

Employee Services

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Department Mission/Purpose

The mission of the Department of Employee Services is to provide services to County departments and agencies so they can provide high quality services to achieve their strategic results. As an internal service department, we provide consultative services and the infrastructure that sustains our department customers. We provide comprehensive, timely and progressive employment practices and services to support the departments' missions, which are carried out by our employees. It is our job to act as a strategic partner with our customers to understand and collaborate so that they can achieve their strategic results.

General Overview

The Department of Employee Services is composed of two major divisions: Human Resources Administration and Risk Management and Benefits Administration.

Human Resources Administration is charged with six major human resources activities: labor and employee relations; recruitment and selection; classification and compensation; learning and development; workforce planning; and managing the human resource management information system (HRIS). The following examples illustrate our current strategic initiatives and ways that our services support County department business needs.

In the labor and employee relations section we work closely with department management to maintain positive relationships with our unions. At the end of fiscal year 2014-15, we began bargaining with six of the County's eight unions, and reached agreement on five of the six contracts by the middle of fiscal year 2015-16. We also work closely with County managers and supervisors to support them in managing employee relations within their workforce.

The County's recruitment activity continues to increase. Based on the economy, we are experiencing large applicant pools for most recruitments. In fiscal year 2015-16, we expect to fill 337 positions, and anticipate filling an even higher number in the next fiscal year. We are the face of the County for the approximately 11,444 applicants who applied for our positions in fiscal year 2014-15. As an Affirmative Action employer, we attend approximately 24 job fairs per year for outreach, and distribute our job announcements to approximately 80 local partner agencies. Our goal is to help our customers fill their positions so they can perform their work, and that every applicant feels positive about their experience with Clackamas County.

The classification and compensation section provides classification and compensation plans and organizational structure consultation services to County departments, enabling them to have the right person in the right classification at the appropriate pay to achieve their strategic results. We have embarked on an initiative to update our classification plan to ensure that the work County employees perform is described accurately. We also consult with our department customers regarding staff reorganizations and other changes they encounter in managing their workforce. Next fiscal year, we anticipate an increased level of activity due to higher turnover related to the improving economy and anticipated retirements.

As our workforce continues to change, we face challenges in maintaining a workforce that will lead us into the future, as 43% of our employees will be eligible to retire within the next five years. Based on the approval of the Budget Committee last year for a Workforce Planning Coordinator position, we have filled the position and are developing a workforce planning program that will address our customer's needs for workforce planning and development into the future.

The learning and development section takes the lead in providing learning events, consultation and individual development planning services so that departments can be innovative and resilient in the face of change and high demand for services. The Leadership Academy is an example of the partnership with our departments in

developing leadership skills and increasing the bench strength of their employees. As a result, more employees are ready for the challenges of leadership as well as increased contribution in their current positions.

The HRIS section provides systems management, reports and analysis, and education services to HR, County departments and agencies to facilitate the use of HR systems and data to make informed decisions and achieve their strategic results.

Risk and Benefits Administration provides comprehensive administration of the County's employee benefits, safety, and risk management and loss control programs. Employee benefit programs include medical, dental, life and disability insurance; wellness and employee assistance program; flexible spending accounts; deferred compensation; and retiree medical funds. The Risk Management Claims program provides risk management services to County departments in order to manage the risks associated with public entity activities.

The Risk and Benefits Division has administrative responsibility for two separate Self-Insurance and Employee Services Funds: Benefits Self-Insurance (medical, dental, short-term disability, flexible spending accounts, deferred compensation and the wellness and employee assistance program); and the Risk Management Claims Fund (workers' compensation, casualty, liability and unemployment claims).

Our Wellness Program promotes a healthier workplace and life by offering education, awareness and activities to increase employee health and productivity as well as reduce health plan costs. The program focuses on the themes of eating nourishing food, finding movement we enjoy and building resilience. We also offer programs and activities for family members and retirees since they are part of our health plan experience.

In our Risk Management program, we partner with our departments to build a culture that supports a safe and low risk work environment. As a self insured entity for workers compensation, liability, and casualty, we assist departments in both compliance and best safety and loss control practices. We are active in developing and supporting safety committees to best match resources to the diverse needs of the County programs. We work with County Counsel as a team on risk management claims to alert the County of possible litigation and to resolve claims with minimal cost to the County.

Department: Department of Employee Services

| Strategic Plan: | Fiscal Year 15-16 | Actual 13-14 | Actual 14-15 | Estimated 15-16 | Projected 16-17 |
|---------------------------|---|-------------------------|-------------------------|----------------------------|----------------------------|
| Countywide Area of Focus: | Promote financial stability and leadership | | | | |
| Department Goal 1: | Promote a healthier workplace through education, awareness and activities to increase employee productivity and reduce health plan claims experience. | | | | |
| Activity to Further Goal: | Provide opportunities for employees, retirees and family members to improve their physical, mental and financial wellness, through exercise classes, wellness events and education on relevant topics. | | | | |
| Activity to Further Goal: | Develop and deliver job related courses that support wellness, including Building Resiliency, Communication & Leadership for an Effective Workplace (C.L.E.W.), Communication with Angry People, Frontline I & II and Core Communication. | | | | |
| Performance Measure: | Number of participants in wellness/EAP activities | 6,508 | 6,377 | 6,300 | 6,400 |
| Performance Measure: | Medical benefit cost increases compared to national average | | | | |
| | County overall medical increase | 5.4% | -2.3% | 0.7% | 4.20% |
| | National average | 2.1% | 3.9% | 4.3% | 5.00% |
| Performance Measure: | Participants rate Wellness Sustainability and Safety Fair (Scale of 0-5, 5 = Excellent) | 4.5 | 4.7 | 4.7 | 4.7 |
| Performance Measure: | Percentage of participants rating job-related training as satisfied | 97% | 99% | 98% | 98% |

Department: Department of Employee Services

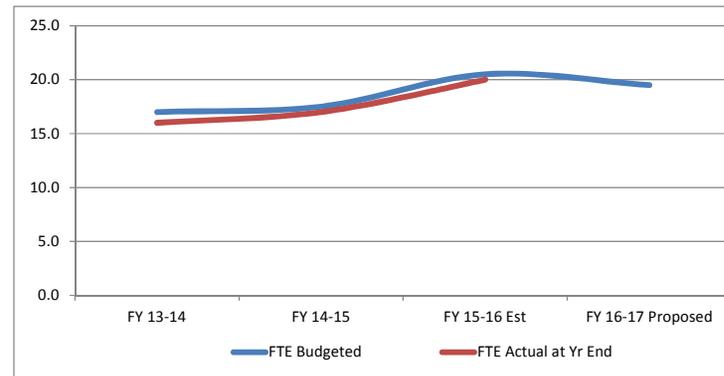
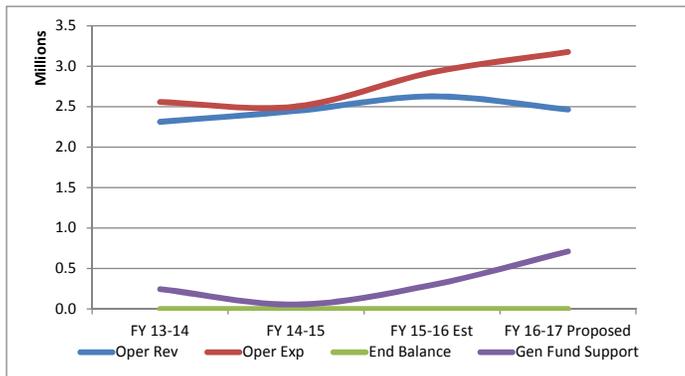
| Strategic Plan: | Fiscal Year 15-16 | Actual 13-14 | Actual 14-15 | Estimated 15-16 | Projected 16-17 |
|---------------------------|--|-----------------|-----------------|--------------------|--------------------|
| Department Goal 2: | Develop processes to build a strong Risk Management culture that provides a safe, low risk work environment. | | | | |
| Activity to Further Goal: | Assist departments in compliance with Occupational Safety and Health (OSHA) requirements leading to the reduction of OSHA incidents and casualty and workers' compensation claims. | | | | |
| Performance Measure: | OSHA incident rate per 100 employees | 4.37 | 4.75 | 4.00 | 4.50 |
| | State average of like entities | 4.90 | 4.90 | 4.90 | 4.90 |
| Performance Measure: | Number of casualty and workers compensation claims filed | 171 | 167 | 177 | 182 |
| Activity to Further Goal: | Provide training and guidance to managers and supervisors on employment laws and county policies in order to ensure compliance. | | | | |
| Performance Measure: | Number of employees attending Progressive Discipline, Workers Compensation, Family Medical Leave, and Labor Contract training | 124 | 81 | 108 | 150 |
| Performance Measure: | Participants rate training as Exceeds or Meets Expectations | 98% | 100% | 97% | 98% |
| Department Goal 3: | Identify and build strategic response to changing workplace and population demographics, fostering communication and strategic initiative planning with performance outcomes. | | | | |
| Activity to Further Goal: | Sustain County-wide Leadership Academy to develop and strengthen leadership skills in participating employees and increase bench strength for leadership positions. | | | | |

Department: Department of Employee Services

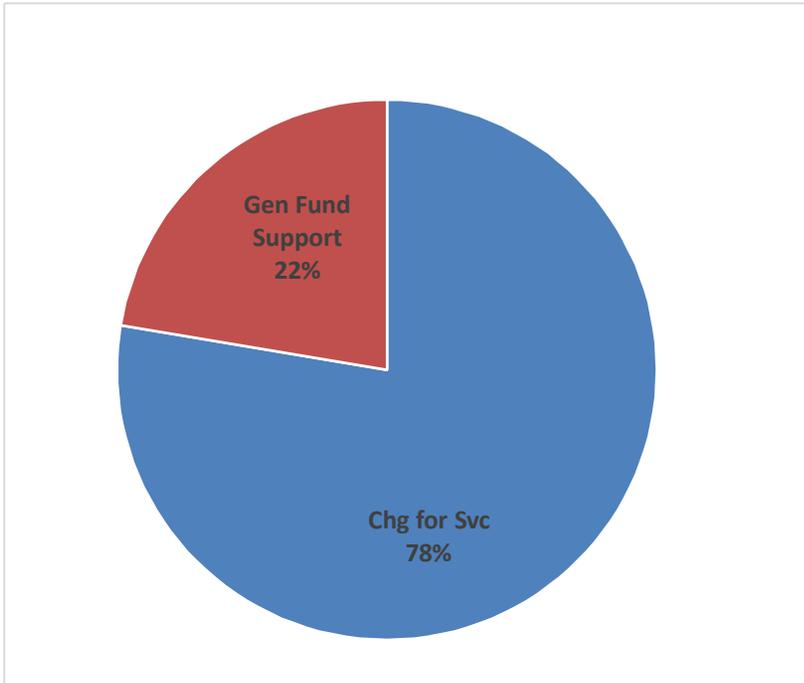
| Strategic Plan: | Fiscal Year 15-16 | Actual 13-14 | Actual 14-15 | Estimated 15-16 | Projected 15-16 |
|---|--------------------------|---|---|---|---|
| Activity to Further Goal: Support the County's culture through employee connections and recognition programs. | | | | | |
| Activity to Further Goal: Support management in attracting qualified, diverse applicants and maintaining county departments' workforce through recruitments and promotions. | | | | | |
| Performance Measure: Hiring managers/supervisors rate quality of applicants as Good or Excellent. | | 100% | 98% | 98% | 98% |
| Performance Measure: Hiring managers/supervisors rate onboarding process as Good or Excellent. | | 100% | 95% | 95% | 95% |
| Performance Measure: Diversity of Leadership Academy participants by dept/division and role. | | 17 depts/ divisions 20 ee's 45% repre- sented | 18 depts/ divisions 20 ee's 50% repre- sented | 18 depts/ divisions 20 ee's 40% repre- sented | 17 depts/ divisions 19 ee's 53% repre- sented |
| Performance Measure: Percent of employees completing Leadership Acacemy. | | 94% | 90% | 94% | 95% |
| Performance Measure: Number of employment applications received. | | 12,215 | 11,444 | 12,000 | 12,000 |
| Performance Measure: Number of positions filled. | | 225 | 258 | 337 | 340 |
| Performance Measure: Number of participants in recognition activities (BRAVO, Team Excellence, Recognition Luncheon) | | 670 | 650 | 640 | 680 |

