Clackamas County Board of Commissioners
Planning Meeting

Wednesday October 19, 2011 @ 9:00-11:00

DSB 120

Attending: CL, JB, JD, AL, PS, SW, TF

9:00 **Budget Committee Quarterly Meeting**

Paul Sivley, Debra Newton, Frank Magdlen, N. Newton, L. Butman, M. Gonzales, D. Padilla, Peter Moy

Clackamas County's Cost Allocation Plan – Peter Moy, Principal, Financial Consulting Solutions Group

Service Level Agreements - L. Butman   A

Budget to Actual Experience FY10-11 - D. Padilla   B

Future meeting dates - D. Padilla

Misc.

Clackamas County Service Level Agreements

What is an SLA?

A service level agreement (SLA) is a negotiated agreement between two parties where one is the customer and the other is the service provider. This can be a legally binding formal or informal "contract." The SLA records a common understanding about services, priorities, responsibilities, and performance expectations achievable within budget.

General Contents of a Clackamas County SLA

- Summary/Overview of Services
- Parties & Term
- Roles and Responsibilities
  - Service Provider
  - Customer
- Scope of Services
- Services Provided & Service Standards/Performance Measures
- Administration
- Dispute Resolution
- Approvals/Signatures
- Ongoing Performance/Change Documentation

Supplemental Items

Some departments offer the following supplemental items:

- Enhanced Services section in the SLA based on departmental requests
- Inclusion of an organizational chart in the SLA
- Ideas for Cost Savings (separate integrated document)
- Service Catalog

Sample Attachments

The following pages include:

- Sample pages from the County's Finance and Technology Services SLAs
- Sample page from the Technology Services Service Catalog
- Sample page from Ideas for Cost Savings document

SAMPLE PAGES FROM FINANCE SLA

FY 2010-11 Clackamas County
Service Level Agreement for
Finance Department, Finance Division

Summary:

The Finance Division staff serves the public and internal customers by providing timely and accurate fiscal and debt information, evaluating financial alternatives and coordinating among departments to meet the County's public service goals. The Finance Division provides Accounts Payable and Accounts Receivable, Budget, Grants Accounting, and Payroll services to County departments and component units. There is also an administrative component which coordinates the activities of the four Finance Department Divisions.

I. Parties & Term

Service Provider: Department/Division	
Main Contacts:	**Term:**
Marc Gonzales, Department Director, all functions including Finance Administration *Jason Kirkpatrick, Finance Manager – Accounts Payable and Accounts Receivable* *Diane Padilla, Budget Manager - Budget Management unit* *Aileen Dargatz, Payroll Manager; Vicky Anderson, Payroll Supervisor – Payroll Unit* *Christa Wolfe, Audit Manager- Audit Management and Grants Accounting Unit*	**7/1/2010 – 6/30/2011**
Customer: Department/Division	
Main Contact: *Name, Title*	
It is the mutual intention of the parties to continue and develop this SLA until it is superseded in whole or in part by an improved SLA based on customer need and service performance.	

Service Area/Division

II. Roles & Responsibilities

A.1 Service Provider: Accounts Payable Unit (A/P)

Accounts Payable is responsible for providing County payments to vendors and others to whom funds are owed or promised. Payments may be made via various modes depending on needs of the requesting department and/or the vendor. Records of payments made will be retained along with documentation sufficient to allow for standard audit procedures required under state and federal laws and applicable standards and regulations. Appropriate reporting on tax matters will be performed by this Finance operating unit.

Program administration will be conducted in a professional and timely manner, and be compliant with Oregon Law and Administrative Rules. The following are various services, our time commitments and goals:

Customer:

Departments will communicate any issues, concerns, or complaints directly to Finance Accounts Payable in a timely manner and will work with staff to resolve problems. The service provider team asks that customer departments do the following in support of efficient administration:

- Assign a primary contact
- Provide prompt response to requests for information
- Promptly report any customer service concerns directly to the Department Director

A.2 Scope of Provider Services

A/P staff provides a full range of services associated with Accounts Payable including check issuance and vendor maintenance, reporting and federal and state tax compliance.

