



Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

BOARD OF COMMISSIONERS

Diane Linn, Chair

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Portland, Or 97214

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DECEMBER 13 & 15, 2005 BOARD MEETINGS ^{REVISED} FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:00 a.m. Tuesday MCSO Operations and Policy Issues Briefing
Pg 2	9:30 a.m. Thursday Approval of Federal Legislative Agenda
Pg 5	10:00 a.m. Thursday FY 2006 Supplemental Budget for Submission to TSCC
Pg 6	10:25 a.m. Thursday MCSO General Fund Contingency Request
Pg 7	11:02 a.m. Thursday RIB Regional Strategy
Pg 7	11:15 a.m. Thursday Acknowledging Sunset of County ITAX
Pg 7	11:25 a.m. Thursday Agreements Related to Transfer of County Roads to City of Gresham
Pg 7	6:00 p.m. Thursday Gresham Joint Meeting

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Tuesday, December 13, 2005 - 9:00 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BOARD BRIEFING

- B-1 Update on Multnomah County Sheriff's Office Operations and Policy Issues: Management of Personnel Costs. Presented by Sheriff Bernie Giusto. 1 HOUR REQUESTED.

Cable Television Time/Channel:

Tuesday, 12/13/05 at 9:00 AM, (LIVE) Channel 29
Friday, 12//16/05 at 8:00 PM on Channel 29
Saturday, 12/17/05 at 7:00 PM on Channel 29
Sunday, 12/18/05 at 2:00 PM on Channel 29
Monday, 12/19/05 at 8:00 PM on Channel 29

Produced through Multnomah Community Television

Streaming Media Broadcast at

http://www.co.multnomah.or.us/cc/live_broadcast.shtml

Tuesday, December 13, 2005 - 10:00 AM
(OR IMMEDIATELY FOLLOWING BOARD BRIEFING)
Multnomah Building, First Floor Commissioners Conference Room 112
501 SE Hawthorne Boulevard, Portland

EXECUTIVE SESSION

- E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(2)(h). Only Representatives of the News Media and Designated Staff are allowed to Attend. Representatives of the News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Executive Session. No Final Decision will be made in the Executive Session. Presented by Agnes Sowle. 15-30 MINUTES REQUESTED.

CANCELLED.

Thursday, December 15, 2005 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM

SHERIFF'S OFFICE

- C-1 Off Premises Sales AND Limited On Premises Sales Liquor License Renewals for BIG BEAR'S CROWN POINT MARKET, 31815 E Columbia River Highway, Troutdale
- C-2 Full On Premises Sales Liquor License Renewal for BOTTOMS UP TAVERN, 16900 NW St Helens Road, Portland
- C-3 Off Premises Sales Liquor License Renewal for CORBETT COUNTRY MARKET, 36801 E. Historic Columbia River Highway, Corbett
- C-4 Off Premises Sales Liquor License Renewal for CRACKER BARREL GROCERY, 15005 NW Sauvie Island Road, Portland
- C-5 Off Premises Sales Liquor License Renewal for FRED'S MARINA, 12800 NW Marina Way, Portland
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- C-7 Full On Premises Sales Liquor License Renewal for MULTNOMAH FALLS LODGE, S/S Scenic Highway and Columbia Gorge, Bridal Veil
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- C-15 Limited On Premises Sales Liquor License Renewal for WILDWOOD GOLF COURSE, 21881 NW St. Helens Road, Portland
- C-16 RESOLUTION Annual Authorization for Designation of a Portion of Compensation as a Housing Allowance for Chaplains Serving Inmates and Employees of Multnomah County Sheriff's Office

DEPARTMENT OF COMMUNITY SERVICES

- C-17 RESOLUTION Authorizing the Repurchase of a Tax Foreclosed Property by the Former Owner, HOWARD J. WILLETT

REGULAR AGENDA - 9:30 AM

DEPARTMENT OF COMMUNITY SERVICES

- UC-1 Approval of Renewal of an Auto Wrecker's license for Frank Miller Truck Wrecking at 28609 SE Orient Drive

PUBLIC COMMENT - 9:30 AM

Opportunity for Public Comment on non-agenda matters. Testimony is limited to three minutes per person. Fill out a speaker form available in the Boardroom and turn it into the Board Clerk.