**Employee Services Administration - General Fund
Summary of Revenue and Expense**

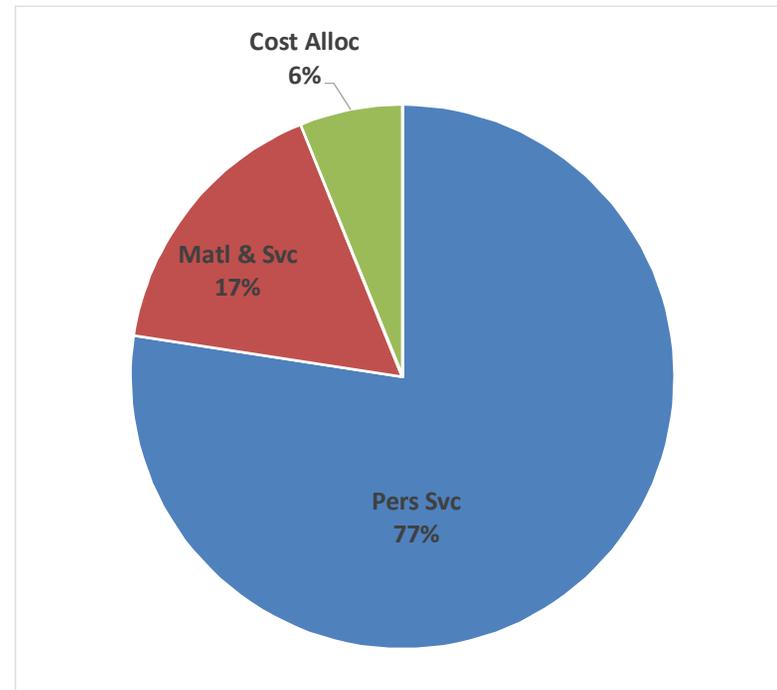
| | FY 13-14 | FY 14-15 | FY 15-16 Amended Budgeted | FY 15-16 Projected Year End | FY 16-17 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|------------------|------------------|------------------------------|--------------------------------|-----------------------------|-----------------------------|-------------------------------|
| Beginning Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| 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 | 2,312,198 | 2,446,111 | 2,532,367 | 2,533,725 | 2,465,028 | -67,339 | -2.7% |
| Fines & Penalties | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Other Revenues | 0 | 1,305 | 112,384 | 93,140 | 0 | 0 | 0% |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Operating Revenue | 2,312,198 | 2,447,416 | 2,644,751 | 2,626,865 | 2,465,028 | -179,723 | -6.8% |
| % Change | NA | 5.8% | 8.1% | 7.3% | -6.2% | | |
| Personnel Services | 2,022,239 | 1,958,657 | 2,480,638 | 2,269,865 | 2,458,754 | -21,884 | -0.9% |
| Materials & Services | 363,770 | 368,743 | 497,321 | 472,905 | 522,525 | 25,204 | 5.1% |
| Cost Allocation Charges | 171,028 | 174,171 | 180,233 | 180,233 | 194,411 | 14,178 | 7.9% |
| 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 | 2,557,037 | 2,501,571 | 3,158,192 | 2,923,003 | 3,175,690 | 17,498 | 0.6% |
| % Change | NA | -2.2% | 26.2% | 16.8% | 8.6% | | |
| Reserve for Future Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Ending Balance (if applicable) (includes Reserve & Contingency) | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| General Fund Support (if applicable) | 244,839 | 54,155 | 513,441 | 296,138 | 710,662 | 197,221 | 38.4% |
| Full Time Equiv Positions (FTE) Budgeted | 17.0 | 17.5 | 20.5 | | 19.5 | -1.0 | -4.9% |
| Full Time Equiv Positions (FTE) Filled at Yr End | 16.0 | 17.0 | | 20.0 | | | |
| Full Time Equiv Positions (FTE) Vacant at Yr End | 1.0 | 0.5 | | 0.5 | | | |



**Employee Services Administration - General Fund
FY 16-17 Proposed Budget**



Resources



Requirements

Clackamas County, OR.
Revenue and Expense Report

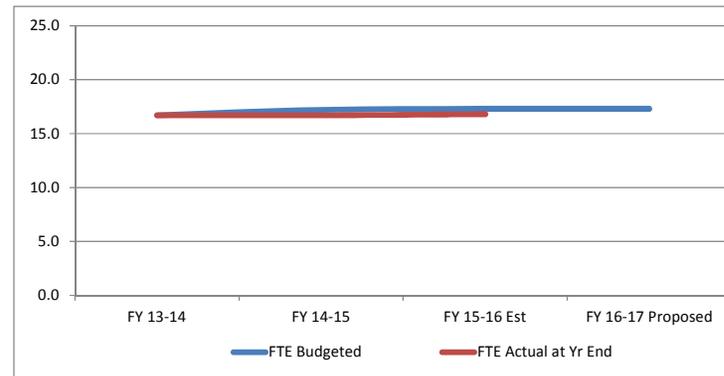
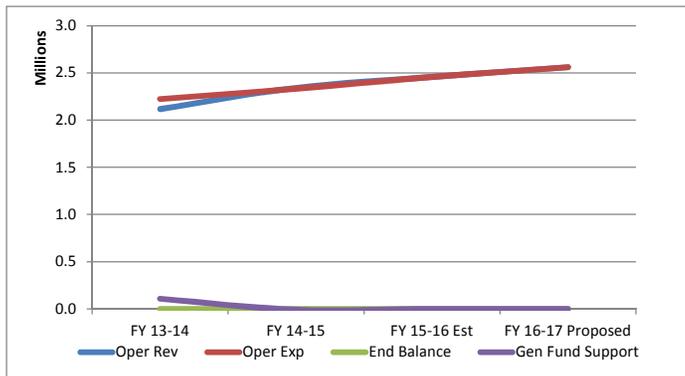
| Dept of Employee Services | 2013-14 Actual | 2014-15 Actual | 2015-16 Amended Budget | 2015-16 Projected Year End | 2016-17 Requested Budget | 2016-17 Proposed Budget | Change from Prior Year Budget | Pct. Change from Prior Year Budget |
|--|-------------------|-------------------|------------------------------|----------------------------------|--------------------------------|-------------------------------|-------------------------------------|--|
| 0103 Human Resources Administration | | | | | | | | |
| 100 General Fund | | | | | | | | |
| 341880 Other Internal County Services | 2,040,826 | 2,134,998 | 2,237,183 | 2,237,183 | 2,182,681 | 2,182,681 | (54,502) | (2.44) |
| 341885 Fees For Service To Other Agency | 271,372 | 311,113 | 295,184 | 296,542 | 282,347 | 282,347 | (12,837) | (4.35) |
| 360107 A Team Revenue | 0 | 1,305 | 0 | 3,140 | 0 | 0 | 0 | 0.00 |
| 369920 Salary Reimbursement | 0 | 0 | 112,384 | 90,000 | 0 | 0 | (112,384) | (100.00) |
| Total Revenue | 2,312,198 | 2,447,416 | 2,644,751 | 2,626,865 | 2,465,028 | 2,465,028 | (179,723) | (6.80) |
| 411100 Regular Full Time Employees | 1,176,077 | 1,279,574 | 1,568,983 | 1,540,971 | 1,571,749 | 1,571,749 | 2,766 | 0.18 |
| 412100 Regular Part Time | 145,478 | 13,798 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 413000 Temporary Workers | 224 | 1,777 | 0 | 2,189 | 10,000 | 10,000 | 10,000 | 0.00 |
| 414030 Overtime | 0 | 0 | 10,000 | 10,000 | 0 | 0 | (10,000) | (100.00) |
| 414050 Vacation Sell-Back | 5,055 | 8,424 | 10,000 | 10,000 | 10,000 | 10,000 | 0 | 0.00 |
| 415000 Fringe Benefits | 690,394 | 650,075 | 884,950 | 700,000 | 858,668 | 858,668 | (26,282) | (2.97) |
| 415020 Worker Compensation | 3,010 | 3,165 | 4,683 | 4,683 | 6,818 | 6,818 | 2,135 | 45.59 |
| 415030 Unemployment | 2,000 | 1,844 | 2,022 | 2,022 | 1,519 | 1,519 | (503) | (24.88) |
| 421100 General Office Supplies | 5,949 | 6,530 | 7,000 | 7,000 | 8,000 | 8,000 | 1,000 | 14.29 |
| 421110 Postage | 310 | 128 | 1,000 | 1,000 | 1,000 | 1,000 | 0 | 0.00 |
| 421210 Computer Non-Capital | 5,444 | 2,861 | 10,000 | 10,000 | 15,000 | 15,000 | 5,000 | 50.00 |
| 422400 Food | 5,857 | 6,360 | 5,000 | 5,000 | 5,000 | 5,000 | 0 | 0.00 |
| 431000 Professional Services | 86,207 | 38,305 | 100,000 | 70,000 | 120,000 | 120,000 | 20,000 | 20.00 |
| 432100 Telephone | 21,189 | 21,353 | 20,000 | 20,000 | 22,000 | 22,000 | 2,000 | 10.00 |
| 432400 Advertising | 35,600 | 56,705 | 40,000 | 50,000 | 55,000 | 55,000 | 15,000 | 37.50 |
| 433100 Travel and Per Diem (no mileage) | 10,142 | 11,112 | 8,000 | 6,000 | 6,000 | 6,000 | (2,000) | (25.00) |
| 433110 Mileage Reimbursement | 1,557 | 2,090 | 2,000 | 2,000 | 2,000 | 2,000 | 0 | 0.00 |
| 434100 Printing & Duplicating Services | 2,889 | 6,364 | 5,000 | 6,000 | 6,000 | 6,000 | 1,000 | 20.00 |
| 435180 Casualty Insurance | 5,530 | 9,162 | 21,460 | 21,460 | 16,578 | 16,578 | (4,882) | (22.75) |
| 437230 Computer Equip Repair & Maint | 0 | 2,067 | 37,910 | 35,744 | 2,000 | 2,000 | (35,910) | (94.72) |
| 437231 Software Maintenance | 6,975 | 7,185 | 7,400 | 7,400 | 8,000 | 8,000 | 600 | 8.11 |
| 437260 Office Furn & Equip Non-Capital | 0 | 1,596 | 3,000 | 8,000 | 4,000 | 4,000 | 1,000 | 33.33 |
| 438110 Office Rental | 52,802 | 58,440 | 59,801 | 59,801 | 61,197 | 61,197 | 1,396 | 2.33 |
| 438220 Copier Rental | 7,368 | 8,917 | 8,000 | 8,000 | 9,000 | 9,000 | 1,000 | 12.50 |
| 439100 Dues & Memberships | 2,613 | 2,422 | 4,000 | 3,500 | 4,000 | 4,000 | 0 | 0.00 |
| 439200 Training & Staff Development | 93,482 | 93,450 | 100,000 | 100,000 | 120,000 | 120,000 | 20,000 | 20.00 |
| 439210 Employee Recognition | 17,920 | 18,171 | 25,000 | 22,000 | 25,000 | 25,000 | 0 | 0.00 |
| 439211 A Team Expense | 0 | 15,218 | 27,750 | 27,000 | 27,750 | 27,750 | 0 | 0.00 |
| 439400 Publications & Subscriptions | 1,461 | 309 | 5,000 | 3,000 | 5,000 | 5,000 | 0 | 0.00 |