A.3 Services Provided & Service Standards/Performance Measures

Service Area: Accounts Payable				
Standard Services Provided:	- Receive and process billings directly from vendors or that have flowed through departments to Finance - Process payments via check or electronic funds transfer - Setup and maintain vendor files and other proper documentation for audit purposes - Process travel and training related payments - Issue appropriate forms (1099, etc.) to payees - Maintain annual records files, spanning two fiscal years - Capture discounts available to County - Respond to requests for information from customer departments - Review and update policies and procedures for efficient operations and reporting - Resolve vendor problems and complaints			
Additional Services Available:	*Special Out of Cycle Checks issued on request*			
Cost Recovery Method:	Cost Allocation System			
Service Standard	**Reporting Frequency**	**Target**	**Actual Result**	**Data Source**
Receive normal invoices, process immediately (daily); issue checks within one week of receipt of invoice and supporting documentation	Weekly	100% Processing of normal invoices each week		
Process Utility and other large company payments on recurring schedule in time to take appropriate discounts and meet deadlines imposed by vendors	As required by vendor	All payments made timely; all applicable discounts taken on behalf of customer		

Prepare and send proper reports on vendor Tax ID #s, Forms 1099, and all other required federal tax reporting	Per Social Security Administration and Internal Revenue Service requirements	100% Accuracy and timely remittance of forms and fees		

CONTACT PEOPLE

Jason Kirkpatrick, Finance Manager, (503) 742-5406;
Jacque Porter, A/P Team Leader, (503) 742-5430

SAMPLE PAGES FROM TECHNOLOGY SERVICES SLA

FY 2011-12 Clackamas County
Service Level Agreement for
Technology Services

Summary:

The Technology Services Department strives provide high quality, innovative, cost-effective technology for citizens, County departments, and County leadership. While it is not possible to know with certainty all of the challenges that the future will bring, one assumption seems certain; today's practices will not be adequate to meet tomorrows needs.

Along with this, we know that while technology is a mission critical component of County business, it is constantly changing. Therefore as Clackamas County is committed to providing high quality public service, we will continually strive to improve. We will accomplish this by providing necessary on-going training; implement and upgrade processes for our computer systems, including software and hardware services, whenever feasible; maintain reliability; and implement county-wide technical standards to ensure compliance.

The Technology Services staff is committed to meeting these goals and look forward to the challenges and opportunities of the future.

1. Parties & Term

Service Provider: County Technology Services **Main contacts:** Dave Cummings, CIO/Director Dave DeVore, DIO/Deputy Director Eric Bohard, Manager Applications Services Katie McClaran, Manager Enterprise Systems Les Eschweiler, Manager Data Comm Services Dave Soloos, CBII Project Manager	**Term:** 07/01/2011– 06/30/2012
Customer: Main Contact:	
It is the mutual intention of the parties to continue and develop this SLA until it is superseded in whole or in part by an improved SLA based on customer need and service performance.	

Service Area/Division

2. Roles & Responsibilities

Service Provider:

The Technology Services Department provides technology to the County. It is organized in and offers technology support in the following areas: Administrative Services, Application Services, Enterprise (ERP) Systems, Technical Services, and the CBII project.

Administrative Services provides management oversight and general administrative support services for the department including senior management, budgeting, project management, COOP design, record and policy keeping and other required administrative/management support services.

Application Services provides support for the varied application systems used by County departments so they can perform their business tasks at the highest level of efficiency possible and offer their services at the highest levels of quality and capacity possible. This program includes the geographic information system (GIS), applications support/development, data base administration and document management.

Enterprise Systems *supports* Web (Internet/Intranet) services as well as countywide ERP systems including PeopleSoft financial, human resources budget and work force reporting.