PUBLIC AFFAIRS OFFICE - 9:30 AM

- R-1 **9:30 AM TIME CERTAIN:** Approval of Federal Legislative Agenda. Presented by Gina Mattioda, Kate Cusack and Dan Jarman. 30 MINUTES REQUESTED.

DEPARTMENT OF COUNTY MANAGEMENT - 10:00 AM

- R-2 Approve Fiscal Year 2006 Supplemental Budget for Submission to Tax Supervising and Conservation Commission
- R-3 Budget Modification DCM-08 Reclassifying the Health Department Director's Position to a Higher Level, as Determined by the Class/Comp Unit of Central Human Resources
- R-4 Budget Modification DCM-09 Authorizing Revision to Compensation Plan Program Coordinator Classification, as Determined by the Class/Comp Unit of Central Human Resources
- R-5 Reallocation of Facilities Capital Project Funds FPM-03, Multnomah County Library Administration Elevator Replacement Project
- R-6 RESOLUTION Adopting Revised Public Contract Review Board Rules

DEPARTMENT OF COMMUNITY SERVICES - 10:15 AM

- R-7 Budget Modification DCS-03 Reclassifying 1.0 FTE Office Assistant Senior to 1.0 FTE Administrative Assistant in Tax Title as Determined by the Class/Comp Unit of Central Human Resources
- R-8 RESOLUTION Initiating Vacation Proceedings Pursuant to ORS 368.341(1)(c) for a Portion of NW Adams Street, a Public Road, and Directing the County Road Official to Prepare a Report as Required by ORS 368.346(1)
- R-9 RESOLUTION Establishing Fees and Charges for MCC 11.05 Land Use General Provisions, 11.15 Zoning, 11.45 Land Divisions, Chapter 37 Administration and Procedures, Chapter 38 Columbia River Gorge National Scenic Area and Repealing Resolution No. 05-160

PUBLIC CONTRACT REVIEW BOARD - 10:20 AM

(Recess as the Multnomah County Board of Commissioners and convene as the Public Contract Review Board)

- R-10 ORDER Approving the Sole Source Procurement Process to Contract with Siemens Building Technologies, Inc. for the Purchase of Building Automation Controls

(Adjourn as the Public Contract Review Board and reconvene as Multnomah County Board of Commissioners)

SHERIFF'S OFFICE - 10:25 AM

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DEPARTMENT OF HEALTH - 10:30 AM

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R-14 Budget Modification HD-20 Appropriating \$189,270 in Additional Funds for the Health Department's Health Preparedness and Bioterrorism Response Planning Projects

DEPARTMENT OF LIBRARY SERVICES - 10:38 AM

R-15 NOTICE OF INTENT to Apply for a Gates Foundation Grant for the Public Access Computer Hardware Upgrade Program

SCHOOL AND COMMUNITY PARTNERSHIPS - 10:40 AM

R-16 Intergovernmental Expenditure Agreement 4600005845 with the Housing Authority of Portland for the Administration of Rental Assistance Funds and to Implement a Single Unified Rental Assistance Program in Multnomah County

NON-DEPARTMENTAL - 11:00 AM

R-17 RESOLUTION Authorizing Grant of an Access Easement Under the New Sauvie Island Bridge to ESCO Corporation

- R-18 PUBLIC HEARING and Consideration of a RESOLUTION Approving the 2005-2007 Regional Investment Strategy of the Multnomah-Washington Regional Investment Board
- R-19 NOTICE OF INTENT to Apply for Immediate Opportunity Funds for Widening of the Intersection of NE Sandy Boulevard and NE 223rd Avenue
- R-20 RESOLUTION Acknowledging the Sunset of the Multnomah County Temporary Personal Income Tax on December 31, 2005 and Thanking the Citizens of Multnomah County for their Participation
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- R-24 Intergovernmental Agreement Between Multnomah County and the City of Gresham for the City to Provide Signal Services to the County, Effective December 31, 2005
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Thursday, December 15, 2005 - **6:00 PM**
City Hall Conference Center, Barlow, Oregon Trail and Springwater Trail Rooms
1333 NW Eastman Parkway, Gresham

JOINT MEETING

- JM-1 The Gresham City Council and Multnomah County Board of Commissioners Will Meet to Discuss Issues Including: Update on the Pending Transfer of Approximately 50 Miles of County Roads to Gresham; LSI Logic; Rockwood Urban Renewal; and Public Safety Joint Budgeting. This meeting is open to the public; however no public testimony will be taken. 2 HOURS REQUESTED.