**Clackamas County, OR.
Revenue and Expense Report**

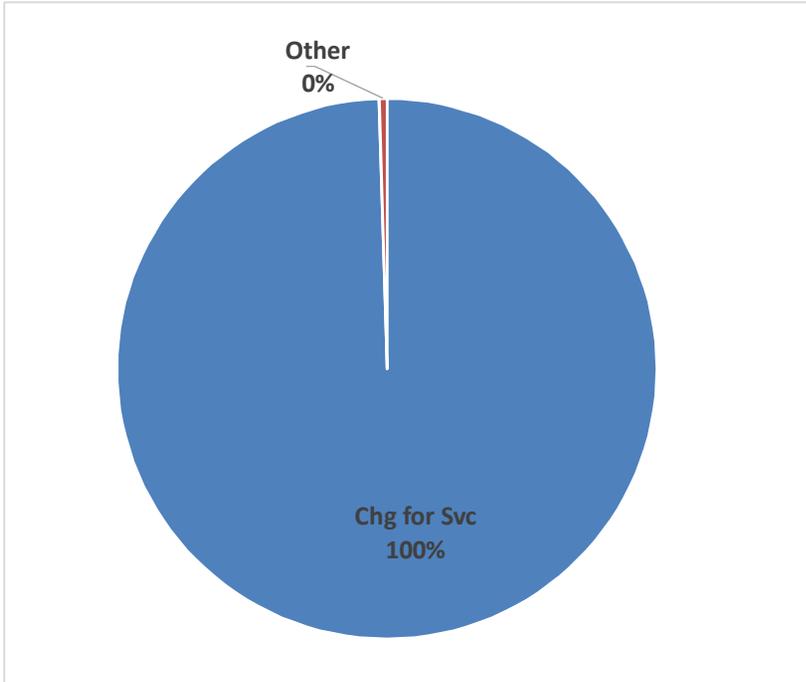
| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|---|------------------|------------------|------------------|--------------------|------------------|------------------|------------------------|------------------------|
| Dept of Employee Services | Actual | Actual | Amended Budget | Projected Year End | Requested Budget | Proposed Budget | from Prior Year Budget | from Prior Year Budget |
| 0103 Human Resources Administration | | | | | | | | |
| 100 General Fund | | | | | | | | |
| 452071 Complete Comm Diversity and Inclus | 476 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 478101 Finance Alloc Cost | 8,991 | 9,458 | 8,227 | 8,227 | 8,163 | 8,163 | (64) | (0.78) |
| 478102 Tech Svc Alloc Cost | 70,617 | 65,339 | 75,031 | 75,031 | 80,046 | 80,046 | 5,015 | 6.68 |
| 478103 Building Maint Alloc Cost | 55,491 | 60,479 | 61,040 | 61,040 | 65,372 | 65,372 | 4,332 | 7.10 |
| 478104 PGA Alloc Cost | 10,406 | 9,702 | 9,271 | 9,271 | 10,897 | 10,897 | 1,626 | 17.54 |
| 478105 Records Mgt Alloc Cost | 2,638 | 3,930 | 2,443 | 2,443 | 3,503 | 3,503 | 1,060 | 43.39 |
| 478106 Purchasing Alloc Cost | 3,479 | 3,433 | 3,379 | 3,379 | 5,471 | 5,471 | 2,092 | 61.91 |
| 478107 Courier Alloc Cost | 1,342 | 2,061 | 2,084 | 2,084 | 2,086 | 2,086 | 2 | 0.10 |
| 478112 County Admin Alloc Cost | 6,834 | 7,829 | 7,145 | 7,145 | 8,477 | 8,477 | 1,332 | 18.64 |
| 478117 Mailroom Overhead Allocation | 375 | 549 | 71 | 71 | 52 | 52 | (19) | (26.76) |
| 478201 Electric Utility Alloc | 6,984 | 7,338 | 7,388 | 7,388 | 6,972 | 6,972 | (416) | (5.63) |
| 478202 Natural Gas Utility Alloc | 850 | 982 | 1,033 | 1,033 | 294 | 294 | (739) | (71.54) |
| 478203 Water Utility Alloc | 2,379 | 2,315 | 2,341 | 2,341 | 2,271 | 2,271 | (70) | (2.99) |
| 478204 Trash Removal Alloc | 642 | 756 | 780 | 780 | 807 | 807 | 27 | 3.46 |
| Total Expense | 2,557,037 | 2,501,571 | 3,158,192 | 2,923,003 | 3,175,690 | 3,175,690 | 17,498 | 0.55 |
| Total General Fund | (244,839) | (54,155) | (513,441) | (296,138) | (710,662) | (710,662) | (197,221) | 38.41 |
| Total Human Resources Administration | (244,839) | (54,155) | (513,441) | (296,138) | (710,662) | (710,662) | (197,221) | 38.41 |

**Employee Services - Risk & Benefits Administration - General Fund
Summary of Revenue and Expense**

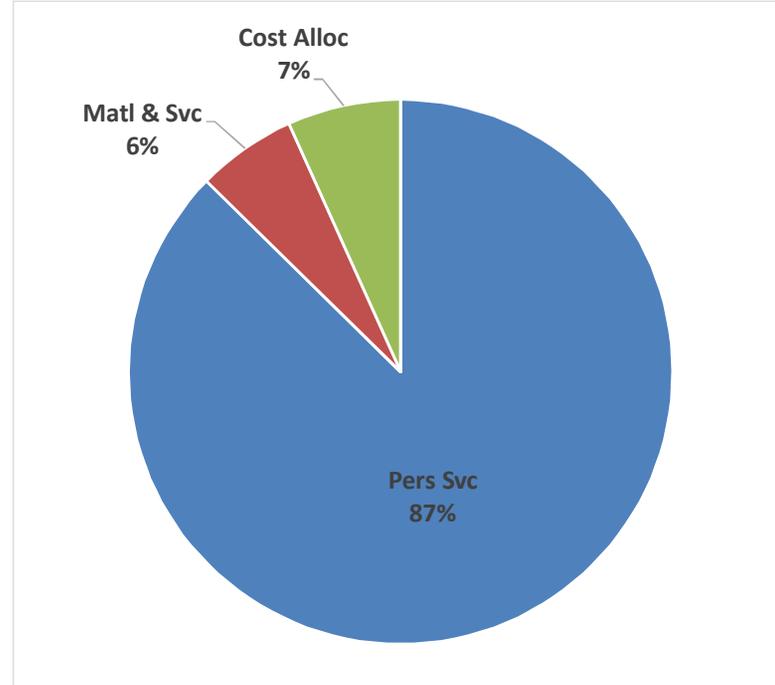
| | FY 13-14 | FY 14-15 | FY 15-16 Amended Budgeted | FY 15-16 Projected Year End | FY 16-17 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|------------------|------------------|------------------------------|--------------------------------|-----------------------------|-----------------------------|-------------------------------|
| Beginning Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| 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 | 2,105,444 | 2,331,601 | 2,494,868 | 2,445,399 | 2,548,754 | 53,886 | 2.2% |
| Fines & Penalties | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Other Revenues | 11,385 | 10,587 | 12,158 | 12,158 | 11,882 | -276 | -2.3% |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Operating Revenue | 2,116,829 | 2,342,188 | 2,507,026 | 2,457,557 | 2,560,636 | 53,610 | 2.1% |
| % Change | NA | 10.6% | 7.0% | 4.9% | 4.2% | | |
| Personnel Services | 1,955,533 | 2,052,480 | 2,198,739 | 2,144,270 | 2,236,514 | 37,775 | 1.7% |
| Materials & Services | 118,404 | 117,249 | 146,180 | 151,180 | 152,000 | 5,820 | 4.0% |
| Cost Allocation Charges | 150,316 | 163,509 | 162,107 | 162,107 | 172,122 | 10,015 | 6.2% |
| 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 | 2,224,253 | 2,333,238 | 2,507,026 | 2,457,557 | 2,560,636 | 53,610 | 2.1% |
| % Change | NA | 4.9% | 7.4% | 5.3% | 4.2% | | |
| Reserve for Future Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Ending Balance (if applicable) (includes Reserve & Contingency) | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| General Fund Support | 107,424 | -8,950 | 0 | 0 | 0 | 0 | 0% |
| Full Time Equiv Positions (FTE) Budgeted | 16.7 | 17.2 | 17.3 | | 17.3 | 0.0 | 0% |
| Full Time Equiv Positions (FTE) Filled at Yr End | 16.7 | 16.7 | | 16.8 | | | |
| Full Time Equiv Positions (FTE) Vacant at Yr End | 0.0 | 0.5 | | 0.5 | | | |



