services	4,511	3,040	3,040	1,500	(1,540)
Materials & Supplies	16,921	16,550	16,550	18,090	1,540
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$162,011	\$205,094	\$205,094	\$214,949	\$9,855
Program Revenues	\$0	\$0	\$0	\$0	\$0
General Fund Support	\$162,011	\$205,094	\$205,094	\$214,949	\$9,855

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Minority employees as percent of Portland MSA availability	98.00%	98.80%	98.80%	100%
Females in protected services category as percent of workforce availability	93.00%	93.80%	93.80%	96.0%
Percent of affirmative action plan implemented to date	85.0%	70.00%	70.00%	100%

Costs by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Affirmative Action	\$162,011	\$205,094	\$214,949	\$9,855

Staffing by Program

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Affirmative Action	3.00	3.50	3.50	0.00

1995-96 Adopted Budget

County Counsel

Management Support Services

Nondepartmental

Description

The office of County Counsel provides legal services to all elected officials and other County employees. Legal services include rendering legal advice and opinions, drafting and approving legal documents, representing the County, its officials and employees in all court and administrative proceedings, and in general reviewing all legal aspects of County government operations.

Legal services are provided to insure compliance with state and federal legal requirements for conduct of governmental affairs as well as the County charter and regulations, to defend against claims against the County to reduce the cost of operations, and to enforce compliance with County law. New legal mandates, such as the ADA, Family Leave Law and the Oregon Health Plan, add complexity to the legal environment and increase the demand for legal services. The changing structure and modes of government (e.g. entrepreneurial initiatives) also will increase the need for legal services.

Action Plan

- By February, 1996, develop a plan to expand staff use of computer hardware and software in providing legal services and tracking/allocating office resources.
- Developing a plan for systematizing and expediting the contract review process. County Counsel reviews thousands of contracts annually. Much of this function can be made routine by using standardized provisions.

Significant Changes - Revenues

Increase in Beginning Working Capital for computer equipment

Amount

\$55,000

Significant Changes - Expenditures

Computer Equipment

FTE's

Amount

\$55,000

Management Support Services
Nondepartmental

Budget Trends

<u>Budget Trends</u>	1993-94	1994-95	1994-95	1995-96	
	<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	16.00	17.00	17.00	17.00	0.00
Personal Services	\$962,697	\$1,038,353	\$1,062,023	\$1,115,636	\$53,613
Contractual Services	10,189	16,451	29,400	19,400	(10,000)
Materials & Supplies	48,985	201,694	207,358	178,796	(28,562)
Capital Outlay	<u>6,399</u>	<u>8,850</u>	<u>8,850</u>	<u>55,000</u>	<u>46,150</u>
Total Costs	\$1,028,270	\$1,265,348	\$1,307,631	\$1,368,832	\$61,201
Program Revenues	\$471,489	\$633,239	\$657,216	\$737,748	\$80,532
General Fund Support	\$556,781	\$632,109	\$650,415	\$631,084	(\$19,331)

Key Results

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Key Results				
Percent of requested legal training from County clients provided	NA	75%	65%	75%

Costs by Program

<u>Costs by Program</u>	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
County Counsel	\$1,028,270	\$1,307,631	\$1,368,832	\$61,201

Staffing by Program

<u>Staffing by Program</u>	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
County Counsel	16.00	17.00	17.00	0.00

1995-96 Adopted Budget

Management Support Services

Emergency Management Nondepartmental

Description

Emergency Management is responsible for the organization, administration and operation of the emergency management and hazardous materials response programs. The Emergency Management Program coordinates the performance of essential and emergency services for the public's benefit prior to, during, and following an emergency. The Office performs activities necessary to provide, support and maintain an emergency services system to prevent or reduce the impact of emergency conditions which includes the coordinating development of plans, procedures, policies; fiscal management; maintenance of an emergency operating facility; coordination with agencies and organizations; provide a coordinated communications, 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 development and implementation of exercises. The Office also provides the equivalent of one FTE as a team member to the joint Multnomah County /Gresham Oregon Hazardous Material Response Team #3.

Each county shall, each city may, have an emergency management agency (ORS 401.305). If cities do not establish an agency, it is the responsibility of the County to provide emergency management activities countywide to include all cities and special districts.

Action Plan

- Meet State guidelines for preparing Multnomah County departments and agencies to respond to and recover from a major emergency.
- Prepare the community to deal with emergencies by promoting on-going self-help programs and public education information.
- Participate in annual regional planning to deal with emergencies that cross County boundaries.

Significant Changes - Revenues

No significant changes

Significant Changes - Expenditures

No significant changes

Management Support Services Emergency Management Nondepartmental

Budget Trends

	<u>1993-94 Actual</u>	<u>1994-95 Current Estimate</u>	<u>1994-95 Adopted Budget</u>	<u>1995-96 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	3.00	3.00	3.00	3.00	0.00
Personal Services	\$134,714	\$149,593	\$149,593	\$154,248	\$4,655
Contractual Services	2,420	1,881	0	0	0
Materials & Supplies	21,570	51,563	54,089	43,139	(10,950)
Capital Outlay	<u>3,713</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$162,417	\$203,037	\$203,682	\$197,387	(\$6,295)
Program Revenues	\$61,445	\$70,171	\$70,043	\$63,748	(\$6,295)
General Fund Support	\$100,972	\$132,866	\$133,639	\$133,639	\$0

Key Results

	<u>1993-94 Actual</u>	<u>1994-95 Estimated</u>	<u>1994-95 Adopted</u>	<u>1995-96 Projected</u>
Number of planning guidelines completed annually	6	13	13	12
Accumulative percentage of personnel trained in the Intro to Incident Command System to date	75%	100%	100%	100%
Number of exercises or exercise credits	1	1	1	1

Costs by Program

	<u>1993-94 Actual</u>	<u>1994-95 Adopted Budget</u>	<u>1995-96 Adopted Budget</u>	<u>Difference</u>
Emergency Management	\$162,417	\$203,682	\$197,387	(\$6,295)

Staffing by Program

	<u>1993-94 Actual</u>	<u>1994-95 Adopted Budget</u>	<u>1995-96 Adopted Budget</u>	<u>Difference</u>
Emergency Management	3.00	3.00	3.00	0.00

1995-96 Adopted Budget