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Thursday, December 15, 2005 - 6:00 PM

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1333 NW Eastman Parkway, Gresham

JOINT MEETING

- JM-1 The Gresham City Council and Multnomah County Board of Commissioners Will Meet to Discuss Issues Including: Update on the Pending Transfer of Approximately 50 Miles of County Roads to Gresham; LSI Logic; Rockwood Urban Renewal; and Public Safety Joint Budgeting. This meeting is open to the public; however no public testimony will be taken. 2 HOURS REQUESTED.



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 12/13/05
Agenda Item #: B-1
Est. Start Time: 9:00 AM
Date Submitted: 12/07/05

BUDGET MODIFICATION: -

Agenda Title: Update on Multnomah County Sheriff's Office Operations and Policy Issues –
Management of Personnel Costs

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Date Requested:	<u>December 13, 2005</u>	Time Requested:	<u>60 Minutes</u>
Department:	<u>Office of the Sheriff</u>	Division:	<u>Executive Office</u>
Contact(s):	<u>Christine Kirk</u>		
Phone:	<u>503.988.4301</u>	Ext.	<u>84301</u>
	I/O Address: <u>503/350</u>		
Presenter(s):	<u>Sheriff Giusto, Christine Kirk, Tim Moore, Jennifer Ott, and Larry Aab</u>		

General Information

1. What action are you requesting from the Board?
Informational briefing only.
2. Please provide sufficient background information for the Board and the public to understand this issue.

The Sheriff has offered to provide regularly scheduled briefings on major policy issues and operational choices to the Board on a regular basis. This time will also allow the Board an opportunity to ask questions and indicate areas where they would like more information.

The topic of this briefing will be the much discussed issue of overtime. While Sheriff Giusto has spent under his total budget and under his total personnel budget, overtime costs have increased. The Sheriff and his command team wish to share with the Board and the public the management principles, financial goals, the details of the Overtime Study, causal factors, and next steps.

3. Explain the fiscal impact (current year and ongoing).
Assuring that the Sheriff's Office can continually meet financial and service needs in times of

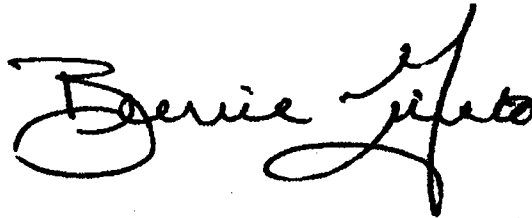
uncertainty causes for increased scrutiny and monitoring of expenditures and trends. As flexibility has been removed from budgets, the importance of such monitoring is greater to assure that the Sheriff's Office continues on its successful record of under spending the budget.

4. Explain any legal and/or policy issues involved.

5. Explain any citizen and/or other government participation that has or will take place.

Required Signatures

Department/
Agency Director:



Date: 12/7/05

Budget Analyst:

Date:

Department HR:

Date:

Countywide HR:

Date:

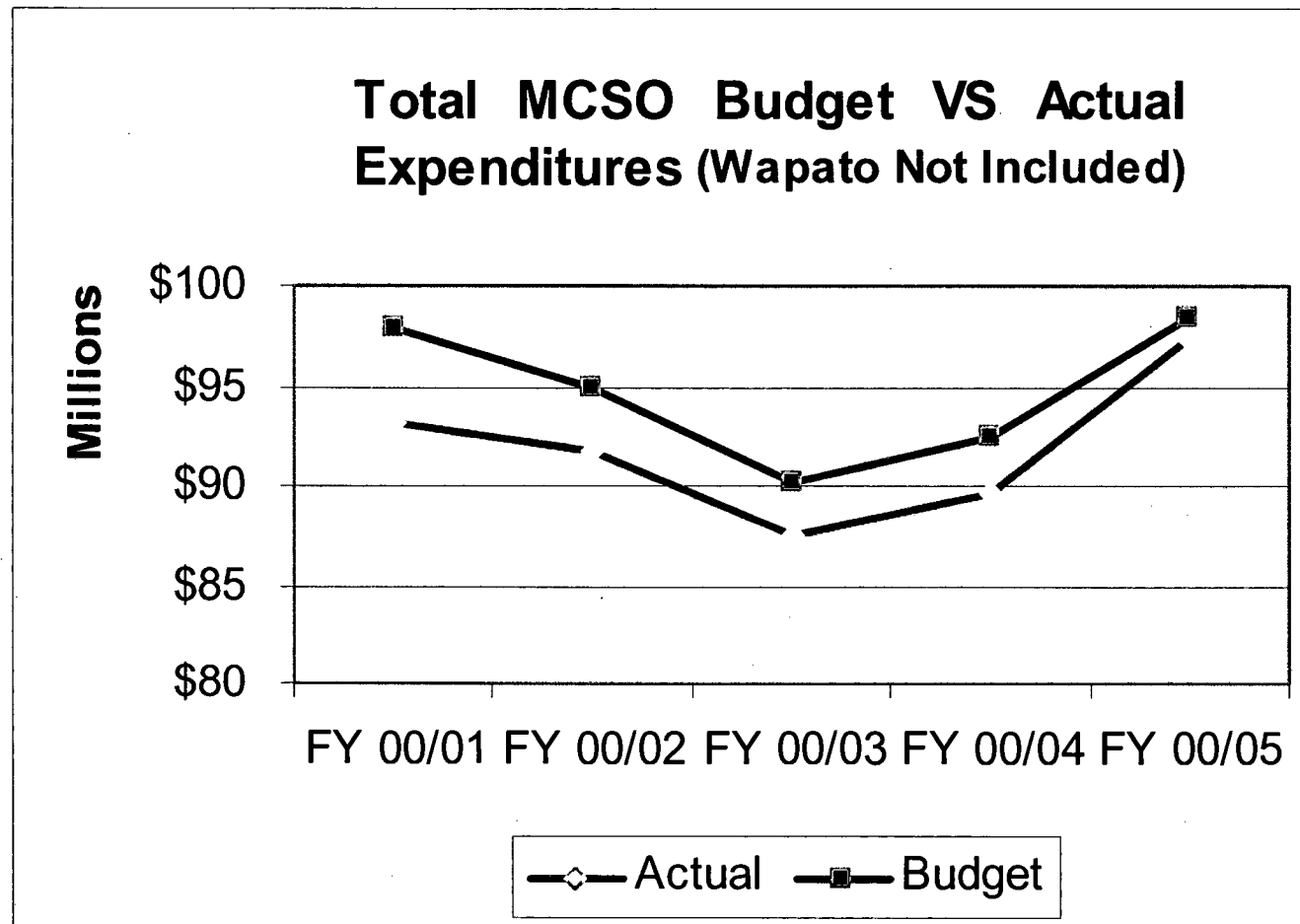
Multnomah County Sheriff's Office – Understanding Personnel Costs and Drivers of Overtime

Presentation to the Board of County
Commissioners December 13, 2005
Summary of Overtime Study goals,
Accomplishments to Date, Findings
and Next Steps