**Employee Services - Risk & Benefits Administration - General Fund
FY 16-17 Proposed Budget**



Resources



Requirements

Clackamas County, OR.
Revenue and Expense Report

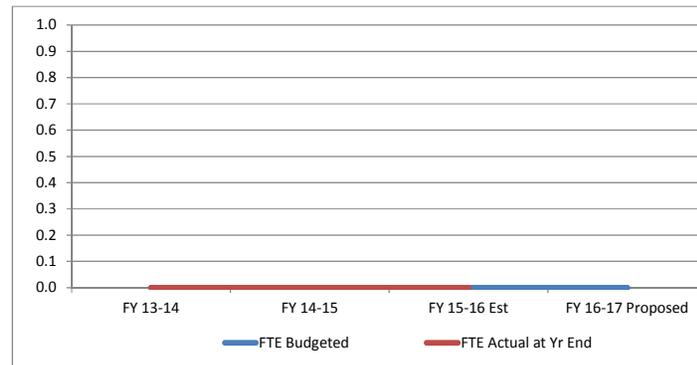
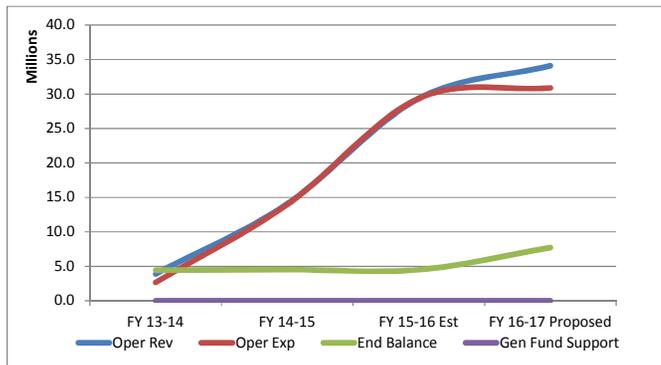
| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|--|------------------|------------------|------------------|------------------|------------------|------------------|---------------|-------------|
| Dept of Employee Services | Actual | Actual | Amended | Projected | Requested | Proposed | from Prior | from Prior |
| | | | Budget | Year End | Budget | Budget | Year Budget | Year Budget |
| 0104 Risk/Benefits Administration | | | | | | | | |
| 100 General Fund | | | | | | | | |
| 341461 Miscellaneous Fees | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 341880 Other Internal County Services | 1,439,348 | 1,653,867 | 1,799,828 | 1,750,359 | 1,822,610 | 1,822,610 | 22,782 | 1.27 |
| 341887 Fringe Benefits Administration - Alloc: | 666,096 | 677,730 | 695,040 | 695,040 | 726,144 | 726,144 | 31,104 | 4.48 |
| 360001 Miscellaneous Revenue | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 360107 A Team Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 364600 Fringe Benefits Revenue-NonCty | 8,221 | 8,957 | 9,600 | 9,600 | 10,368 | 10,368 | 768 | 8.00 |
| 364610 Fringe Benefits Admin-Cobra | 3,153 | 1,630 | 2,558 | 2,558 | 1,514 | 1,514 | (1,044) | (40.81) |
| Total Revenue | 2,116,828 | 2,342,188 | 2,507,026 | 2,457,557 | 2,560,636 | 2,560,636 | 53,610 | 2.14 |
| 411100 Regular Full Time Employees | 1,118,009 | 1,183,807 | 1,257,430 | 1,257,430 | 1,346,523 | 1,346,523 | 89,093 | 7.09 |
| 412100 Regular Part Time | 134,065 | 138,449 | 140,172 | 140,172 | 67,356 | 67,356 | (72,816) | (51.95) |
| 413000 Temporary Workers | 29,080 | 31,579 | 30,000 | 30,000 | 30,000 | 30,000 | 0 | 0.00 |
| 414050 Vacation Sell-Back | 5,920 | 6,438 | 10,000 | 10,000 | 10,000 | 10,000 | 0 | 0.00 |
| 415000 Fringe Benefits | 663,789 | 687,341 | 754,469 | 700,000 | 774,100 | 774,100 | 19,631 | 2.60 |
| 415020 Worker Compensation | 2,794 | 3,106 | 4,681 | 4,681 | 7,042 | 7,042 | 2,361 | 50.44 |
| 415030 Unemployment | 1,876 | 1,761 | 1,987 | 1,987 | 1,493 | 1,493 | (494) | (24.86) |
| 421100 General Office Supplies | 5,255 | 4,458 | 2,500 | 2,500 | 3,500 | 3,500 | 1,000 | 40.00 |
| 421110 Postage | 7,943 | 4,964 | 5,000 | 5,000 | 5,000 | 5,000 | 0 | 0.00 |
| 421210 Computer Non-Capital | 2,777 | 1,246 | 3,000 | 5,000 | 5,000 | 5,000 | 2,000 | 66.67 |
| 422400 Food | 1,735 | 1,544 | 2,000 | 4,000 | 4,000 | 4,000 | 2,000 | 100.00 |
| 431000 Professional Services | 0 | 80 | 0 | 0 | 250 | 250 | 250 | 0.00 |
| 432100 Telephone | 8,272 | 8,809 | 8,000 | 8,000 | 8,000 | 8,000 | 0 | 0.00 |
| 433100 Travel and Per Diem (no mileage) | 2,748 | 4,872 | 8,400 | 6,000 | 8,400 | 8,400 | 0 | 0.00 |
| 433110 Mileage Reimbursement | 2,263 | 1,899 | 1,000 | 1,500 | 1,500 | 1,500 | 500 | 50.00 |
| 434100 Printing & Duplicating Services | 4,496 | 2,876 | 4,000 | 6,000 | 6,000 | 6,000 | 2,000 | 50.00 |
| 435170 (Inactive) FMLA Expense | 0 | 25 | 250 | 250 | 0 | 0 | (250) | (100.00) |
| 435180 Casualty Insurance | 5,949 | 8,991 | 20,829 | 20,829 | 16,753 | 16,753 | (4,076) | (19.57) |
| 437230 Computer Equip Repair & Maint | 1,800 | 2,067 | 3,500 | 3,500 | 3,500 | 3,500 | 0 | 0.00 |
| 437231 Software Maintenance | 0 | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 0 | 0.00 |
| 437260 Office Furn & Equip Non-Capital | 1,442 | 1,868 | 1,000 | 8,000 | 2,000 | 2,000 | 1,000 | 100.00 |
| 438110 Office Rental | 52,802 | 58,436 | 59,801 | 59,801 | 61,197 | 61,197 | 1,396 | 2.33 |
| 438220 Copier Rental | 4,546 | 4,141 | 6,000 | 5,000 | 6,000 | 6,000 | 0 | 0.00 |
| 439100 Dues & Memberships | 5,678 | 1,722 | 5,000 | 3,000 | 5,000 | 5,000 | 0 | 0.00 |
| 439200 Training & Staff Development | 8,922 | 7,008 | 9,100 | 8,000 | 9,100 | 9,100 | 0 | 0.00 |
| 439211 A Team Expense | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |

**Clackamas County, OR.
Revenue and Expense Report**

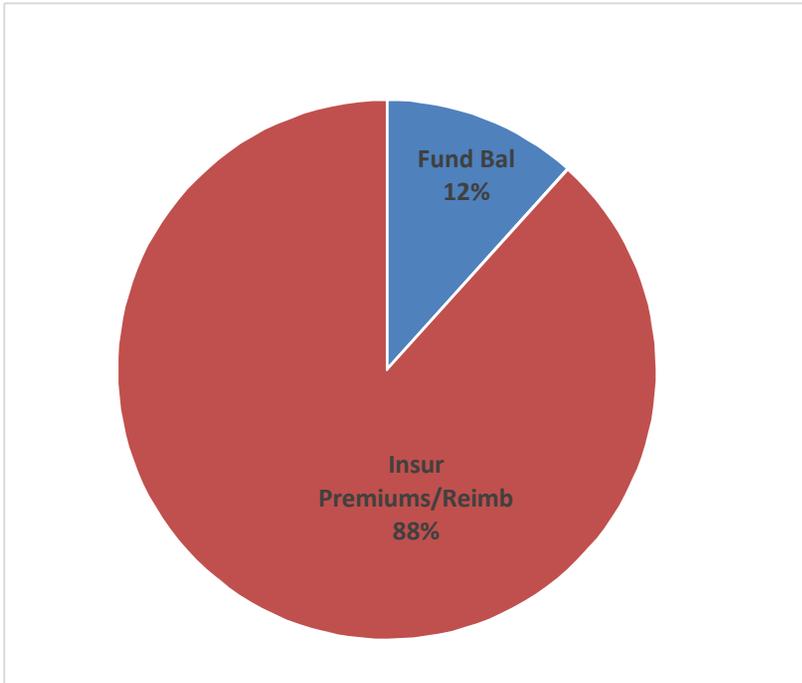
| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|---|------------------|------------------|------------------|------------------|------------------|------------------|---------------|-------------|
| | Actual | Actual | Amended | Projected | Requested | Proposed | from Prior | from Prior |
| Dept of Employee Services | | | Budget | Year End | Budget | Budget | Year Budget | Year Budget |
| 0104 Risk/Benefits Administration | | | | | | | | |
| 100 General Fund | | | | | | | | |
| 439400 Publications & Subscriptions | 1,353 | 102 | 3,000 | 1,000 | 3,000 | 3,000 | 0 | 0.00 |
| 439940 Refunds | 45 | 71 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 450001 Program Expense | 378 | 270 | 1,500 | 1,500 | 1,500 | 1,500 | 0 | 0.00 |
| 454013 Safety Equipment & Supplies | 0 | 0 | 500 | 500 | 500 | 500 | 0 | 0.00 |
| 478101 Finance Alloc Cost | 8,221 | 8,323 | 7,553 | 7,553 | 7,839 | 7,839 | 286 | 3.79 |
| 478102 Tech Svc Alloc Cost | 33,448 | 38,167 | 35,196 | 35,196 | 37,565 | 37,565 | 2,369 | 6.73 |
| 478103 Building Maint Alloc Cost | 55,490 | 60,479 | 61,041 | 61,041 | 65,372 | 65,372 | 4,331 | 7.10 |
| 478104 PGA Alloc Cost | 10,099 | 9,547 | 9,404 | 9,404 | 11,120 | 11,120 | 1,716 | 18.25 |
| 478105 Records Mgt Alloc Cost | 1,301 | 423 | 203 | 203 | 2,001 | 2,001 | 1,798 | 885.71 |
| 478106 Purchasing Alloc Cost | 825 | 1,341 | 3,381 | 3,381 | 3,283 | 3,283 | (98) | (2.90) |
| 478107 Courier Alloc Cost | 1,404 | 2,121 | 2,145 | 2,145 | 2,148 | 2,148 | 3 | 0.14 |
| 478111 Personnel Admin Alloc Cost | 19,824 | 21,242 | 21,578 | 21,578 | 21,548 | 21,548 | (30) | (0.14) |
| 478112 County Admin Alloc Cost | 6,552 | 7,634 | 7,204 | 7,204 | 8,542 | 8,542 | 1,338 | 18.57 |
| 478117 Mailroom Overhead Allocation | 2,298 | 2,842 | 2,859 | 2,859 | 2,360 | 2,360 | (499) | (17.45) |
| 478201 Electric Utility Alloc | 6,983 | 7,338 | 7,388 | 7,388 | 6,972 | 6,972 | (416) | (5.63) |
| 478202 Natural Gas Utility Alloc | 850 | 982 | 1,033 | 1,033 | 294 | 294 | (739) | (71.54) |
| 478203 Water Utility Alloc | 2,379 | 2,315 | 2,341 | 2,341 | 2,271 | 2,271 | (70) | (2.99) |
| 478204 Trash Removal Alloc | 642 | 755 | 781 | 781 | 807 | 807 | 26 | 3.33 |
| Total Expense | 2,224,253 | 2,333,238 | 2,507,026 | 2,457,557 | 2,560,636 | 2,560,636 | 53,610 | 2.14 |
| Total General Fund | (107,425) | 8,950 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| Total Risk/Benefits Administration | (107,425) | 8,950 | 0 | 0 | 0 | 0 | 0 | 0.00 |

