



Human Resources

Evelyn Minor Lawrence, Director

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Human Resources

Department Mission

The mission of the Department of Human Resources (HR) is to provide employment, benefits and wellness, risk management and workforce planning services to County Departments and Agencies so they can have the resources they need to provide high quality services and achieve their strategic results.

Human Resources Department	
Evelyn Minor-Lawrence, Director	
FTE 43	
Total Request \$66,148,476	
General Fund Support \$ 1,292,330	

Administration Evelyn Minor-Lawrence, Director Total Request \$1,722,569 Gen Fund \$ 477,600	Employee & Labor Relations Eric Sarha, Deputy Director/ Chief Negotiator Total Request \$668,795 Gen Fund \$ 140,471	Workforce Design Evelyn Minor-Lawrence, Director Total Request \$2,648,429 Gen Fund \$ 674,259	Benefits Administration Kristi Durham, Benefits Manager Total Request \$43,419,527 Gen Fund \$ -	Risk Administration Eric Machado, Risk Manager Total Request \$17,689,156 Gen Fund \$ -
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Office of the Director/ Administrative Svc Evelyn Minor-Lawrence, Director FTE 5.0 (Total Staff 7.0)* Total Request \$1,083,546 Gen Fund \$ 280,941	Employee & Labor Relations Eric Sarha, Assistant Director/ Chief Negotiator FTE 2.5 (Total Staff 3.0)* Total Request \$668,795 Gen Fund \$ 140,471	Classification & Compensation Heather Pedersen, Class & Comp Manager FTE 4.0 Total Request \$920,656 Gen Fund \$ 224,753	Benefits & Wellness Kristi Durham, Benefits Manager FTE 11.25 (Total Staff 11.0)* (Plus temporary FTE) Total Request \$43,419,527 Gen Fund \$ -	Risk & Safety Management Eric Machado, Risk Manager FTE 8.75 (Total Staff 6.0)* Total Request \$17,689,156 Gen Fund \$ -
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Workforce Data Management Krista Weatherford, HR Business Systems Manager FTE 3.5 (Total Staff 4.0)* Total Request \$639,023 Gen Fund \$ 196,659

Recruitment JJ Peters, Recruitment Manager FTE 6.0 Total Request \$1,123,604 Gen Fund \$ 337,130

Workforce Development & Planning Jeri Oswalt, Learning & Development Manager FTE 2.0 Total Request \$604,169 Gen Fund \$ 112,376
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* Certain positions in the Director's Office, Administrative Services, Workforce Data Management, and Employee and Labor Relations are budgeted in both Human Resources (General Fund) as well as Benefits and Wellness Administration (Fund 760) and Risk Administration (Fund 761). The Total Staff figure reflects the number of employees performing the work organizationally, rather than how they are accounted for budgetarily within the department.



Human Resources

Department Budget Summary by Fund

<i>Line of Business</i>	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20
<i>Program</i>	FTE	General Fund	Self - Insurance Fund	Risk Management Claims Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Administration						
Director's Office/Administrative Services	5.00	1,083,546			1,083,546	280,941
Workforce Data Management	3.50	639,023			639,023	196,659
Employee and Labor Relations						
Employee and Labor Relations	2.50	668,795			668,795	140,471
Workforce Design						
Classification and Compensation	4.00	920,656			920,656	224,753
Recruitment	6.00	1,123,604			1,123,604	337,130
Workforce Development and Planning	2.00	604,169			604,169	112,376
Benefits and Wellness						
Benefits and Wellness	11.25		43,419,527		43,419,527	
Risk Administration						
Risk Management	8.75			17,689,156	17,689,156	
TOTAL	43.00	5,039,793	43,419,527	17,689,156	66,148,476	1,292,330
<i>FY 18/19 Budget</i>	43.00	4,492,394	40,681,794	16,956,761	62,130,949	1,354,072
<i>\$ Increase (Decrease)</i>	0.00	547,399	2,737,733	732,395	4,017,527	-61,742
<i>% Increase (Decrease)</i>	0.00%	12.19%	6.73%	4.32%	6.47%	-4.56%

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a river or a path, flows from the base of the mountain towards the right.

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CLACKAMAS
C O U N T Y



Administration

Line of Business Purpose Statement

The purpose of the Human Resources Administration Line of Business is to provide human resources direction, executive consultations and policy decision services to county administration, county departments and agencies so they can have a strategic business partner to achieve strategic and operational results.

Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 66,148,476

General Fund Support \$ 1,292,330

Administration

Evelyn Minor-Lawrence,
Director

Total Request
\$1,722,569

Gen Fund \$ 477,600

Office of the Director/ Administrative Svc

Evelyn Minor-Lawrence,
Director

FTE 5.00

Total Request
\$1,083,546

Gen Fund \$ 280,941

Workforce Data Management

Krista Weatherford,
HR Business Systems

FTE 4.0

Total Request
\$639,023

Gen Fund \$ 196,659



Administration

Office of the Director/Administrative Services

Purpose Statement

The purpose of the Human Resources Director's Office program is to provide HR direction, executive consultation and policy decision services to the Board of County Commissioners, County Administrator, County Departments and Agencies so they can have a strategic partner to achieve their strategic and operational goals.

Performance Narrative Statement

The Office of the Director and Administrative Services programs propose a \$1,083,543 budget, reflecting a continuation of current funding and service levels. Over the current fiscal year the two main initiatives for the Director's Office have been addressing the County's Internal Complaints Process and updating County employment policies.

Internal Complaint Process

Beginning in April, 2018, staff worked with the County's Internal Auditor in response to a comprehensive audit of the County's practices related to internal complaints. The audit was comprehensive and included a review of relevant human resources best practices, providing us the opportunity to incorporate the best of all practices into our own process. In response to the recommendations presented in the audit report, we have responded with specific actions that will address the recommendations, timelines, and any applicable information regarding our practices during the remainder of 2019.