Setting the Context

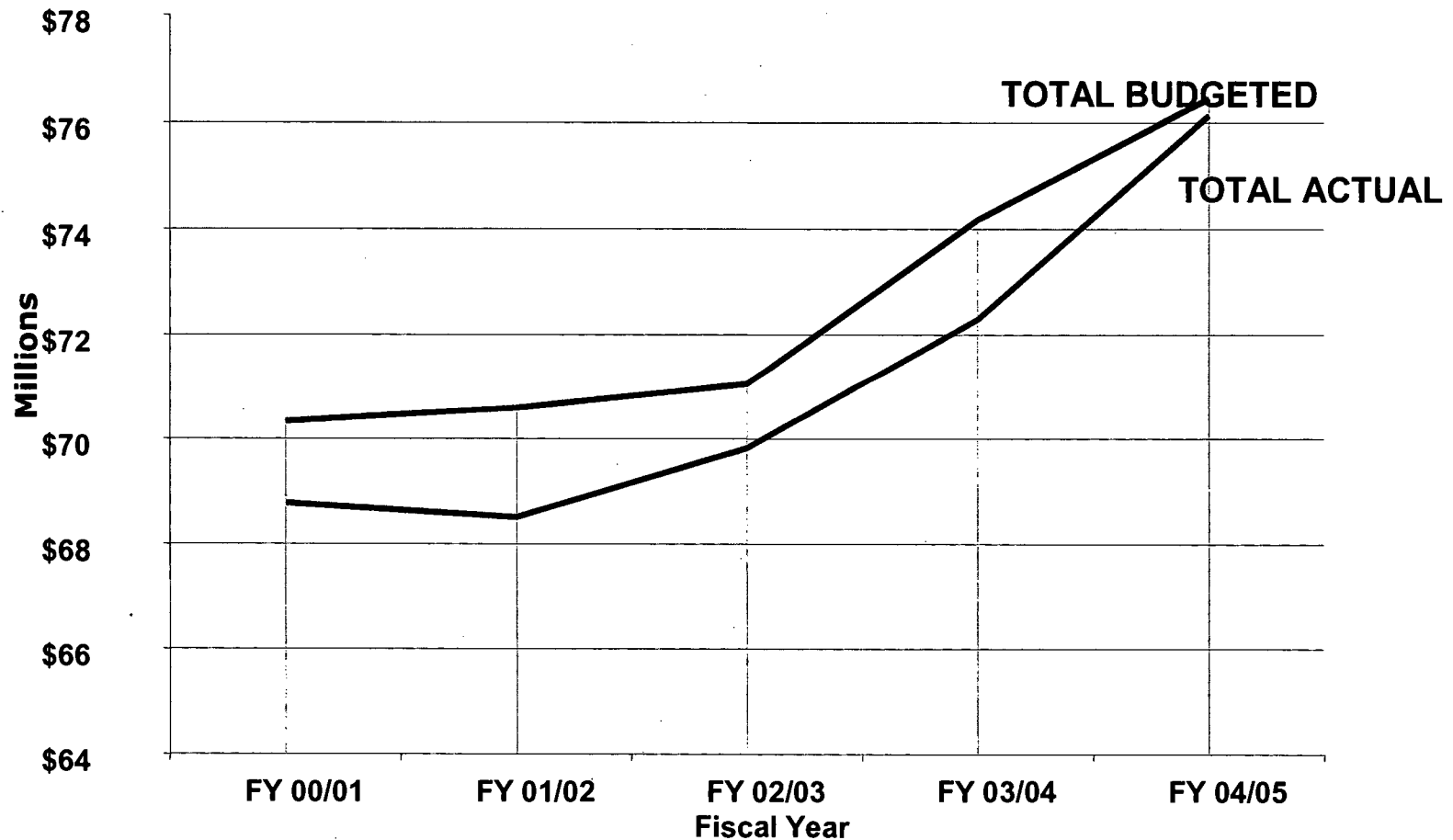
Understanding the Big Picture
of the Current Management
Philosophy

Financial Goal – Do NOT Overspend the Total Budget



Goal – Underspend Total Personnel Costs

Multnomah County Sheriff's Office
Comparison of Budgeted and Actual Personnel Costs by FY



Goal – Underspend Personnel Costs

Work to understand the dynamics within
Personnel Costs, Trends, and Changes to Guide
Future Budgeting