**Self Insurance
Summary of Revenue and Expense**

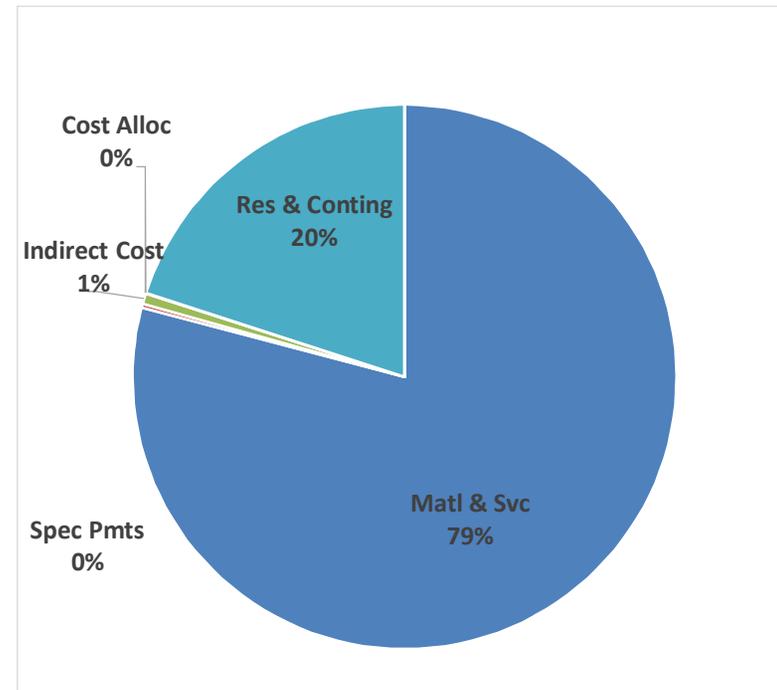
| | FY 13-14 | FY 14-15 | FY 15-16 Amended Budgeted | FY 15-16 Projected Year End | FY 16-17 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|------------------|-------------------|------------------------------|--------------------------------|-----------------------------|-----------------------------|-------------------------------|
| Beginning Balance | 3,219,073 | 4,440,330 | 4,531,778 | 4,531,777 | 4,508,193 | -23,585 | -0.5% |
| 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 | 0 | 46,687 | 0 | 0 | 0 | 0 | 0% |
| Fines & Penalties | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Insurance Premiums/Reimb | 3,897,349 | 14,018,525 | 29,375,688 | 29,347,090 | 34,110,772 | 4,735,084 | 16.1% |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Operating Revenue | 3,897,349 | 14,065,212 | 29,375,688 | 29,347,090 | 34,110,772 | 4,735,084 | 16.1% |
| % Change | NA | 260.9% | 108.9% | 108.7% | 16.2% | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Materials & Services | 2,671,788 | 13,969,350 | 25,536,127 | 29,354,863 | 30,544,338 | 5,008,211 | 19.6% |
| Special Payments | 0 | 0 | 8,000 | 7,690 | 89,000 | 81,000 | 1012.5% |
| Division Indirect Costs | 0 | 0 | 0 | 0 | 250,000 | 250,000 | 0.0% |
| Cost Allocation Charges | 4,304 | 4,417 | 8,121 | 8,121 | 10,480 | 2,359 | 29.0% |
| 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 | 2,676,092 | 13,973,767 | 25,552,248 | 29,370,674 | 30,893,818 | 5,341,570 | 20.9% |
| % Change | NA | 422.2% | 82.9% | 110.2% | 5.2% | | |
| Reserve for Future Expenditures Contingency | 0 | 0 | 4,258,727 | 0 | 2,386,429 | -1,872,298 | -44.0% |
| | 0 | 0 | 4,096,491 | 0 | 5,338,718 | 1,242,227 | 30.3% |
| Ending Balance (if applicable) (includes Reserve & Contingency) | 4,440,330 | 4,531,775 | 8,355,218 | 4,508,193 | 7,725,147 | -630,071 | -7.5% |
| General Fund Support (if applicable) | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Full Time Equiv Positions (FTE) Budgeted | | | | | | 0.0 | 0% |
| Full Time Equiv Positions (FTE) Filled at Yr End | | | | | | | |
| Full Time Equiv Positions (FTE) Vacant at Yr End | 0.0 | 0.0 | | | 0.0 | | |



**Self Insurance
FY 16-17 Proposed Budget**



Resources



Requirements

**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|--|------------------|------------------|------------------|--------------------|------------------|------------------|------------------------|------------------------|
| Dept of Employee Services | Actual | Actual | Amended Budget | Projected Year End | Requested Budget | Proposed Budget | from Prior Year Budget | from Prior Year Budget |
| 0114 Dental Insurance | | | | | | | | |
| 760 Self-Insurance Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | 2,102,845 | 2,319,364 | 2,195,129 | 2,195,129 | 2,308,352 | 2,308,352 | 113,223 | 5.16 |
| 364101 Non-Rep Flex NRFX | 27,009 | 24,607 | 34,252 | 16,847 | 17,858 | 17,858 | (16,394) | (47.86) |
| 364104 Non-County | 16,693 | 17,038 | 18,565 | 18,971 | 20,109 | 20,109 | 1,544 | 8.32 |
| 364105 Cobra/Retiree Self-Paid | 168,997 | 153,683 | 172,965 | 150,745 | 159,790 | 159,790 | (13,175) | (7.62) |
| 364107 Dental Revenue | 2,168,042 | 2,081,389 | 2,282,722 | 2,105,792 | 2,232,140 | 2,232,140 | (50,582) | (2.22) |
| Total Revenue | 4,483,586 | 4,596,081 | 4,703,633 | 4,487,484 | 4,738,249 | 4,738,249 | 34,616 | 0.74 |
| 431620 Administration Fees | 102,846 | 107,569 | 101,319 | 99,113 | 101,591 | 101,591 | 272 | 0.27 |
| 435401 Claims Expense NonRep Flex Plan | 391,080 | 377,898 | 361,241 | 365,602 | 387,538 | 387,538 | 26,297 | 7.28 |
| 435402 Claims Expense Represented Flex P | 1,055,875 | 1,302,948 | 1,258,193 | 1,152,397 | 1,221,541 | 1,221,541 | (36,652) | (2.91) |
| 435403 Claims Expense Police Offcra Assn | 438,794 | 414,784 | 363,569 | 390,876 | 414,329 | 414,329 | 50,760 | 13.96 |
| 435404 Claims Expense Non-County | 14,228 | 12,751 | 13,115 | 17,665 | 18,725 | 18,725 | 5,610 | 42.78 |
| 435405 Claims Exp Cobra/Retiree S/P | 160,779 | 176,798 | 175,083 | 144,455 | 153,122 | 153,122 | (21,961) | (12.54) |
| 439940 Refunds | 622 | 491 | 0 | 1,334 | 0 | 0 | 0 | 0.00 |
| 440001 Pmts To Other Govts/Orgs | 0 | 7,712 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 465002 Payments to Local Governments | 0 | 0 | 0 | 7,690 | 8,000 | 8,000 | 8,000 | 0.00 |
| 465009 Other Special Payments | 0 | 0 | 8,000 | 0 | 0 | 0 | (8,000) | (100.00) |
| 490030 Unpaid Claims Reserves | 0 | 0 | 217,920 | 0 | 0 | 0 | (217,920) | (100.00) |
| Total Expense | 2,164,222 | 2,400,952 | 2,498,440 | 2,179,132 | 2,304,846 | 2,304,846 | (193,594) | (7.75) |
| Total Self-Insurance Fund | 2,319,364 | 2,195,129 | 2,205,193 | 2,308,352 | 2,433,403 | 2,433,403 | 228,210 | 10.35 |
| Total Dental Insurance | 2,319,364 | 2,195,129 | 2,205,193 | 2,308,352 | 2,433,403 | 2,433,403 | 228,210 | 10.35 |

**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|--|------------------|------------------|------------------|------------------|----------------|----------------|-----------------|---------------|
| | Actual | Actual | Amended | Projected | Requested | Proposed | from Prior | from Prior |
| Dept of Employee Services | | | Budget | Year End | Budget | Budget | Year Budget | Year Budget |
| 0115 Disability Insurance | | | | | | | | |
| 760 Self-Insurance Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | 946,429 | 913,199 | 856,197 | 856,197 | 794,873 | 794,873 | (61,324) | (7.16) |
| 364104 Non-County | 1,271 | 1,349 | 1,292 | 1,290 | 1,303 | 1,303 | 11 | 0.85 |
| 364400 Short Term Disability Revenue | 151,334 | 148,703 | 147,411 | 162,460 | 154,166 | 154,166 | 6,755 | 4.58 |
| Total Revenue | 1,099,034 | 1,063,251 | 1,004,900 | 1,019,947 | 950,342 | 950,342 | (54,558) | (5.43) |
| 431200 Management Consultant Services | 21,376 | 23,092 | 20,280 | 26,996 | 25,000 | 25,000 | 4,720 | 23.27 |
| 435190 Life Insur Prems-Disab Frmr Em | 2,194 | 2,110 | 2,402 | 2,152 | 2,152 | 2,152 | (250) | (10.41) |
| 435401 Claims Expense NonRep Flex Plan | 903 | 2,647 | 944 | 32,808 | 12,119 | 12,119 | 11,175 | 1,183.79 |
| 435402 Claims Expense Represented Flex P | 152,152 | 146,114 | 141,426 | 143,145 | 147,137 | 147,137 | 5,711 | 4.04 |
| 435403 Claims Expense Police Offcra Assn | 2,991 | 19,522 | 11,007 | 8,838 | 10,450 | 10,450 | (557) | (5.06) |
| 435404 Claims Expense Non-County | (1,200) | 0 | 1,286 | 0 | 1,300 | 1,300 | 14 | 1.09 |
| 435410 Disability Claims Expense | 7,419 | 13,569 | 10,163 | 11,135 | 10,708 | 10,708 | 545 | 5.36 |
| 490030 Unpaid Claims Reserves | 0 | 0 | 41,807 | 0 | 45,429 | 45,429 | 3,622 | 8.66 |
| Total Expense | 185,835 | 207,054 | 229,315 | 225,074 | 254,295 | 254,295 | 24,980 | 10.89 |
| Total Self-Insurance Fund | 913,199 | 856,197 | 775,585 | 794,873 | 696,047 | 696,047 | (79,538) | (10.26) |
| Total Disability Insurance | 913,199 | 856,197 | 775,585 | 794,873 | 696,047 | 696,047 | (79,538) | (10.26) |