Technical Services supports and maintains the County's technical infrastructure and services. These services represent the core of the County's technology investment and are crucial to the business operations of the County. They include desktop PC support, server administration, the call center, security, technology procurement, central operations, data storage, wireless/network communication, license maintenance, media services, the technical training center and other related services. They also maintain the telecommunications infrastructure for the County including cell/smart phones, pagers, land line, wiring, voice mail and voice network administration, radios, video conferencing, video security and remote access.

The CBII Project is the county Telecommunications project that entails the 180 mile fiber ring throughout the county.

Customer:
The Technology Services Management team asks that the customer departments do the following in support of efficient technology:

- Communicate any technical issues directly to the Technology Services Call Center.
- Adhere to County Technical Policies and Procedures as well as Network and internet standards.
- Partner with Technology Services on the development of technical best practices and utilization to meet the business needs of the county.
- Utilize the Technology Services technical equipment procurement services.

3. Scope of Services
County Technology Services staff provides a full range of services in support of the business operations within the county. These services are inclusive of but not limited to the following areas of support:
- Applications & Data Base Design Services

- Geographical Information Systems
- Document Management
- PeopleSoft HR/Finance Support & Time Keeping
- WEB Site Design & Applications Support
- Internet/Intranet Support
- Technical Desk Top Services PC & Peripherals
- Computer Hardware Repair
- Used Computer Equipment Recycling
- Call Center Support
- Technology Procurement
- Systems & Server Administration
- Network Local/Wide Area & Wireless
- Communications Cabling
- Remote System Access
- Media Center Support
- Telecom Support for Cell, Land Line and Radio/Pager Support, Smart Phone
- Broadband Fiber Ring Project
- Technical Learning Center
- Video Surveillance
- Technical RFP Writing & Analysis
- Technical Assessments Design
- Data Storage and Backups
- COOP Planning
- Business Systems Analysis & Support
- Systems Security including Anti-virus, Intrusion Detection & Firewalls
- Operations Support

4. Services Provided & Service Standards/Performance Measures

The following pages list in detail the Divisions within Technology Services and the services that they provide. They are listed by Service Area.

Service area: Application Services Division	
Standard Services Provided:	
GIS Support	- County GIS Data Management - GIS Layers Maint & Administration - Custom Map Development - GIS Application Development - Aerial Photography - Coordinate Lidar Acquisition - Public Map Storefront - GIS Util (PlanMap, CMap, Mapfinder)
Applications & Data Base Design	- Application Development - Enterprise Application Support - Database Design and Support
Document Imaging	- Doc Mgmt & Work Flow Solutions - Imaging/Scanning Services - Data/Application Integration

Cost recovery Method				General Funded & Store Front & Grants	
Additional Services Available				Special Projects & Requests	
Service Standard	Reporting Frequency	Target	Actual	Data Source	
Number of GIS based applications supported	Annually	100%		GIS Manager will track request/completion dates on appropriate projects and report average completion time as required.	
GIS requests or projects completed < 10 days	Monthly	90%		GIS Manager will count number of updated datasets within budget year and report as required.	
Percentage of data layers updated each year	Annually	90%		GIS Manager will count number of data layers and report as required	
Number of data layers supported in the GIS database within resources	Annually	100%		GIS Manager will count number of service requests and report as required	
Supported storefront and other project request supported within resources	Monthly	90%		GIS Manager will count number of appropriate applications and report as required	

NOTE: Some performance measures were not included above.

Action Plan

The Technology Services GIS team will continue to maintain and expand the GIS database and related data layers using results of continued performance monitoring to help determine future utilization of GIS resources. The team will continue to expand development of services to provide public access to GIS data and applications.

Technology Services track utilization of the Imaging System and Document Management Systems and adjust service applications according to County requirements. Will work with County Departments to integrate imaging into processes to increase performance and reduce costs.

Technology Services will develop new applications to support new directions in utilization such as research and public records access to the public. This will include rolling out County wide Document Management to support document storage, search, retention, work flow and application integration.