Employee Policy and Practices (EPP)/County Code Integration

After conducting analysis of existing policies and human resources related language in the County Code, this project is transitioning to actual policy development. We expect the number of revised policies to greatly increase as we continue forward over the next fiscal year.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Result	By 2021, 90% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner.	92%	90%	91%	90%
Result	80% of HR Lines of Business managers who report they "strongly agree" or "agree" that Administrative Services helps their line of business to achieve results, is efficient and timely in response, and is proactive in solving problems.	n/a	80%	95%	80%
Output	Number of revised Employee Policies and Procedures and County Code.	0	8	0	10

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	553,157	627,523	681,157	681,157	813,579	132,422	29.6%
Other Revenues	728	2,915	1,087	1,087	1,087	(1,828)	-62.7%
Operating Revenue	553,885	630,438	682,244	682,244	814,666	184,228	29.2%
Total Rev - Including Beginning Bal	553,885	630,438	682,244	682,244	814,666	184,228	29.2%
Personnel Services	576,986	637,164	711,685	711,685	707,248	(4,437)	-0.6%
Materials & Services	88,319	274,130	417,929	423,575	327,301	(90,628)	-21.7%
Cost Allocation Charges	42,263	46,787	46,782	46,782	48,997	2,215	4.7%
Operating Expenditure	707,568	958,081	1,176,396	1,182,042	1,083,546	(92,850)	-7.9%
Total Exp - Including Special Categories	707,568	958,081	1,176,396	1,182,042	1,083,546	(92,850)	-7.9%
General Fund Support (if applicable)	145,389	327,643	494,152	499,798	268,880	(225,272)	-45.6%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	5.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

No significant changes at this time.

Note, FY16-17 actuals does not include personnel, materials and services and cost allocations actuals for the Risk and Benefits FTE group once combined in the General Fund, now reside in the Risk Management and Benefits Funds. The history summary sheet does include this information



Administration

Workforce Data Management

Purpose Statement

The purpose of the Workforce Data Management program is to provide systems management, reports and analysis, education services to HR, county departments and agencies so they can understand and use HR systems and data to make informed decisions and achieve their strategic results.

Performance Narrative Statement

The Workforce Data Management program proposes a budget of \$639,023 for fiscal year 19/20, and has two major initiatives in addition to the day-to-day transaction processing, system maintenance, and data quality work.

ERP Strategic Planning

In the FY 18/19 budget year, the WDM unit coordinated a high-level business review and technical analysis for Human Resources, Benefits, and Payroll. This analysis documented current business practices and well as evaluating our current system based on our future needs. WDM coordinated a final presentation to County Administration as well as to our partners, Finance and Information Services as a final deliverable. This presentation helps to lay the foundation for continuing work on this initiative. This step in the ERP review is necessary before we embark on the cost analysis based on the recommendations for improvement.

For FY 19/20, the WDM will work with executives from Human Resources, Finance, Information Services as well as County Administration to finish the business analysis review for Finance. The completion of the business and technical gap review for Finance will put both departments on the same playing field for a cost benefits analysis of the recommended paths. With the completion of cost benefit analysis, the ERP Strategy team will provide the Board of Clackamas County with the data and cost of the options available to the county for our ERP system. This final piece of data will help make decisions in moving the county forward in the selection of a path for this critical system tool.

Data Analytics

In the FY18/19 budget year, the WDM unit completed training through Portland State in the area of Data Analytics. The training was meant to help educate the team as they participate in the formation of a data analytics culture here at the county. The HR Business Systems Manager and HR Business Systems Analytics were all successfully and received a certification of completion.

In response to a question posed by the Budget Committee for County Counsel regarding data around torte claims for former employees, we discovered that we had no easy way to pull this data. As a beta project based on our learning from the Data Analytics program, WDM worked with County Counsel, DHR-Risk, and Information Services to review our data sources, clean our data dictionary, and create a database where house for 3 disparate systems. The team is currently working data reporting and visualization to provide the answer to the question in a way that is easy to understand and the data can be quickly refreshed.

For the FY 19/20 budget year, the WDM unit plans to be part of an establishment of a data analytics community of practice. The group can help guide the county in selection of the best tools to fit our needs as well as advise county in data analytics practices as the county grows into their goal of being a data driven agency.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Result	95% of departments submitting Personnel Actions not needing material corrections.	81%	80%	81%	95%
Output	Number of data transactions provided	9,448	9,000	9,237	9,000
Output	Number of Managers and staff trained	62	60	115	60

Explanation of measures

The WDM unit processes between 9000-11,000 transactions annually for our employee workforce. This process is highly manual and requires analysis of the transaction against the variety of work rule documents to ensure data quality.

The numbers of transactions fluctuate from year to year based on the implementation of collective bargaining agreements and other large-scale initiatives that influence employee data. Examples include creation of new infrastructure for MFR or the implementation or upgrade of systems impacted by Peoplesoft HCM.

Because the county has many sources for work rules between ordinances, policies, collective bargaining contracts, and other work rules, we find that departments struggle to apply our county work rules consistently. Our current data collection method of Personnel Action review shows that only 80% of transactions submitted to Human Resources is correct. One way to address the 20% of transactions that are incorrect is to provide training for all the tools available to aid this process. We created a specific series of training courses for PA Processors and managers that we have delivered since fiscal year 16/17. The new training improved transaction quality approximately 20%, but has plateaued. Our goal for the FY 19/20 year is to add specific training for the PA Processors to continue to educate them in the accurate processing of employee transactions. We hope to improve our numbers of PA's not needing material corrections to 90% for the fiscal year 19/20.

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Administration

Workforce Data Management

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	387,210	439,266	476,810	476,810	569,505	92,695	19.4%
Other Revenues	509	2,040	761	761	761	-	0%
Operating Revenue	387,719	441,306	477,571	477,571	570,266	92,695	19.4%
Total Rev - Including Beginning Bal	387,719	441,306	477,571	477,571	570,266	92,695	19.4%
Personnel Services	403,891	446,016	498,179	498,179	520,194	22,015	4.4%
Materials & Services	61,823	45,714	69,694	70,636	84,531	14,837	21.3%
Cost Allocation Charges	29,584	32,751	32,747	32,747	34,298	1,551	4.7%
Operating Expenditure	495,298	524,481	600,620	601,562	639,023	38,403	6.4%
Total Exp - Including Special Categories	495,298	524,481	600,620	601,562	639,023	38,403	6.4%
General Fund Support (if applicable)	107,579	83,175	123,049	123,991	68,757	(54,292)	-44.1%
Full Time Equiv Pos (FTE) Budgeted	3.50	3.50	3.50	3.50	3.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.50	3.50	-	3.50	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

The Workforce Data Management team completed the work to evaluate the Human Resources business process and technical gap of our current system in August 2018. These recommendations set the foundation for the continuing work for ERP Strategic Planning. The Workforce Data Management team will be working with the Executive ERP Strategy Planning group in fiscal year 19/20 to conduct a cost-benefit analysis study. The results of this study will help the Board of County Commissioners to make informed decision on the future of our ERP systems. This study is slated to be delivered in the 19/20 fiscal year.