**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|---|----------------|----------------|----------------|--------------------|------------------|-----------------|------------------------|------------------------|
| Dept of Employee Services | Actual | Actual | Amended Budget | Projected Year End | Requested Budget | Proposed Budget | from Prior Year Budget | from Prior Year Budget |
| 0116 Employee Assistance Program/Wellness | | | | | | | | |
| 760 Self-Insurance Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | 454,454 | 481,982 | 496,421 | 496,421 | 511,239 | 511,239 | 14,818 | 2.98 |
| 360001 Miscellaneous Revenue | 1,182 | 1,268 | 2,500 | 2,098 | 2,500 | 2,500 | 0 | 0.00 |
| 364520 EAP Wellness Revenue | 108,092 | 109,404 | 108,540 | 108,664 | 102,600 | 102,600 | (5,940) | (5.47) |
| 366005 Tri-Met Pass Employee Contribution | 1,500 | 0 | 0 | (25) | 0 | 0 | 0 | 0.00 |
| Total Revenue | 565,228 | 592,653 | 607,461 | 607,158 | 616,339 | 616,339 | 8,878 | 1.46 |
| 422400 Food | 1,566 | 1,470 | 4,000 | 1,554 | 4,000 | 4,000 | 0 | 0.00 |
| 431550 EAP Wellness Activities | 49,511 | 65,949 | 55,461 | 65,438 | 65,500 | 65,500 | 10,039 | 18.10 |
| 431551 EAP - Outside County Providers | 12,975 | 8,946 | 20,000 | 7,323 | 10,000 | 10,000 | (10,000) | (50.00) |
| 431560 Lab Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 433100 Travel and Per Diem (no mileage) | 452 | 0 | 500 | 484 | 500 | 500 | 0 | 0.00 |
| 433110 Mileage Reimbursement | 0 | 0 | 0 | 164 | 0 | 0 | 0 | 0.00 |
| 437100 Building Repairs & Maintenance | 0 | 0 | 1,500 | 1,500 | 1,500 | 1,500 | 0 | 0.00 |
| 438190 Misc Rent | 13,896 | 14,260 | 14,633 | 14,633 | 15,125 | 15,125 | 492 | 3.36 |
| 439100 Dues & Memberships | 710 | 250 | 250 | 250 | 250 | 250 | 0 | 0.00 |
| 439200 Training & Staff Development | 471 | 0 | 1,000 | 964 | 1,000 | 1,000 | 0 | 0.00 |
| 439400 Publications & Subscriptions | 3,665 | 5,358 | 4,928 | 3,609 | 4,500 | 4,500 | (428) | (8.69) |
| Total Expense | 83,246 | 96,232 | 102,272 | 95,919 | 102,375 | 102,375 | 103 | 0.10 |
| Total Self-Insurance Fund | 481,982 | 496,421 | 505,189 | 511,239 | 513,964 | 513,964 | 8,775 | 1.74 |
| Total Employee Assistance Program/Wellness | 481,982 | 496,421 | 505,189 | 511,239 | 513,964 | 513,964 | 8,775 | 1.74 |

**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|---|----------|-------------------|-------------------|--------------------|-------------------|-------------------|------------------------|------------------------|
| Dept of Employee Services | Actual | Actual | Amended Budget | Projected Year End | Requested Budget | Proposed Budget | from Prior Year Budget | from Prior Year Budget |
| 0117 Self Insured Medical | | | | | | | | |
| 760 Self-Insurance Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | 0 | 0 | 0 | (168,603) | 155,181 | 155,181 | 155,181 | 0.00 |
| 364105 Cobra/Retiree Self-Paid | 0 | 151,220 | 2,921,000 | 3,023,857 | 3,175,050 | 3,175,050 | 254,050 | 8.70 |
| 364650 Self-Insured Medical | 0 | 10,129,435 | 23,131,000 | 21,216,880 | 25,460,256 | 25,460,256 | 2,329,256 | 10.07 |
| 368000 Refunds | 0 | 0 | 0 | 1,836,571 | 2,000,000 | 2,000,000 | 2,000,000 | 0.00 |
| 369000 Reimbursements | 0 | 0 | 0 | 650,000 | 725,000 | 725,000 | 725,000 | 0.00 |
| Total Revenue | 0 | 10,280,655 | 26,052,000 | 26,558,705 | 31,515,487 | 31,515,487 | 5,463,487 | 20.97 |
| 431620 Administration Fees | 0 | 984,704 | 1,050,000 | 2,873,857 | 3,000,000 | 3,000,000 | 1,950,000 | 185.71 |
| 435100 Insurance | 0 | 0 | 0 | 0 | 660,000 | 660,000 | 660,000 | 0.00 |
| 435120 Excess Insurance | 0 | 0 | 250,000 | 0 | 0 | 0 | (250,000) | (100.00) |
| 435160 (Inactive) Premiums- Medical Insuran | 0 | 282,856 | 1,196,000 | 612,856 | 0 | 0 | (1,196,000) | (100.00) |
| 435405 Claims Exp Cobra/Retiree S/P | 0 | 913,977 | 1,796,000 | 2,939,168 | 3,086,126 | 3,086,126 | 1,290,126 | 71.83 |
| 435490 Claims Expense | 0 | 8,267,720 | 18,200,000 | 19,975,643 | 20,974,425 | 20,974,425 | 2,774,425 | 15.24 |
| 439940 Refunds | 0 | 0 | 0 | 2,000 | 0 | 0 | 0 | 0.00 |
| 490030 Unpaid Claims Reserves | 0 | 0 | 3,999,000 | 0 | 2,341,000 | 2,341,000 | (1,658,000) | (41.46) |
| Total Expense | 0 | 10,449,258 | 26,491,000 | 26,403,524 | 30,061,551 | 30,061,551 | 3,570,551 | 13.48 |
| Total Self-Insurance Fund | 0 | (168,603) | (439,000) | 155,181 | 1,453,936 | 1,453,936 | 1,892,936 | (431.19) |
| Total Self Insured Medical | 0 | (168,603) | (439,000) | 155,181 | 1,453,936 | 1,453,936 | 1,892,936 | (431.19) |

**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|---|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|
| | Actual | Actual | Amended | Projected | Requested | Proposed | from Prior | from Prior |
| Dept of Employee Services | | | Budget | Year End | Budget | Budget | Year Budget | Year Budget |
| 0118 Deferred Compensation | | | | | | | | |
| 760 Self-Insurance Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | 91,848 | 51,812 | 21,212 | 21,212 | 12,394 | 12,394 | (8,818) | (41.57) |
| 368000 Refunds | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 369000 Reimbursements | 1,308 | 0 | 30,000 | 21,782 | 30,000 | 30,000 | 0 | 0.00 |
| Total Revenue | 93,167 | 51,812 | 51,212 | 42,994 | 42,394 | 42,394 | (8,818) | (17.22) |
| 422400 Food | 247 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 431000 Professional Services | 10,508 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 431200 Management Consultant Services | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 0 | 0.00 |
| 433100 Travel and Per Diem (no mileage) | 0 | 0 | 1,200 | 0 | 3,600 | 3,600 | 2,400 | 200.00 |
| 435160 (Inactive) Premiums- Medical Insuran | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 439100 Dues & Memberships | 600 | 600 | 600 | 600 | 600 | 600 | 0 | 0.00 |
| Total Expense | 41,355 | 30,600 | 31,800 | 30,600 | 34,200 | 34,200 | 2,400 | 7.55 |
| Total Self-Insurance Fund | 51,812 | 21,212 | 19,412 | 12,394 | 8,194 | 8,194 | (11,218) | (57.79) |
| Total Deferred Compensation | 51,812 | 21,212 | 19,412 | 12,394 | 8,194 | 8,194 | (11,218) | (57.79) |

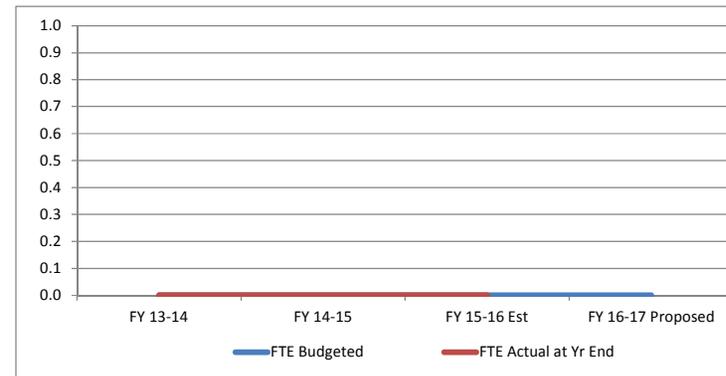
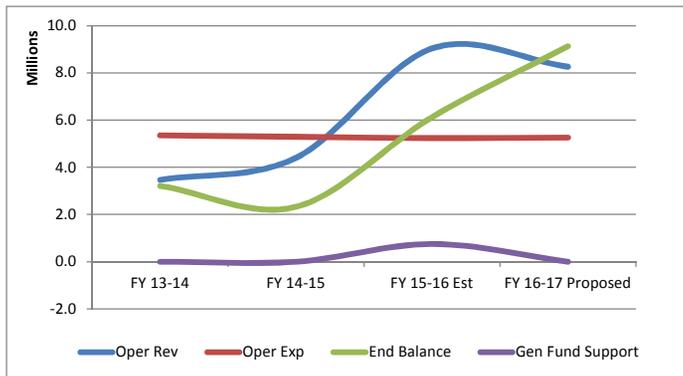
**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|---|----------------|------------------|------------------|--------------------|------------------|------------------|------------------------|------------------------|
| Dept of Employee Services | Actual | Actual | Amended Budget | Projected Year End | Requested Budget | Proposed Budget | from Prior Year Budget | from Prior Year Budget |
| 0119 Self-Insurance Administration | | | | | | | | |
| 760 Self-Insurance Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | (376,503) | 673,973 | 962,819 | 1,131,421 | 726,154 | 726,154 | (236,665) | (24.58) |
| 341821 Intradepartmental Revenue | 0 | 46,687 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 361000 Interest Earned | 8,315 | 17,000 | 5,815 | 5,000 | 3,000 | 3,000 | (2,815) | (48.41) |
| 364700 Health Care Reimbursement | 17,583 | 3,589 | 10,626 | 15,038 | 15,000 | 15,000 | 4,374 | 41.16 |
| 366005 Tri-Met Pass Employee Contribution | 7,150 | 8,793 | 9,000 | 11,120 | 12,000 | 12,000 | 3,000 | 33.33 |
| 368000 Refunds | 1,218,862 | 1,171,051 | 500,000 | 0 | 0 | 0 | (500,000) | (100.00) |
| Total Revenue | 875,408 | 1,921,092 | 1,488,260 | 1,162,579 | 756,154 | 756,154 | (732,106) | (49.19) |
| 431000 Professional Services | 108,500 | 134,500 | 110,000 | 110,000 | 110,000 | 110,000 | 0 | 0.00 |
| 431480 Hearing & Meeting Expense | 0 | 0 | 0 | 2,500 | 0 | 0 | 0 | 0.00 |
| 431621 HRA/VEBA Administration | 9,561 | 9,452 | 8,536 | 8,536 | 9,000 | 9,000 | 464 | 5.44 |
| 431625 (Inactive) Allocated Administrative Ov | 32,005 | 468,243 | 279,991 | 250,000 | 0 | 0 | (279,991) | (100.00) |
| 433120 Public Transit Subsidy | 18,160 | 18,793 | 18,000 | 22,168 | 24,000 | 24,000 | 6,000 | 33.33 |
| 435120 Excess Insurance | 0 | 126,637 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 435139 Liability Insurance-Other | 0 | 50 | 0 | 50 | 0 | 0 | 0 | 0.00 |
| 437231 Software Maintenance | 10,019 | 10,320 | 11,000 | 11,000 | 11,000 | 11,000 | 0 | 0.00 |
| 456150 Reimbursement Spending Acct Ad | 18,885 | 17,260 | 20,000 | 24,050 | 27,500 | 27,500 | 7,500 | 37.50 |
| 456160 (Inactive) Excess RSA Med Claims E | 0 | 0 | 2,500 | 0 | 0 | 0 | (2,500) | (100.00) |
| 465002 Payments to Local Governments | 0 | 0 | 0 | 0 | 81,000 | 81,000 | 81,000 | 0.00 |
| 470100 I/F Transfer To General Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 477200 Division Indirect Costs | 0 | 0 | 0 | 0 | 250,000 | 250,000 | 250,000 | 0.00 |
| 478101 Finance Alloc Cost | 3,915 | 3,938 | 3,958 | 3,958 | 6,644 | 6,644 | 2,686 | 67.86 |
| 478106 Purchasing Alloc Cost | 389 | 479 | 4,163 | 4,163 | 3,836 | 3,836 | (327) | (7.85) |
| 499001 Contingency | 0 | 0 | 4,096,491 | 0 | 5,338,718 | 5,338,718 | 1,242,227 | 30.32 |
| Total Expense | 201,434 | 789,671 | 4,554,639 | 436,425 | 5,861,698 | 5,861,698 | 1,307,059 | 28.70 |
| Total Self-Insurance Fund | 673,974 | 1,131,421 | (3,066,379) | 726,154 | (5,105,544) | (5,105,544) | (2,039,165) | 66.50 |
| Total Self-Insurance Administration | 673,974 | 1,131,421 | (3,066,379) | 726,154 | (5,105,544) | (5,105,544) | (2,039,165) | 66.50 |