Technology Services will develop and implement enterprise document management system including retention, document sharing, versioning and document storage and retrieval using document metadata.

Contact Personnel

Eric Bohard – 723-4814
GIS – Kelly Neumeier – 723-4815
DOC – James Moore – 742-4491

SAMPLE PAGE FROM TECHNOLOGY SERVICES SERVICE CATALOG

TS Service Catalogue	
Service	Geographic Information Systems (GIS)
Technology Services	Business Solutions
Description	We are a division of Clackamas County's Technology Services Department. Geographic Information Systems (GIS), a computer system capable of holding and using data describing places on the earth's surface, is a resource for mapping or performing land based analysis. One of the advantages GIS provides is the ability to assist in the decision making process by providing an additional tool to analyze and compare numerous geographic data layers along with traditional databases. We offer a robust online map and information retrieval tool called PlanMap to County staff and a tool called CMAP for our public users. With either of these tools, one can simply type an address or tax map number (or owner's name with PlanMap) and receive information about that particular parcel. A map accompanies the information with the option to display aerial imagery (or additional overlays with PlanMap). The County's GIS contains a wealth of information that can be used with specialized software. Please visit our website at www.co.clackamas.or.us and search for Geographic Information Systems.
Standard Service Features	• County GIS Data Management, Licensing, and Distribution • GIS Layers Maintenance & Administration • Custom Map Development • GIS Application Development and Integration • Aerial Photography Acquisition Coordination • Coordinate Lidar Acquisition Coordination • Public Map Storefront • GIS Utililities (PlanMap, CMap, Mapfinder) • Coordination with Other Agencies
Optional Service Features	Billable Services include but are not limited to the following: • All Store Front Map and Data Requests • GIS application requests where consultants are required • Acquisition of proprietary GIS data sets All other GIS applications are General Funded for County Departments.
Delivery Scope	Available to all County Departments
Service Hours	Clackamas County GIS WEB access 24/7/365 (targeted) GIS Store Front Maps standard business hours 7:00 am – 6:00 pm M-Th GIS Data Base Services standard business hours 7:00 am – 6:00 pm M-Th Physical Address – 121 Library Ct. Oregon City
User Responsibilities	Submit GIS requests to Eric Bohard – the Manager of Applications Services 503-723-4814 Come to Physical address for Store Front Services.
Service Initiation	Please contact the Technology Services GIS Store Front X-8322 Service Requests must be made through Manager of Applications Services Special requests from outside agencies are delivered on a contractual basis as staffing allows
Service Support	Please contact the Technology Services Call Center at X-8341
Standard Costs	This service is currently General Funded
Optional Costs	Store Front Products Paid For At Time Of Service. Please contact Eric Bohard – Manager Applications Services for specific Store Front Charges. 503-723-4814
Service Targets	Consult Your Technology Services SLA
Additional Information	None

SAMPLE PAGE FROM IDEAS FOR COST SAVINGS

Technology Services

- Provide staff with either a laptop or PC but not both
- Eliminate unnecessary e-mail or large files that take up expensive disc space. (Take the new Outlook Best Practices Class)

Issues that cause additional or unnecessary Technical/Network support:
**(The fewer technicians needed, the lower your allocation)**

- Don't bring in personal computer equipment and plug it into the network without first notifying TS as this increases the possibility of importing viruses

- Don't download unnecessary software or data files via the internet. i.e. music files/ family photos / games; downloads should be authorized by TS

- Don't purchase a cell phone that you plan to use for County business without contacting TS beforehand

- Direct all your problem calls and hardware orders through the technical call Center; this helps eliminate duplicate effort by TS staff

- Turn off your computer equipment at night and weekends to prolong the life of your equipment (translates to less support required to repair or replace) and reduce energy consumption

- Check with your department's Technical Contact for all new Technical Updates and scheduled system down times; TS can provide you the name and number of your contact