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Employee and Labor Relations

Line of Business Purpose Statement

The purpose of the Employee and Labor Relations line of business is to provide collective bargaining and labor contract administration services to Board of County Commissioners, County Administration, and departments so they can define, understand, and administer employee relations, labor relations and discipline of employment for certain groups of employees and to resolve disputes.

Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 66,148,476

General Fund Support \$ 1,292,330

Employee & Labor Relations

Eric Sarha,
Deputy Director/
Chief Negotiator

Total Request
\$668,795

Gen Fund \$ 140,471

Employee & Labor Relations

Eric Sarha,
Assistant Director/
Chief Negotiator

FTE 2.5
Total Request
\$668,795

Gen Fund \$ 140,471



Employee and Labor Relations

Employee and Labor Relations

Purpose Statement

The purpose of the Employee and Labor Relations program is to provide discipline administration, collective bargaining and labor contract administration services to the BCC, County Administration, and Departments so they can gain the tools to manage a productive workforce and maintain good employee and labor relations.

Performance Narrative Statement

The Employee and Labor Relations program proposes a \$668,795 budget, reflecting a continuation of current funding and service levels.

Our goal is to reduce liability to the County regarding employment actions by resolving issues at the lowest levels and partnering with managers regarding employee and labor relations matters in an effort to enhance organizational effectiveness. These activities include the application of policies and contract interpretation and administration; strategizing how to address issues proactively; assisting with workplace conflict resolution; responding to employee performance issues and grievances; and providing guidance and training on collective bargaining agreements, policies, and other employee and labor relation subjects.

On January 22, 2018, AFSCME-DTD agreed to present the County's last, best, and final offer on their contract that expired on June 30, 2018 to its members for vote. On February 13, 2019, AFSCME-DTD's ratification vote successfully passed. Full ratification of the new AFSCME-DTD contract occurred on March 14, 2019. AFSCME-DTD's new contract is set to expire on June 30, 2021.

Additionally, on February 7, 2019, the County reached full tentative agreement with Clackamas County Employees' Association (CCEA) on their three (3) contracts (CCEA-Main, CCEA-Part-Time/Temporary, and CCEA-Housing Authority) that expired on June 30, 2018. On March 5, 2019, CCEA's ratification vote successfully passed. Full ratification of the three (3) new CCEA contract occurred on March 14, 2019. CCEA's new contracts are set to expire on June 30, 2021.

Finally, as of March 14, 2019, the County is continuing to bargaining process on two remaining contracts (AFSCME-WES and AFSCME-CCOM). On January 31, 2019, AFSCME-WES agreed to present the County's last, best, and final offer on their contract that expired on June 30, 2018 to its members for vote. Once the County learns that AFSCME-WES's ratification vote successfully passed, full ratification of the new AFSCME-WES contract would occur within the next few following weeks. The next bargaining session with AFSCME-CCOM is scheduled for March 15, 2019. It is anticipated that the County will reach full tentative agreement with AFSCME-CCOM on March 15, 2019 on their contract that expired on June 30, 2019. Ratification is anticipated within a few weeks after full tentative agreement is reached.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Result	80% of grievances resolved prior to arbitration	n/a	65%	65%	65%
Output	Number of disciplinary actions involving economic loss	13	8	8	18
Output	Number of collective bargaining agreements and/or other labor agreements negotiated to resolution	10	7	9	5
Output	90% of managers and supervisors attending employee/labor relations training courses	n/a	80%	83%	80%
Output	Number of implemented performance improvement plans, work plans and/or other similar performance management related tools	102	Discontinue	n/a	n/a

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Employee and Labor Relations

Employee and Labor Relations

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	276,578	313,762	340,578	340,578	406,789	66,211	19.4%
Other Revenues	364	1,457	543	543	543	-	0%
Operating Revenue	276,942	315,219	341,121	341,121	407,332	66,211	19.4%
Total Rev - Including Beginning Bal	276,942	315,219	341,121	341,121	407,332	66,211	19.4%
Personnel Services	288,494	318,583	355,842	355,842	392,631	36,789	10.3%
Materials & Services	44,159	66,143	100,839	102,201	251,665	150,826	149.6%
Cost Allocation Charges	21,132	23,393	23,391	23,391	24,499	1,108	4.7%
Operating Expenditure	353,785	408,119	480,072	481,434	668,795	188,723	39.3%
Total Exp - Including Special Categories	353,785	408,119	480,072	481,434	668,795	188,723	39.3%
General Fund Support (if applicable)	76,843	92,900	138,951	140,313	261,463	122,512	88.2%
Full Time Equiv Pos (FTE) Budgeted	1.50	2.50	2.50	2.50	2.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.50	2.50	-	2.50	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

No significant changes at this time.



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Workforce Design

Line of Business Purpose Statement

The purpose of the Workforce Design line of business is to provide Classification and Compensation, Recruitment, and Workforce Development and Planning services to County departments and agencies so they can plan for, attract and retain the qualified and diverse workforce they need to achieve their strategic results.

Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 66,148,476

General Fund Support \$ 1,292,330

Workforce Design

Evelyn Minor-Lawrence,
Director

Total Request
\$2,648,429

Gen Fund \$ 674,259

Classification & Compensation

Heather Pedersen, Class
& Comp Manager

FTE 4.0

Total Request
\$920,656

Gen Fund \$ 224,753

Recruitment

JJ Peters,
Recruitment Manager

FTE 6.0

Total Request
\$1,123,604

Gen Fund \$ 337,130

Workforce Development & Planning

Jeri Oswald,
Learning & Development
Manager

FTE 2.0

Total Request
\$604,169

Gen Fund \$ 112,376



Workforce Design

Classification and Compensation

Purpose Statement

The purpose of the Classification and Compensation program is to provide up-to-date plans, positions and organizational structure consultation services to County Departments and Agencies so they can structure their organizations in a way that places the right person in the right classification at the appropriate pay to achieve their operational and strategic results.

Performance Narrative Statement

The Classification and Compensation program propose a \$920,656 budget, reflecting a continuation of current funding and service levels. The Classification & Compensation unit has two major initiatives in addition to the review and allocation of budgeted positions, strategic organizational design, and maintenance of the County's classification and compensation plans.

Equal Pay Analysis

On June 1, 2017, Governor Kate Brown signed into law House Bill 2005, also known as the Oregon Equal Pay Law, expanding pay equity protections to Oregonians and creating new obligations for Oregon employers. As part of implementing this new law, Human Resources, in coordination with County Counsel, went out for an RFQ soliciting quotes for a consultant to conduct an Equal Pay Analysis and hired a consultant in November 2018.

The Equal Pay Analysis will include a review of County classification specifications, position descriptions and compensation structures, as well as an analysis of individual compensation. The consultant will recommend modifications to County compensation structures, systems, policies and to individual compensation to eliminate any unlawful wage disparities.

Structured Classification Reviews

Clackamas County has close to 500 unique classifications. Many of these classifications are outdated and in need of review and market analysis to ensure they accurately reflect the business needs of the County, are internally aligned, and placed at the appropriate salary grade.

This initiative seeks to ensure that all county classifications are reviewed for alignment with business needs and market compatibility every five years. Ensuring our classification specifications are up to date, that we are paying competitive wages and that employees are classified appropriately go hand-in-hand with the County's Equal Pay Analysis.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Result	By the end of fiscal year 2021, 100% of County classifications will be reviewed for alignment with County business needs and market comparability within the past five years.	38%	60%	43%	80%
Output	Number of position allocations, recommendations and determinations provided	185	257	159	250
Output	Number of market studies conducted (individual classifications and job families)	56	70	68	70

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Workforce Design

Classification and Compensation

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	442,525	502,019	544,926	544,926	650,863	105,937	19.4%
Other Revenues	582	2,332	870	870	870	-	0%
Operating Revenue	443,107	504,351	545,796	545,796	651,733	105,937	19.4%
Total Rev - Including Beginning Bal	443,107	504,351	545,796	545,796	651,733	105,937	19.4%
Personnel Services	461,590	509,732	569,348	569,348	609,994	40,646	7.1%
Materials & Services	70,655	92,110	140,428	142,325	271,464	131,036	93.3%
Cost Allocation Charges	33,811	37,429	37,429	37,425	39,198	1,769	4.7%
Operating Expenditure	566,056	639,271	747,205	749,098	920,656	173,451	23.2%
Total Exp - Including Special Categories	566,056	639,271	747,205	749,098	920,656	173,451	23.2%
General Fund Support (if applicable)	122,949	134,920	201,409	203,302	268,923	67,514	33.5%
Full Time Equiv Pos (FTE) Budgeted	3.00	3.00	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.00	-	4.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

In response to increasing demands for services Countywide, the Classification and Compensation program added a Human Resources Specialist position during FY 18/19, and continues to utilize the services of one temporary staff resource to address program demands. These resources will allow us to continue to try to keep pace with our efforts to systematically review and update our classifications, ensure appropriate compensation, provide consultation on department reorganizations, as well as be responsive to Oregon's new pay equity law and changes in minimum wage.



Workforce Design

Recruitment

Purpose Statement

The purpose of the Recruitment Program is to provide consultation, outreach, evaluation and selection services to County Departments and Agencies so they can hire and retain the qualified, diverse workforce they need to achieve their strategic results.

Performance Narrative Statement

The Recruitment Program proposes a budget of \$1,123,604 reflecting a continuation of current funding and service levels.

Initiative Overviews/Status:

As of December, 2018 we assisted County Administration in communicating and converting the County's Affirmative Action Program to an Equal Employment Opportunity Plan.

We have focused our top recruitment initiative on identifying and prioritizing our most challenging and inefficient recruitment system related processes that are time consuming and involve manual steps for the recruiters. One by one these processes are being analyzed and reviewed to identify improvements and best practices that can aid us in increasing our efficiency and productivity. Three business processes have already been completed as part of this initiative.

Significant Issues or Changes:

Recruitment continues to experience a high level of service requests and we expect this trend to maintain if not increase in the coming year. The volume of recruitment requests exceeds the capacities of our five recruiters. The adjustment that was made to workload in May 2018 to help address the backlog of recruitments in the three departments experiencing the highest backlog of recruitment requests has helped to reduce the backlog, but not eliminate it. Additionally, a benchmark was established to help ensure a more balanced workload for each recruiter and to ensure each recruiter is actively working on 8 – 10 new recruitments at all times.

Despite being ahead of pace through the first two quarters of the current fiscal year for both hires and job postings (recruitments), our backlog of recruitments awaiting assignment has significantly increased compared to last year. As of February 27, 2019 our backlog is 32 recruitments, compared to 18 recruitments last year.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Result	By FY 21/22, 70% of open positions are filled within 90 days from the date of requisition	59%	65%	64%	65%
Output	Number of hires per year	306	320	183	320
Output	Number of job postings (recruitments) per year	270	260	141	260
Output	Number of recruitment outreach events per year	25	24	9	24

A note regarding the FY 17-18 Actual and Quarter 2 2018/19 drop in % of positions filled in 90 days : target fell short by 4% with an actual of 61%. This shortfall is due in part, if not totality, to two factors: 1) a business process change that was made effective on 10/15/18 to create "cert only" job requisitions within 2 business days of notification from the department that they are ready to fill the vacancy. 2) The queries used to capture this data were updated accordingly. Prior to these changes, this type of job requisition had not been created until it was known for sure if the position would be filled as a "cert only" or require a new recruitment. The prior business process did not accurately capture the actual time it took to fill these vacancies.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Workforce Design