MULTNOMAH COUNTY SHERIFF'S OFFICE						
Summary of PERSONNEL COSTS FY 00/01 to 04/05 (Excluding settlements--cost centers 92001, 93002, 95101, 95102)						
	TOTAL ACTUAL PERSONNEL EXPENDITURES					% CHANGE
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	00/01 to 04/05
Actual Overtime	3,267,994	2,887,551	3,233,857	4,448,301	5,752,166	76%
Actual Salaries & Benefits	65,509,502	65,628,136	66,595,761	67,844,145	70,382,861	7%
TOTAL ACTUAL	68,777,496	68,515,688	69,829,619	72,292,446	76,135,026	11%
	TOTAL BUDGETED PERSONNEL EXPENDITURES					
Budgeted Overtime	4,171,040	3,914,043	3,862,971	4,002,537	4,177,652	0%
Budgeted Salaries & Benefits	66,163,547	66,676,738	67,189,554	70,169,899	72,273,159	9%
Budgeted Salaries & Benefits	66,163,547	66,676,738	67,189,554	70,169,899	72,273,159	9%
TOTAL BUDGETED	70,334,587	70,590,781	71,052,525	74,172,436	76,450,811	9%
Actual Overtime as % of Budget	4.6%	4.1%	4.6%	6.0%	7.5%	62%

Goal – Balance Risk

Assure Return on Investment

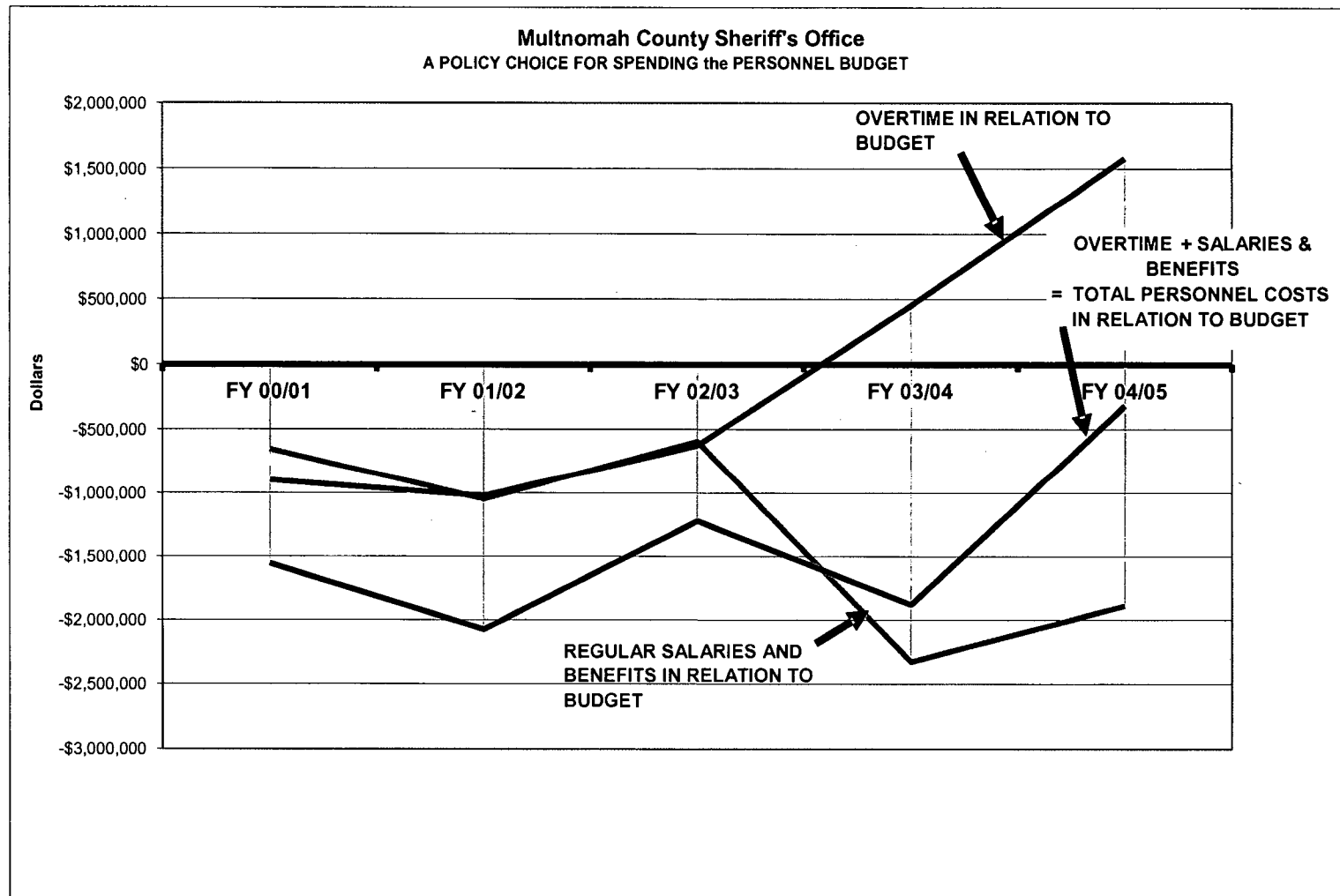
- ❑ 6 months to 1 yr: Estimated time to train a Sworn employee and for them to be working independently.
- ❑ \$81,591: Estimated Cost to Hire and Train a Corrections Deputy
- ❑ Recent Experience Shows Hiring in the Face of Uncertainty leads to a poor return on the investment.
- ❑ February 1, 2003 lay off (39), demotion (14) and transfers (6) a total of 59 MCSO employees.
 - 10 of the 39 lay offs were still probationary.