- If several people in a common area only use a computer a few hours a day and they can arrange to share the same computer it will reduce costs

Fleet Services

- Retire underutilized vehicles in consultation with Fleet Services. The total ownership cost of a County sedan without special equipment is currently $.51 per mile; if current vehicles with a utilization rate of under 30% were retired, the total cost of ownership would drop to $.35 per mile

- Follow the County's anti-idling policy. Idling wastes fuel and money. A typical conventionally fueled vehicle burns approximately one gallon of fuel for each hour it idles. If a vehicle idles for 1 hour per day and operates a mere 200 days a year, it would consume 200 gallons of fuel per year simply idling. At a price tag of $3.50 per gallon of fuel, this idling would cost $700 per vehicle. Clackamas County spends nearly $150,000 per month on fuel so the savings opportunity is significant.
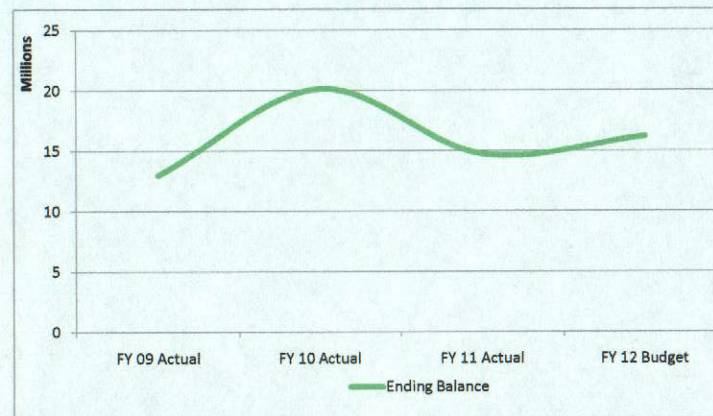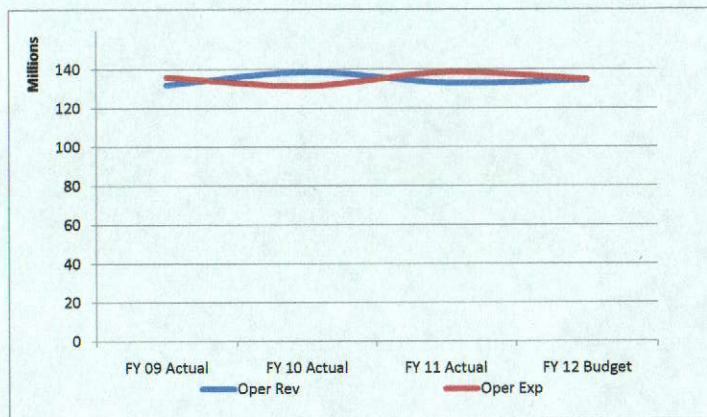
Clackamas County (All Funds)
Summary of Revenue and Expense