Recruitment

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	663,788	753,028	817,388	817,388	976,295	158,907	19.4%
Other Revenues	873	3,497	1,304	1,304	1,304	-	0%
Operating Revenue	664,661	756,525	818,692	818,692	977,599	158,907	19.4%
Total Rev - Including Beginning Bal	664,661	756,525	818,692	818,692	977,599	158,907	19.4%
Personnel Services	692,385	764,598	794,022	801,022	945,611	151,589	19.1%
Materials & Services	105,982	66,287	164,788	88,919	119,196	(45,592)	-27.7%
Cost Allocation Charges	50,716	56,144	56,134	56,138	58,797	2,663	4.7%
Operating Expenditure	849,083	887,029	1,014,944	946,079	1,123,604	108,660	10.7%
Total Exp - Including Special Categories	849,083	887,029	1,014,944	946,079	1,123,604	108,660	10.7%
General Fund Support (if applicable)	184,422	130,504	196,252	127,387	146,005	(50,247)	-25.6%
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	6.00	6.00	6.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	6.00	-	6.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

No significant changes at this time.



Workforce Design

Workforce Development and Planning

Purpose Statement

The purpose of the Workforce Planning and Development program is to provide informal/formal learning events and individual development planning with advanced planning consultations and strategic business plan integration services to County Departments and agencies so they can anticipate and respond to the departments' current and future workforce needs.

Performance Narrative Statement

The Workforce Development and Planning program proposes a \$604,169 budget, reflecting a continuation of current funding and service levels.

Workforce Planning and Development resources provide for the development, purchase and delivery of employee development services primarily in the form of learning events and training content. Individualized workforce planning services for departments and the County at large. Supporting effective supervision of employees across the County while supporting Performance Clackamas and Core Values by linking these programs to employee performance.

Program Projects

- In 2018 31% of employees received a documented performance review. In 2019 our goal is 50% of employees will receive a documented performance review, increasing to 100% in 2020. At the same time increasing the quality and effectiveness of the supervision and the new Clarify, Converse, Capture process. This is a dramatic change in culture for the County and will require ongoing attention. New tools/templates, communication models, reports and systems have been created. To implement a new process and provide all of these supports we are providing ongoing communication with Departments and a required training for everyone with a direct report.
- Establishing core supervisory responsibilities through research, assessment and interaction with stakeholders. These standards will better enable the development of training, the establishment of positions and holding employees accountable for this portion of their work.
- Creating a broader range of learning resources. By establishing a mobile learning platform as well as a library of online content employees can access content anytime anywhere regardless of their work schedule or location. Additionally forming new partnerships with organizations like Learning Point provides increased options for content, schedule and location.
- HR sponsored management training has become fractured with content being provided from multiple program areas. We are rebuilding to create a cohesive curriculum.

Projects for 2019/2020

- In the 19/20 fiscal year we will be creating the Clarify, Converse, Capture audit process and establishing qualitative measures.
- A professional employee engagement survey is needed. We will be determining best practice for selection, resources and application. Working with County Administration and other Departments, our intent is to take a County-wide perspective. A communication plan will need to be activated and action witnessed based on the responses received.
- Moving Management training to an Academy or certification model in order to increase the visibility and participation in this curriculum.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Result	By 2021 90% of County departments will have workforce planning elements integrated into their strategic business plan	NEW	71%	71%	85%
Result	By 2020 95% of employees will have a documented performance summary	NEW	50%	31%	95%
Result	90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time	95%	95%	92%	95%
Output	Number of employees engaging with the Leadership Academy	45	44	63	45
Output	Number of County employees registered for formal learning events	NEW	2000	944	2000
Output	Number of County employees participating in formal and informal learning events	2235	2800	2944	2800
Output	Number of workforce plans developed	0	Discontinue	N/A	N/A

We'll see volatility in number of ppl registered for events depending on required annual trainings.

Program includes:

Mandated Services	<input type="text" value="N"/>
Shared Services	<input type="text" value="N"/>
Grant Funding	<input type="text" value="N"/>

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Workforce Design

Workforce Development and Planning

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	221,263	251,009	272,463	272,463	325,432	52,969	19.4%
Other Revenues	291	1,166	435	435	435	-	0%
Operating Revenue	221,554	252,175	272,898	272,898	325,867	52,969	19.4%
Total Rev - Including Beginning Bal	221,554	252,175	272,898	272,898	325,867	52,969	19.4%
Personnel Services	230,795	254,866	284,674	284,674	374,838	90,164	31.7%
Materials & Services	35,327	111,357	169,770	172,064	209,732	209,732	23.5%
Cost Allocation Charges	16,905	18,715	18,713	18,713	19,599	886	5%
Operating Expenditure	283,027	384,938	473,157	475,451	604,169	300,782	27.7%
Total Exp - Including Special Categories	283,027	384,938	473,157	475,451	604,169	300,782	27.7%
General Fund Support (if applicable)	61,473	132,763	200,259	202,553	278,302	78,043	39.0%
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00	-	2.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

No significant changes at this time.



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CLACKAMAS
C O U N T Y



Benefits and Wellness

Line of Business Purpose Statement

The purpose of the Benefits and Wellness program is to provide cost-effective, responsive and comprehensive benefit services to County departments, current and retired employees and their family members so they can better serve the residents of Clackamas County.

Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 66,148,476

General Fund Support \$ 1,292,330

Benefits Administration

Kristi Durham,
Benefits Manager

Total Request
\$43,419,527

Gen Fund \$ -

Benefits & Wellness

Kristi Durham,
Benefits Manager

FTE 11.0
Total Request
\$43,419,527

Gen Fund \$ -



Benefits and Wellness Administration

Benefits and Wellness

Purpose Statement

The purpose of the Benefits and Wellness program is to provide cost-effective, responsive and comprehensive benefit services to County departments, current and retired employees and their family members so they can better serve the residents of Clackamas County.