Staffing for Risk and Investment

Overview of Timeline of Planning for Uncertainty 1 YR of Stability Not Seen - Likelihood of Cuts and Lay Offs High

2003	Mid Year County Adjustments State Budget Reduction	Plan for County Cuts if ITAX Fails										Plan for Mid Year Adjustments
2004	Plan/Implement County Reductions	Plan For County Budget Process						Plan for Potential Repeal of the ITAX and Sunset of the ITAX				
2005	Plan for County Budget Process and State Reductions							Assess and Implement State and County Reductions			Plan for P57 and County 114 Beds	
2006	Plan for Sunset of the ITAX and County Shortfall											
	January	February	March	April	May	June	July	August	September	October	November	December

Management Practice – Meet Goals and Balance Short and Longterm Risk



The Overtime Study

Commissioned February 2005

Reasons for Commissioning of the Overtime Study

- ❑ Realization that the pendulum had swung too far in not hiring in of anticipation of lay offs. In the winter of 2004/05 hiring began to deal with attrition.
- ❑ In February of 2005 Sheriff Giusto commissioned the Overtime Study and appointed Sharie Lewis, CPA, in the lead.
- ❑ Sheriff Giusto asked that the Study embark on setting up mechanisms to study, monitor, manage, and budget overtime.

Focus of the Overtime Study

- Understand What the Issues Are
- Understand how Issues Relate to Management Directive of Current Sheriff
- Historical View
- Causal Factors
- Technological Capabilities and Needs
 - Entering Data
 - Reporting
 - Tracking
 - Monitoring

Focus of the Overtime Study

- ❑ Identify Short Term and Long Term Goals
- ❑ Understand the balance between decreasing OT and increasing FTE costs.
 - Changes in OT or Total Personnel costs occur quickly by eliminating services.
 - At a predictable and viewable rate when changing between reliance on OT or FTE to balance risk.
 - At a varying rate and impact when moving to change causal factors.
- ❑ Determine Causal Factors and Management for Efficiency in both uncontrolled and controlled (self initiated or discretionary) personnel costs.

Goals of the Overtime Study

Look to and Learn from the Past

- ❑ Review history and trend by division.
- ❑ Trend overtime spending by activity, wage type, and function.
- ❑ Determine causal factors of overtime and FTE costs.
- ❑ Compare budget to expenditures, assess trends and use assessment for future budgeting process.
- ❑ Work in insure that managers, including Sergeants, understand their role in monitoring workplace policies relating to absenteeism and approving overtime.

The Overtime Study

Working within the World Today - Technology

- ❑ Determine how hours and dollars are captured in the SAP system.
- ❑ Evaluate and determine consistency of data entry and extrapolation.
- ❑ Work with Central Payroll, County SAP, Enterprise Resource Program Manager and Budget Office to provide consistent and reliable reports that can be accessed by MCSO and the Budget Office.
- ❑ Use detailed data to monitor overtime and inform managers.