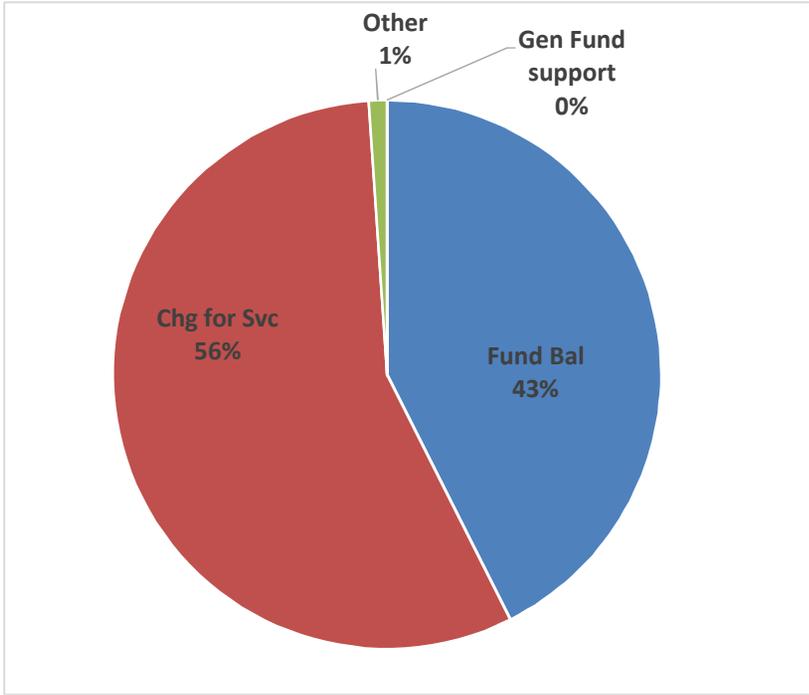
**Risk Management Claims
Summary of Revenue and Expense**

| | FY 13-14 | FY 14-15 | FY 15-16 Amended Budget | FY 15-16 Projected Year End | FY 16-17 Proposed Budget | Chg from Prior Yr Budget | % Chg from Prior Yr Budget |
|---|------------------|------------------|----------------------------|--------------------------------|-----------------------------|-----------------------------|-------------------------------|
| Beginning Balance | 5,106,905 | 3,213,082 | 2,326,727 | 2,326,727 | 6,124,874 | 3,798,147 | 163.2% |
| 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 | 3,444,332 | 4,395,244 | 8,405,291 | 8,155,291 | 8,110,447 | -294,844 | -3.5% |
| Fines & Penalties | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Other Revenues | 20,174 | 11,331 | 132,037 | 132,037 | 151,771 | 19,734 | 14.9% |
| Interfund Transfers | 0 | 0 | 750,000 | 750,000 | 0 | -750,000 | -100.0% |
| Operating Revenue | 3,464,506 | 4,406,575 | 9,287,328 | 9,037,328 | 8,262,218 | -1,025,110 | -11.0% |
| % Change | NA | 27.2% | 110.8% | 105.1% | -8.6% | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Materials & Services | 5,345,994 | 5,281,630 | 5,576,084 | 5,229,235 | 5,244,799 | -331,285 | -5.9% |
| Cost Allocation Charges | 12,334 | 11,301 | 9,946 | 9,946 | 13,287 | 3,341 | 33.6% |
| 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 | 5,358,328 | 5,292,931 | 5,586,030 | 5,239,181 | 5,258,086 | -327,944 | -5.9% |
| % Change | NA | -1.2% | 5.5% | -1.0% | 0.4% | | |
| Reserve for Future Expenditures | 0 | 0 | 1,507,180 | 0 | 1,500,000 | -7,180 | -0.5% |
| Contingency | 0 | 0 | 4,520,845 | 0 | 7,629,006 | 3,108,161 | 68.8% |
| Ending Balance (if applicable) (includes Reserve & Contingency) | 3,213,083 | 2,326,726 | 6,028,025 | 6,124,874 | 9,129,006 | 3,100,981 | 51.4% |
| General Fund Support (if applicable) | 0 | 0 | 750,000 | 750,000 | 0 | -750,000 | -100.0% |

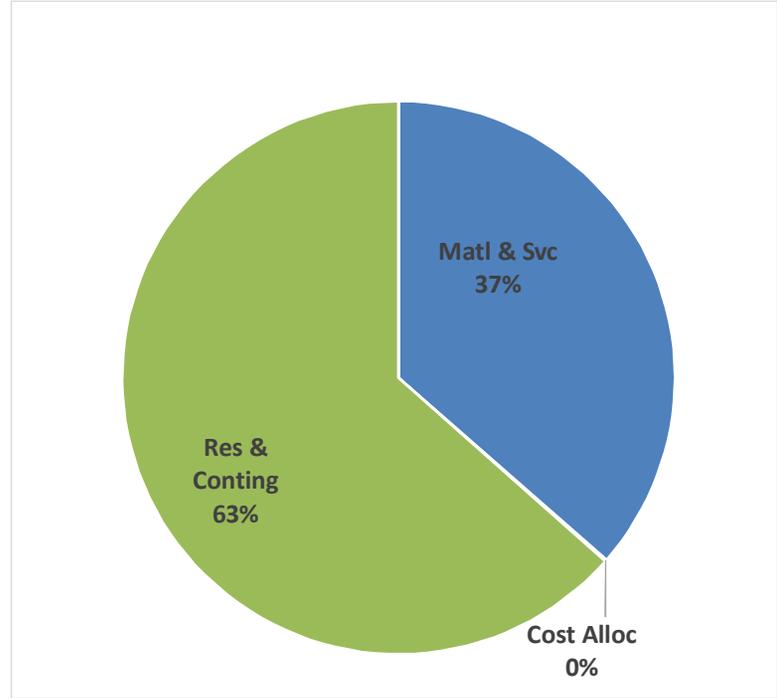
Full Time Equiv Positions (FTE) Budgeted
Full Time Equiv Positions (FTE) Filled at Yr End
Full Time Equiv Positions (FTE) Vacant at Yr End



**Risk Management Claims
FY 16-17 Proposed Budget**



Resources



Requirements

**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|---|------------------|------------------|------------------|--------------------|-------------------|-------------------|------------------------|------------------------|
| Dept of Employee Services | Actual | Actual | Amended Budget | Projected Year End | Requested Budget | Proposed Budget | from Prior Year Budget | from Prior Year Budget |
| 0111 Casualty Insurance | | | | | | | | |
| 761 Risk Management Claims Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | 2,157,805 | 465,953 | 152,938 | 152,938 | 4,416,071 | 4,416,071 | 4,263,133 | 2,787.49 |
| 341821 Intradepartmental Revenue | 45,830 | 44,832 | 116,146 | 116,146 | 43,960 | 43,960 | (72,186) | (62.15) |
| 341880 Other Internal County Services | 1,771,626 | 3,070,969 | 6,434,374 | 6,434,374 | 5,500,000 | 5,500,000 | (934,374) | (14.52) |
| 360001 Miscellaneous Revenue | 6,536 | 0 | 1,500 | 1,500 | 1,500 | 1,500 | 0 | 0.00 |
| 361000 Interest Earned | 13,638 | 11,331 | 5,000 | 5,000 | 5,000 | 5,000 | 0 | 0.00 |
| 369920 Salary Reimbursement | 0 | 0 | 125,537 | 125,537 | 145,271 | 145,271 | 19,734 | 15.72 |
| 390100 I/F Transfer From General Fund | 0 | 0 | 750,000 | 750,000 | 0 | 0 | (750,000) | (100.00) |
| Total Revenue | 3,995,434 | 3,593,085 | 7,585,495 | 7,585,495 | 10,111,802 | 10,111,802 | 2,526,307 | 33.30 |
| 431000 Professional Services | 72,012 | 72,310 | 88,000 | 88,000 | 88,000 | 88,000 | 0 | 0.00 |
| 431200 Management Consultant Services | 5,600 | 5,600 | 5,948 | 5,948 | 6,500 | 6,500 | 552 | 9.28 |
| 431625 (Inactive) Allocated Administrative Ov | 644,267 | 553,270 | 759,161 | 759,161 | 889,016 | 889,016 | 129,855 | 17.11 |
| 435110 Property Insurance | 381,899 | 386,993 | 439,184 | 439,184 | 419,996 | 419,996 | (19,188) | (4.37) |
| 435120 Excess Insurance | 143,567 | 151,667 | 207,719 | 209,170 | 229,629 | 229,629 | 21,910 | 10.55 |
| 435137 Volunteer Health Insurance | 9,096 | 9,096 | 9,551 | 9,551 | 9,188 | 9,188 | (363) | (3.80) |
| 435138 Volunteer Liability | 6,994 | 7,179 | 7,538 | 7,549 | 7,925 | 7,925 | 387 | 5.13 |
| 435139 Liability Insurance-Other | 78,481 | 76,342 | 87,752 | 87,752 | 29,844 | 29,844 | (57,908) | (65.99) |
| 435210 Public Officials Bonds | 2,750 | 2,750 | 3,163 | 3,163 | 2,888 | 2,888 | (275) | (8.69) |
| 435490 Claims Expense | 2,160,003 | 2,153,579 | 1,652,938 | 1,500,000 | 1,474,407 | 1,474,407 | (178,531) | (10.80) |
| 450001 Program Expense | 12,477 | 10,060 | 75,000 | 50,000 | 75,000 | 75,000 | 0 | 0.00 |
| 478101 Finance Alloc Cost | 11,507 | 10,913 | 8,501 | 8,501 | 8,506 | 8,506 | 5 | 0.06 |
| 478106 Purchasing Alloc Cost | 827 | 388 | 1,445 | 1,445 | 4,781 | 4,781 | 3,336 | 230.87 |
| 490030 Unpaid Claims Reserves | 0 | 0 | 1,200,000 | 0 | 1,200,000 | 1,200,000 | 0 | 0.00 |
| 499001 Contingency | 0 | 0 | 4,520,845 | 0 | 7,629,006 | 7,629,006 | 3,108,161 | 68.75 |
| Total Expense | 3,529,481 | 3,440,147 | 9,066,745 | 3,169,424 | 12,074,686 | 12,074,686 | 3,007,941 | 33.18 |
| Total Risk Management Claims Fund | 465,954 | 152,938 | (1,481,250) | 4,416,071 | (1,962,884) | (1,962,884) | (481,634) | 32.52 |
| Total Casualty Insurance | 465,954 | 152,938 | (1,481,250) | 4,416,071 | (1,962,884) | (1,962,884) | (481,634) | 32.52 |