Performance Narrative Statement

The Benefits and Wellness program proposes a \$43,419,527 budget, reflecting a continuation of current funding and service levels. In addition to continuing to offer a very competitive employee benefits package in support of our mission, the Benefits and Wellness division is increasing compliance, customer service and administrative efficiencies through the following focal areas:

Self-insurance fund transparency

- FY 17/18 and 18/19: Benefits administration fee
 - o Model now in place to keep pace with actual program expenses
 - o Reserves – on track to be fully stated within fund 760 in 20/21 budget
- FY 19/20: Account identification to create visibility of fund requirements
 - o Reserves
 - o Claims margins
 - o “true” operations contingency
- FY 19/20: Improved reporting and visibility to be able to identify program trends
 - o Internal analytics
 - o Vendor analytics

Leave and disability administration

- FY 18/19: Business process analysis and report – internal and consultant-led
- FY 18/19: Staff reorganization
- FY 18/19: Data integrity and benchmarking – preliminary
- FY 19/20: Prioritize and implement business process recommendations
- FY 19/20: Business partner assignments to departments

Benefits and Wellness

- FY 18/19: Staff reorganization
- FY 18/19: Data integrity and benchmarking – preliminary
- FY 19/20: Business process analysis - internal

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Result	90% of Expected/Open Leave Cases in PeopleSoft HR are accurate	NEW	90%	95%	95%
Result	80% of employees return to work within 180 days of initial non-occupational disability claim	NEW	80%	84%	85%
Result	90% of Wellness class surveys indicate "agree" or "strongly agree" that the class contributes to well-being	NEW	90%	89%	90%
Output	Number of Providence medical enrollments	1102	Discontinue	N/A	N/A
Output	Number of Kaiser medical enrollments	771	Discontinue	N/A	N/A

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation Mandated Services: Clackamas County is considered an applicable large employer under the Affordable Care Act. This means that the County is required to offer eligible employees medical coverage that meets affordability and minimum value standards.



Benefits and Wellness Administration

Benefits and Wellness

Budget Summary

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,627,706	4,435,386	7,742,662	7,742,662	10,743,634	3,000,972	38.8%
Prior Year Revenue	29,029,113	28,762,745	29,592,387	27,990,012	29,334,348	(258,039)	-0.9%
Charges for Service	-	2,119,702	3,346,745	3,465,724	3,341,545	(5,200)	-0.2%
Operating Revenue	29,029,113	30,882,447	32,939,132	31,455,736	32,675,893	(263,239)	-0.8%
Total Rev - Including Beginning Bal	30,656,819	35,317,833	40,681,794	39,198,398	43,419,527	2,737,733	6.7%
Personnel Services	-	1,385,860	1,628,886	1,589,116	1,741,955	113,069	6.9%
Materials & Services	25,885,974	26,070,040	30,616,295	26,767,078	32,716,306	2,100,011	6.9%
Indirect Costs (Internal Dept Chgs)	250,000	-	-	-	-	-	0%
Cost Allocation Charges	10,480	119,272	98,570	98,570	135,203	36,633	37.2%
Operating Expenditure	26,146,454	27,575,172	32,343,751	28,454,764	34,593,464	2,249,713	7.0%
Special Payments	74,979	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	2,274,579	2,274,579	0%
Contingency	-	-	8,338,043	-	6,551,484	(1,786,559)	-21.4%
Total Exp - Including Special Categories	26,221,433	27,575,172	40,681,794	28,454,764	43,419,527	2,737,733	6.7%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	9.64	9.64	11.25	11.25	11.25	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	9.64	9.64	-	9.25	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	2.00	-	-	0%

Significant Issues and Changes

FY 19-20 begins our 2nd year in a three-year plan to establish financial reserves for the medical, dental and disability plans within Self-Insurance Fund 760. The dental and disability reserves are fully established within the fund. In addition, we have established \$1,000,000 of the required \$2,198,900 in medical reserves. Each plan's reserve requirement is updated annually based on claims experience.

The FY 19-20 Beginning Balance contains \$5,400,000 in claims margin for the medical, dental and disability plans. Approximately \$2,000,000 of this total has been collected from the claims margin portion of the benefit premiums since 2015. The remaining amount has been moved from Contingency within the fund and dedicated to a newly established Claims Margin account line. This will allow the county to continue to pay claims in years where claims exceed premiums collected, while also maintaining an adequate operating contingency for the fund. For example, in FY 15-16 we experienced high medical claims expenses, requiring approximately \$3,000,000 to be transferred from Contingency, leaving only \$1,627,706 in that account to be carried forward for the next fiscal year's operations and claims margin.



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CLACKAMAS
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Risk Administration

Risk Administration Purpose Statement

The purpose of the Risk and Safety Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments and agencies so they can create a workplace culture committed to practices that eliminate risk, sustain a healthy and productive workforce and preserve financial resources.

Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 66,148,476

General Fund Support \$ 1,292,330

Risk Administration

Eric Machado,
Risk Manager

Total Request
\$17,689,156

Gen Fund \$ -

Risk & Safety Management

Eric Machado,
Risk Manager

FTE 8.75
Total Request
\$17,689,156

Gen Fund \$ -



Risk Administration

Risk Management Program

Purpose Statement

The purpose of the Risk Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments and agencies so they can create a workplace culture committed to practices that eliminate

Performance Narrative Statement

The Risk and Safety Management program proposes a \$17,689,156 budget, reflecting a continuation of current funding and service levels. The purpose of the Risk Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments and agencies so they can create a workplace culture committed to practices that eliminate risk, sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative

The Risk and Safety Management program proposes a \$17,689,156 budget, a 4.32% increase from FY 19. These resources provide for the administration of the entire program and include the necessary reserves to meet our substantial self-insured liabilities.