	FY 09 Actual	FY 10 Actual	FY 11 Budget	FY 11 Projected	FY 11 Actual	FY 11 Budget to Actual Variance	% Variance	FY 12 Budget
Beginning Balance	93,313,700	65,875,810	94,812,750	108,247,318	108,248,887	13,436,137	14.2%	102,806,214
Prior Year Revenue	11,067,498	23,086,518	29,806,590	8,185,407	6,070,377	-23,736,213	-79.6%	
Taxes	92,764,195	98,121,895	100,135,688	100,740,500	100,770,444	634,756	0.6%	102,057,649
Licenses & Permits	10,752,904	9,490,984	10,008,021	8,899,088	9,077,052	-930,969	-9.3%	10,168,449
Federal Grants & Revenues	30,723,382	33,281,527	46,698,906	41,143,544	37,944,607	-8,754,299	-18.7%	40,404,612
State Grants & Revenues	76,261,280	67,402,875	87,144,900	83,456,769	83,867,244	-3,277,656	-3.8%	82,370,145
Local Grants & Revenues	18,190,859	18,641,538	20,164,841	19,476,772	19,843,737	-321,104	-1.6%	20,552,186
Fees & Fines	73,728,273	72,880,564	77,068,720	75,491,698	78,372,606	1,303,886	1.7%	79,694,157
Other Revenues	37,964,496	75,701,162	40,281,381	35,103,402	35,361,511	-4,919,870	-12.2%	43,279,665
Interfund Transfers	107,750,018	106,025,621	108,530,582	107,286,751	102,289,674	-6,240,908	-5.8%	105,674,006
Operating Revenue	**459,202,905**	**504,632,684**	**519,839,629**	**479,783,931**	**473,597,252**	**-46,242,377**	**-8.9%**	**484,200,869**
% Change	NA	9.9%	3.0%	-4.9%	-1.3%			
Personal Services	182,471,722	175,958,815	192,388,071	181,705,343	184,260,569	-8,127,502	-4.2%	198,353,685
Materials & Services	112,976,467	106,184,630	156,562,103	121,303,272	121,725,759	-34,836,344	-22.3%	135,839,988
Cost Allocation Charges	27,749,717	25,726,685	26,220,181	25,885,772	25,708,351	-511,830	-2.0%	27,910,279
Debt Service	7,074,025	9,238,929	10,995,378	10,685,647	10,579,447	-415,931	-3.8%	10,768,529
Interfund Transfers	109,856,218	107,934,060	108,530,582	107,286,751	102,342,309	-6,188,273	-5.7%	105,674,006
Capital Outlay	5,533,168	4,136,496	6,077,538	4,062,262	4,950,167	-1,127,371	-18.5%	5,006,796
Operating Expenditure	**445,661,317**	**429,179,615**	**500,773,853**	**450,929,047**	**449,566,602**	**-51,207,251**	**-10.2%**	**483,553,283**
% Change	NA	-3.7%	16.7%	5.1%	-0.3%			
Capital Improvements	42,508,931	33,081,563	49,433,755	36,674,433	25,709,352	-23,724,403	-48.0%	43,680,670
Reserve for Future Expenditures	0	0	36,800,808	0	0	-36,800,808	-100.0%	29,880,950
Contingency	0	0	27,643,963	0	0	-27,643,963	-100.0%	29,892,180
Ending Balance (if applicable)	**64,346,357**	**108,247,316**	**64,444,771**	**100,427,769**	**106,570,185**	**42,125,414**	**65.4%**	**59,773,130**
(includes Reserve & Contingency)								
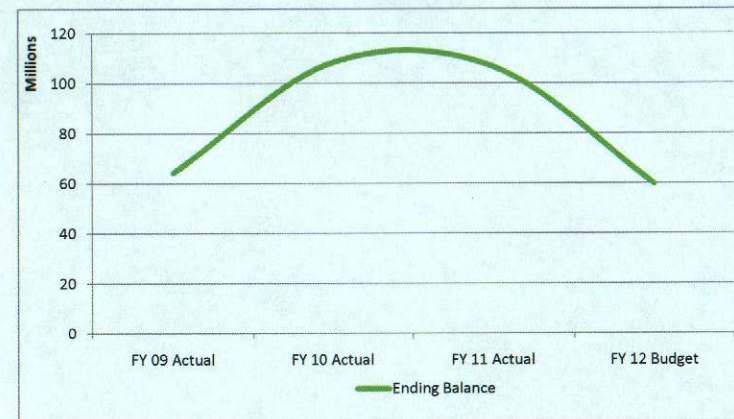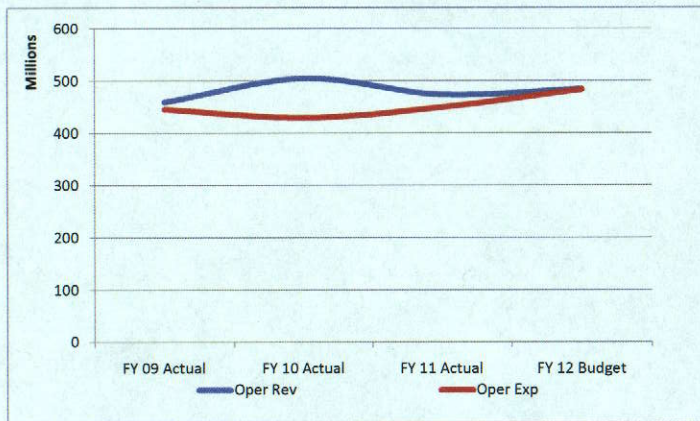
General Fund
Summary of Revenue and Expense