**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| Dept of Employee Services | Actual | Actual | Amended | Projected | Requested | Proposed | from Prior | from Prior |
| | | | Budget | Year End | Budget | Budget | Year Budget | Year Budget |
| 0112 Workers Compensation Insurance | | | | | | | | |
| 761 Risk Management Claims Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | 2,761,216 | 2,449,530 | 1,989,206 | 1,989,206 | 1,627,620 | 1,627,620 | (361,586) | (18.18) |
| 341880 Other Internal County Services | 1,117,602 | 986,584 | 1,404,771 | 1,404,771 | 2,140,767 | 2,140,767 | 735,996 | 52.39 |
| Total Revenue | 3,878,818 | 3,436,114 | 3,393,977 | 3,393,977 | 3,768,387 | 3,768,387 | 374,410 | 11.03 |
| 431625 (Inactive) Allocated Administrative Ov | 644,267 | 553,272 | 759,161 | 759,161 | 615,891 | 615,891 | (143,270) | (18.87) |
| 433110 Mileage Reimbursement | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 435120 Excess Insurance | 237,300 | 219,979 | 220,304 | 222,161 | 226,822 | 226,822 | 6,518 | 2.96 |
| 435420 State Wk Comp Emplr Assess | 71,963 | 60,128 | 66,958 | 60,000 | 68,189 | 68,189 | 1,231 | 1.84 |
| 435490 Claims Expense | 459,102 | 597,984 | 824,130 | 705,035 | 647,384 | 647,384 | (176,746) | (21.45) |
| 450001 Program Expense | 16,656 | 15,541 | 25,000 | 20,000 | 25,000 | 25,000 | 0 | 0.00 |
| 490030 Unpaid Claims Reserves | 0 | 0 | 307,180 | 0 | 300,000 | 300,000 | (7,180) | (2.34) |
| Total Expense | 1,429,288 | 1,446,908 | 2,202,733 | 1,766,357 | 1,883,286 | 1,883,286 | (319,447) | (14.50) |
| Total Risk Management Claims Fund | 2,449,530 | 1,989,206 | 1,191,244 | 1,627,620 | 1,885,101 | 1,885,101 | 693,857 | 58.25 |
| Total Workers Compensation Insurance | 2,449,530 | 1,989,206 | 1,191,244 | 1,627,620 | 1,885,101 | 1,885,101 | 693,857 | 58.25 |

**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|--|----------------|----------------|-------------------|-----------------------|---------------------|--------------------|---------------------------|---------------------------|
| Dept of Employee Services | Actual | Actual | Amended Budget | Projected Year End | Requested Budget | Proposed Budget | from Prior Year Budget | from Prior Year Budget |
| 0113 Unemployment Insurance | | | | | | | | |
| 761 Risk Management Claims Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | 187,884 | 297,599 | 184,583 | 184,583 | 81,183 | 81,183 | (103,400) | (56.02) |
| 341880 Other Internal County Services | 509,274 | 292,859 | 450,000 | 200,000 | 425,720 | 425,720 | (24,280) | (5.40) |
| Total Revenue | 697,158 | 590,458 | 634,583 | 384,583 | 506,903 | 506,903 | (127,680) | (20.12) |
| 431620 Administration Fees | 3,400 | 3,400 | 3,400 | 3,400 | 3,400 | 3,400 | 0 | 0.00 |
| 435490 Claims Expense | 396,160 | 402,476 | 341,177 | 300,000 | 425,720 | 425,720 | 84,543 | 24.78 |
| Total Expense | 399,560 | 405,876 | 344,577 | 303,400 | 429,120 | 429,120 | 84,543 | 24.54 |
| Total Risk Management Claims Fund | 297,599 | 184,583 | 290,006 | 81,183 | 77,783 | 77,783 | (212,223) | (73.18) |
| Total Unemployment Insurance | 297,599 | 184,583 | 290,006 | 81,183 | 77,783 | 77,783 | (212,223) | (73.18) |

**Clackamas County, OR.
Revenue and Expense Report**

| | 2013-14 | 2014-15 | 2015-16 | 2015-16 | 2016-17 | 2016-17 | Change | Pct. Change |
|---|------------------|------------------|-----------|------------|-----------|-----------|-------------|-------------|
| Dept of Employee Services | Actual | Actual | Amended | Projected | Requested | Proposed | from Prior | from Prior |
| | | | Budget | Year End | Budget | Budget | Year Budget | Year Budget |
| 0121 Sheriff's Office Retiree Medical Benefits | | | | | | | | |
| 762 Sheriff's Office Retiree Medical Benefits Fund | | | | | | | | |
| 302001 Fund Bal at End of Prior Year | 2,421,241 | 2,645,559 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 360001 Miscellaneous Revenue | 0 | 5,287 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 361000 Interest Earned | 7,455 | 11,599 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 364420 (Inactive) Peace Officers' Med Retiree | 928,207 | 937,793 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| Total Revenue | 3,356,903 | 3,600,238 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 431000 Professional Services | 0 | 4,367 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 431620 Administration Fees | 0 | 71,182 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 435139 Liability Insurance-Other | 0 | 5,307 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 435160 (Inactive) Premiums- Medical Insuran | 711,343 | 3,519,081 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 435220 (Inactive) Surety Bond | 0 | 300 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| Total Expense | 711,343 | 3,600,238 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| Total Sheriff's Office Retiree Medical Benefits Fund | 2,645,559 | (0) | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 819 Sheriff's Office Retiree Medical | | | | | | | | |
| 361000 Interest Earned | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| 364420 (Inactive) Peace Officers' Med Retiree | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| Total Sheriff's Office Retiree Medical | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 |
| Total Sheriff's Office Retiree Medical Benefits | 2,645,559 | (0) | 0 | 0 | 0 | 0 | 0 | 0.00 |
| Grand Total | 9,946,708 | 6,813,300 | (513,441) | 10,336,929 | (710,662) | (710,662) | (197,221) | 38.41 |

POLICY LEVEL PROPOSAL

General Fund

Employee Services



Ongoing Policy Level Proposal

Proposed Change in Funding: \$112,000

Summary of Policy Level Proposal:

Addition of one Human Resources Analyst position (Recruitment focus) (1.0 FTE)

Recruitment continues to be one of the largest demands for services by our customers, County departments, demonstrated by a 25% increase in the number of completed recruitments compared to this time last year. As described last budget season, this increase in recruitment demand is estimated to keep growing, as we continue to see an increase in retirements and staff turnover, and a backlog of pending recruitments across the County. County departments are forced to delay recruitments and prioritize among positions that are critical to the health and safety of our community.

At this time, DES employs four, full-time regular status Human Resource Analysts focused solely on recruitment across County departments. We also have the services of one limited-term, Human Resources Analyst position funded by Health, Housing and Human Services (H3S) through June 30, 2016. This limited-term position was established last summer to address the huge recruitment need specifically within H3S, and to conduct only H3S recruitments. At this time, H3S recruitments represent 31% of the total recruitment demand within the County.

This policy level proposal is to request one additional, full-time, regular Human Resources Analyst position in order to maintain the existing level of recruitment services. With the funding for this limited-term position ending by June 30, 2016, the impact of not establishing another regular status position within the Employee Services budget, and attempting to absorb this workload among our existing recruitment staff, would be detrimental to H3S and all other department customers.

Department only

Multiple departments

Will Increase allocated costs in ensuing years

| |
|---|
| Y |
| N |
| Y |



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CLACKAMAS
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POLICY LEVEL PROPOSAL

General Fund



Employee Services and Technology Services

Ongoing Policy Level Proposal

Proposed Change in Funding: \$277,000

Summary of Policy Level Proposal:

Taking our Workforce Efforts to the Next Level (Addition of Two FTE and Project Training)

DES identified key service initiatives through department meetings held in the fall of 2015 to improve customer service. This PLP describes the support and resources needed to meet the service concerns for Recruitment and Workforce Planning by leveraging the HR ERP system we already own today.

Recruiting Manager Self Service: an interactive and collaborative online experience for the hiring manager.

- Real time access to applicants and their information
- Participate in screening process; capture notes and comments
- Interactive information displays that reflect current employee and recruiting activity
- Classroom, hands-on training and online tutorials
- Eliminate most, if not all, of the paper process—no more packets!
- Recruiting process more transparent
- Provide business process improvements and system efficiencies

Striving for a more active and visible presence with our competitors of our openings for the Portland Metro area

- Job board feeds (for example: governmentjobs.com and Oregon Live)

As DES and TS continues to evaluate our current business practices and system capabilities, we expect this list to grow.

Workforce Planning Identify and track required competencies (measurable or observable knowledge, skills, abilities, and behaviors) for employees.

- Determine and Create competencies the county workforce must possess to achieve and deliver mission critical services
- Create employee and manager self-service functionality, dashboard, and reports

Identify key positions per department for Succession Planning and tie into required competencies for developing staff for their new roles

- Develop process to identify existing internal talent
- Attracting new talent to County workforce

As we grow the competencies model, we will integrate and link into Recruiting, Learning and Development, and Classification.

Cost

This positions will require ongoing costs to support system development, maintenance and business objectives.

DES: HRIS Analyst salary and fringe \$109,000

| | | |
|--|-----------------|------------------------------|
| TS: System Project Analyst salary and fringe | \$118,000 | (100% general fund) |
| Project Training DES/TS | <u>\$50,000</u> | (one time 100% general fund) |
| | \$277,000 | |

Department only

Multiple departments

Will Increase allocated costs in ensuing years

| |
|---|
| N |
| Y |
| Y |

POLICY LEVEL PROPOSAL

Finance Dept, Employee Services, Technology Services

Finance, Employee Services, Technology Services



Ongoing Policy Level Proposal

Proposed Change in Funding: \$321,500

Summary of Policy Level Proposal:

Addition of 3 FTE for MFR Implementation and Maintenance

Finance, Employee Services, and Technology Services are requesting additional resources in order to provide ongoing financial and technology support while assisting in the increased transparency and accountability of Performance Clackamas. Additional staff will allow easier and more flexible updates to technology, ongoing training, more assistance and more responsive financial implementation, and on-going maintenance without causing delays in other projects and requests. This will help the County achieve its Performance Clackamas goals of full performance budget implementation by 2018/2019.

| | | | |
|---------|------------------------|-----------|-------------------|
| Finance | Accountant 2 | \$95,000 | Salary and Fringe |
| DES | HRIS Analyst | \$109,000 | Salary and Fringe |
| TS | System Project Analyst | \$117,500 | Salary and Fringe |

If not funded, these three departments will attempt to implement performance based budgeting and performance data with existing resources. Finance will be compelled to divert existing FTE from the closing of the books and the audit, to administer MFR implementation, resulting in late completion of the County CAFR and Single Audit. Technology Services would continue to use their PeopleSoft technology team to address MFR system implementation, resulting in the delay of any other PeopleSoft maintenance or technology updates. Employee Services will also continue to use their current resources which will further delay technology and workforce projects.

Department only

Multiple departments

Will Increase allocated costs in ensuing years

| |
|---|
| N |
| Y |
| Y |