Program Projects:

- New Risk Management Information System (RMIS) implementation; Have begun implementation of an updated RMIS system, to replace the County's existing legacy system. New system will create countless efficiency improvements, thereby reducing administrative burden and allowing more time toward analysis and management of program. This project will continue into FY 20 and has been budgeted appropriately.
- Drug and Alcohol Policy; project to standardize various drug and alcohol policies into just two policies, one for Department of Transportation (DOT) related positions and one non-DOT positions, regardless of bargaining group. Work ongoing with bargaining groups to remove language from CBAs.
- Reorganization of Workers' Compensation/Leave Administration group; FY 20 will see a dedicated Workers' Compensation position, along with a dedicated Leave Administration position. We were able to leverage and reorganize existing FTE (no positions created or cut) to better serve both the WC and Leave Administration sides of the business.
- Implemented a third party process to pay workers' compensation medical bills, heavily reducing the administrative processing of this task by County employees.
- Workers' Compensation coding; reviewed and coded nearly 900 County job classes with their proper NCCI code. Built new report to properly use new codes. This will allow for better reporting of our quarterly assessment data to the State, along with improving our underwriting profile to potential insurers.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Actuals as of 12/31/18	FY 19-20 Target
Results	Experience Modification Rate will be 1 or less	0.76	1 or less	n/a	1 or less
Results	Each year the ratio of liability claims paid, when compared to the actuarial recommendation is 1 or less	0.50	1 or less	0.27	1 or less
Output	Number of ergonomic assessments provided quarterly	17.25	20	51.5	20
Output	Number of workers' compensation claims processed quarterly	27.75	28	28.5	28
Results	Beginning with 10% of departments in 2018 and increasing by 10% each year through 2021 (40%), departments will have no increase in their number of Workers' Compensations claims per employee (FTE)	n/a	n/a	Discontinue	N/A

Performance Measures Narrative

The "Results" measures are intended to measure success of the overall program to industry metrics. Comparing the actual liability claims amount paid to what is "expected", based on a review by our third party actuary, gives a good sense of our loss control, mitigation and management efforts around our liability claims.

In a similar vein, the Experience Modification Rate (EMR) results measure is another way to compare us to our industry peers. EMR is a number used by insurance companies to gauge both past cost of injuries and future chances of risk. One (1) is general industry standard. Anything below that indicates better than average.

I've discontinued tracking the department increase in workers' compensation measure as this wasn't my measure to begin with and I can always find a department with no increase. It didn't seem to provide value moving forward.

The "Outputs" are broken down into two categories; Ergonomics show the number of ergonomic assessments we anticipate and perform per quarter. We realigned this part of the program last year, and as a result have seen a large catch-up in the first half of the 18/19 year on a backlog of assessments dating back to the 17/18 year.

Workers' compensation claims have been very steady. An upcoming reorganization in the management of that function along with an improved software tool (both noted in Program Projects) will focus more FTE on the management of the individual claims themselves and less on the administrative burden of prior practices.

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)



Budget Summary

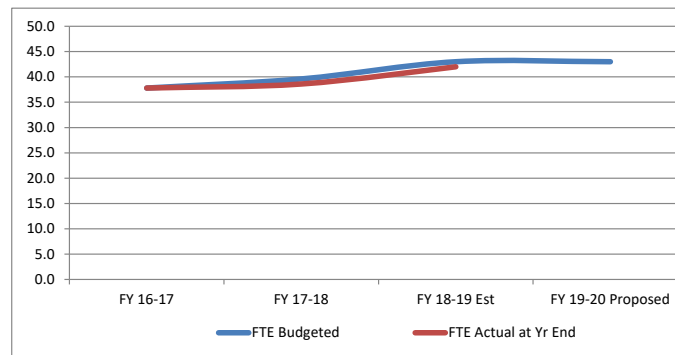
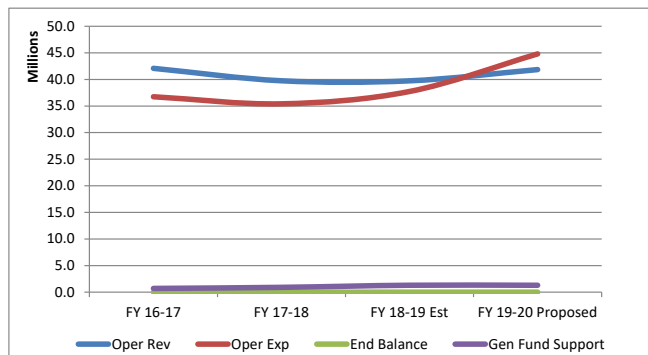
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Amended Budget	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	6,794,971	10,030,371	11,958,874	11,958,874	12,257,694	298,820	2.5%
Charges for Service	7,919,810	5,706,537	4,787,852	4,888,741	5,165,000	377,148	7.9%
Other Revenues	66,250	259,904	210,035	258,535	266,462	56,427	26.9%
Operating Revenue	7,986,060	5,966,441	4,997,887	5,147,276	5,431,462	433,575	8.7%
Total Rev - Including Beginning Bal	14,781,031	15,996,812	16,956,761	17,106,150	17,689,156	732,395	4.3%
Personnel Services	-	1,068,443	1,262,264	1,158,659	1,364,571	102,307	8.1%
Materials & Services	4,737,373	2,877,972	3,925,527	3,580,590	3,708,942	(216,585)	-5.5%
Cost Allocation Charges	13,287	91,522	109,207	109,207	109,141	(66)	-0.1%
Operating Expenditure	4,750,660	4,037,937	5,296,998	4,848,456	5,182,654	(114,344)	-2.2%
Reserve for Future Expenditures	-	-	3,403,701	-	3,446,102	42,401	1.2%
Contingency	-	-	8,256,062	-	9,060,400	804,338	9.7%
Total Exp - Including Special Categories	4,750,660	4,037,937	16,956,761	4,848,456	17,689,156	732,395	4.3%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	8.16	8.16	8.75	8.75	8.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	8.16	8.16	-	8.75	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