	FY 09 Actual	FY 10 Actual	FY 11 Budget	FY 11 Projected	FY 11 Actual	FY 11 Budget to Actual Variance	% Variance	FY 12 Budget
Beginning Balance	16,902,988	12,986,119	19,258,617	20,150,658	20,072,409	813,792	4.2%	16,778,108
Prior Year Revenue	0	115,451	0	0	0	0	0%	
Taxes	84,693,023	89,621,539	91,345,000	92,000,000	92,050,732	705,732	0.8%	93,075,000
Licenses & Permits	1,418,784	1,521,620	1,480,000	1,595,000	1,613,601	133,601	9.0%	1,681,400
Federal Grants & Revenues	6,533,780	4,295,229	4,187,623	4,188,914	4,245,344	57,721	1.4%	2,490,351
State Grants & Revenues	6,021,956	5,310,766	5,265,154	5,365,672	5,161,069	-104,085	-2.0%	4,578,000
Local Grants & Revenues	28,043	28,600	25,000	28,226	29,116	4,116	16.5%	1,826
Charges for Service	13,542,203	14,000,204	14,597,425	14,355,228	14,244,481	-352,944	-2.4%	14,602,460
Fines & Penalties	622,647	606,005	0	320,000	378,379	378,379	0.0%	250,000
Other Revenues	16,285,900	17,519,261	16,892,964	15,285,592	15,134,713	-1,758,251	-10.4%	16,867,167
Interfund Transfers	2,922,401	5,647,861	1,065,997	1,065,997	245,285	-820,712	-77.0%	796,546
Operating Revenue	**132,068,737**	**138,666,536**	**134,859,163**	**134,204,629**	**133,102,720**	**-1,756,443**	**-1.3%**	**134,342,750**
% Change	NA	5.0%	-2.7%	-3.2%	-0.8%			
Personal Services	34,288,211	33,682,444	33,957,603	31,132,463	31,934,588	-2,023,015	-6.0%	34,781,088
Materials & Services	8,949,511	8,977,226	7,591,146	7,258,572	7,338,321	-252,825	-3.3%	6,950,447
Cost Allocation Charges	6,153,648	6,559,732	5,706,709	5,765,882	5,585,909	-120,800	-2.1%	5,797,266
Debt Service	0	0	0	0	0	0	0%	0
Interfund Transfers	85,773,035	81,638,415	93,560,218	93,373,262	93,560,218	0	0%	87,268,791
Capital Outlay	844,118	644,181	180,000	47,000	4,568	-175,432	-97.5%	111,000
Operating Expenditure	**136,008,523**	**131,501,998**	**140,995,676**	**137,577,179**	**138,423,604**	**-2,572,072**	**-1.8%**	**134,908,592**
% Change	NA	-3.3%	7.2%	4.6%	0.6%			
Capital Improvements	0	0	0	0	0	0	0%	
Reserve for Future Expenditures	0	0	11,688,401	0	0	-11,688,401	-100.0%	12,053,551
Contingency	0	0	1,433,703	0	0	-1,433,703	-100.0%	4,158,715
Ending Balance (if applicable) (includes Reserve & Contingency)	**12,963,202**	**20,150,657**	**13,122,104**	**16,778,108**	**14,751,525**	**1,629,421**	**12.4%**	**16,212,266**