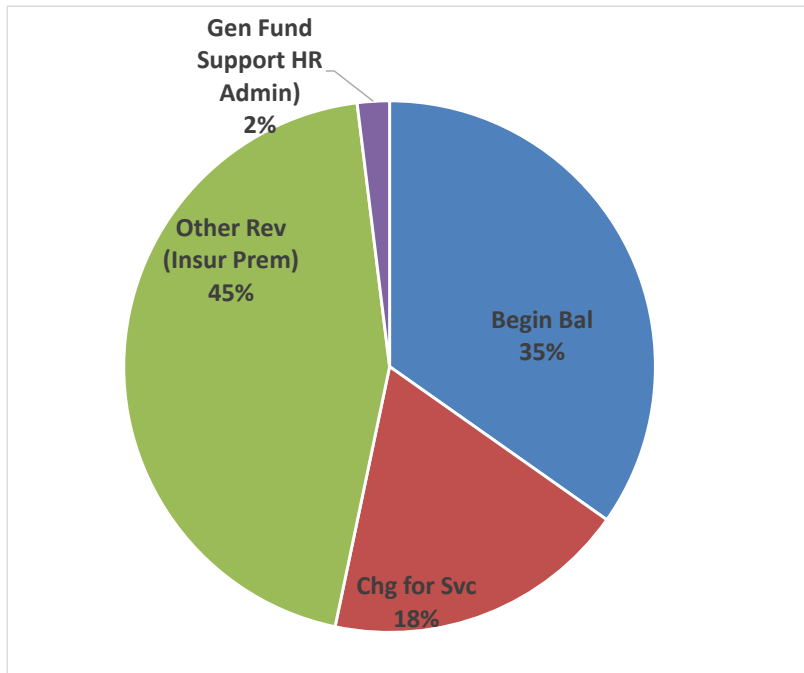
As outlined last year, the goal for our yearly Risk Fund allocation is stability. Even with several large claims that hit the books this year, causing a \$1.6 million increase in potential future liabilities according to our actuary's, we were able to achieve that desired stability with a modest 5% countywide increase in the allocation amount for FY 20. Liability claims will always be our most volatile budgetary item, but improvement in our underlying systems and processes (some of which are noted in Program Projects) will allow increased focus on areas that can positively impact that bottom line.

**Human Resources Department
Summary of Revenue and Expense**

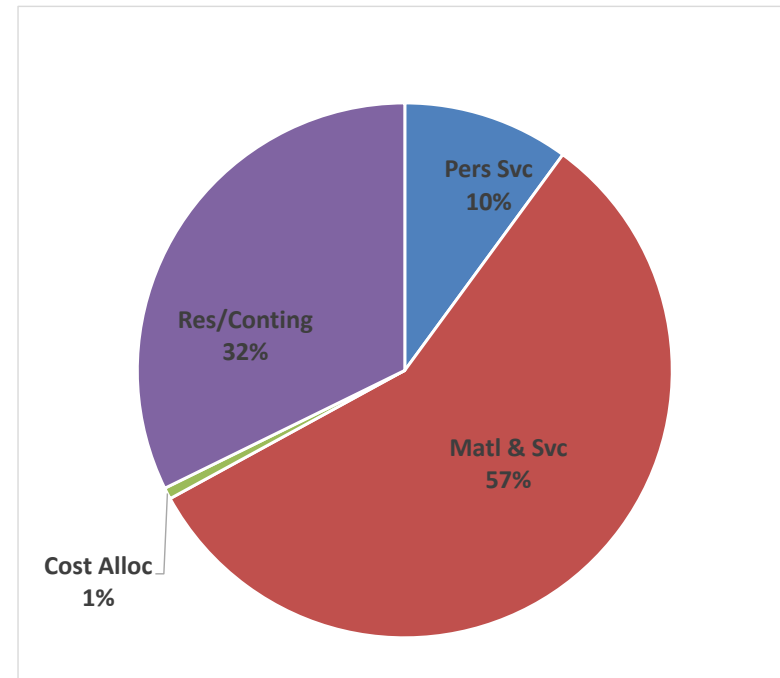
	FY 16-17	FY 17-18	FY 18-19 Amended Budgeted	FY 18-19 Projected Year End	FY 19-20 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	8,422,677	14,465,757	19,701,536	19,701,536	23,001,328	3,299,792	16.7%
Prior Year Revenue	0	0	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	0	0	0	0	0	0	0%
Federal Grants & Revenues	0	0	0	0	0	0	0%
State Grants & Revenues	0	0	0	0	0	0	0%
Local Grants & Revenues	0	0	0	0	0	0	0%
Charges for Service	12,980,570	10,712,847	11,267,919	11,487,787	12,249,008	981,089	8.7%
Fines & Penalties	0	0	0	0	0	0	0%
Other Revenues (insurance Premiums)	29,110,570	29,036,056	29,807,422	28,253,547	29,605,810	-201,612	-0.7%
Interfund Transfers	0	0	0	0	0	0	0%
Operating Revenue	42,091,140	39,748,903	41,075,341	39,741,334	41,854,818	779,477	1.9%
% Change	NA	-5.6%	3.3%	0.0%	5.3%		
Personnel Services	4,865,013	5,385,261	6,104,900	5,968,525	6,657,042	552,142	9.0%
Materials & Services	31,166,423	29,603,753	35,605,270	31,347,388	37,689,137	2,083,867	5.9%
Special Payments	74,979	0	0	0	0	0	0%
Indirect Costs	250,000	0	0	0	0	0	0%
Cost Allocation Charges	390,300	426,013	422,973	422,973	459,184	36,211	8.6%
Debt Service	0	0	0	0	0	0	0%
Interfund Transfers	0	0	0	0	0	0	0%
Capital Outlay	0	0	0	0	0	0	0%
Operating Expenditure	36,746,715	35,415,027	42,133,143	37,738,886	44,805,363	2,672,220	6.3%
% Change	NA	-3.6%	19.0%	6.6%	18.7%		
Reserve for Future Expenditures	0	0	3,403,701	0	5,720,681	2,316,980	68.1%
Contingency	0	0	16,594,105	0	15,622,432	-971,673	-5.9%
Total Expenditure	36,746,715	35,415,027	62,130,949	37,738,886	66,148,476	4,017,527	6.5%
Ending Balance (if applicable) (includes Reserve & Contingency)							
General Fund Support (if applicable)	698,655	901,904	1,354,072	1,297,344	1,292,330	-61,742	-4.6%
Full Time Equiv Positions (FTE) Budgeted	37.8	39.6	43.0		43.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	37.8	38.6		42.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	1.0		1.0			



**Human Resources Department
FY 19-20 Proposed Budget**



Resources



Requirements