Address Found SAP Barriers:

- ❑ a) Segregation of accounting roles and HR functions.
- ❑ b) Comparison & use of multiple SAP modules to report hours and dollars.
- ❑ c) Determining a manner to match hours posted in one module and matching to dollars posted in another module.
- ❑ Evaluate new scheduling software, talk to users, and purchase new software.

The Overtime Study

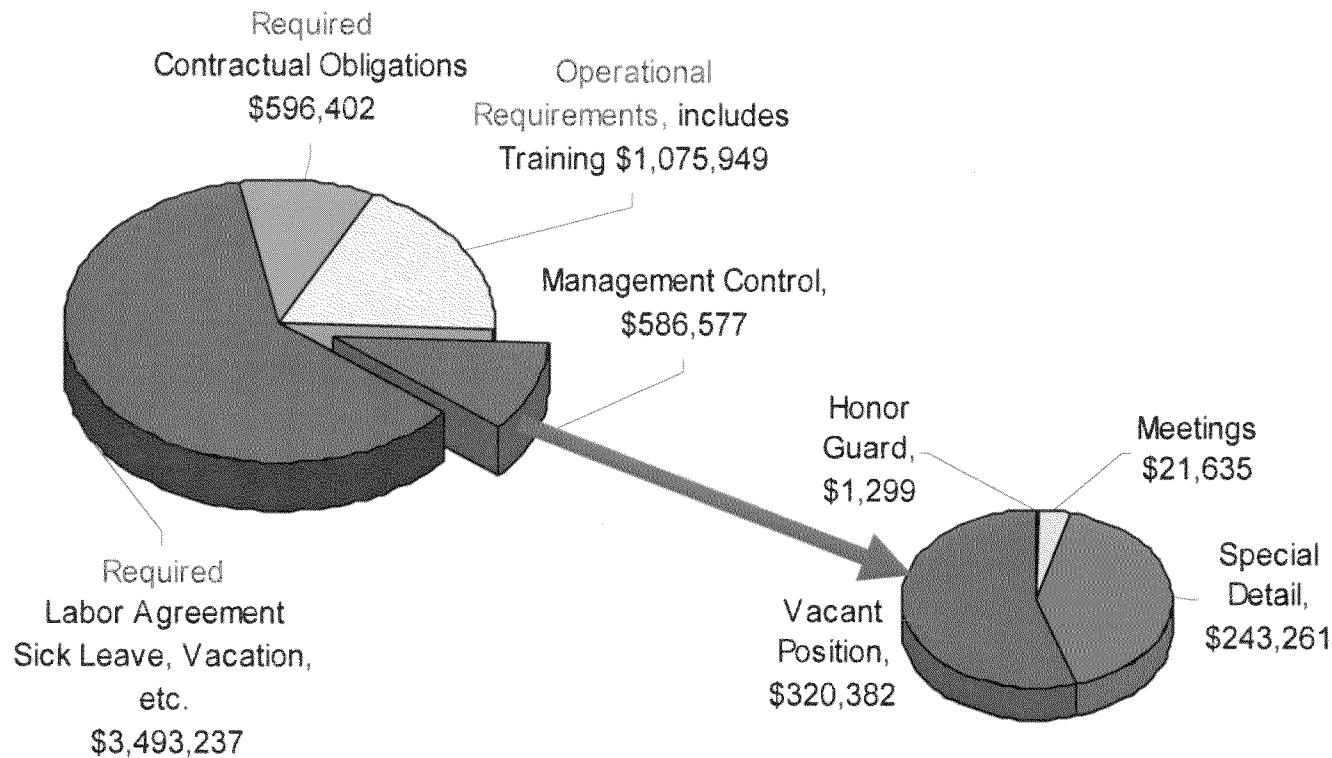
Working within the World Today - Staffing

- Understand Aspects of OT that are controlled and uncontrolled:
 - Requirements to staff 24-7 post defined services and meeting minimum staffing of functions.
 - Sick Time, FMLA, Military Leave.
 - Vacations and Training.
 - Increased Court docket with high profile cases, violent persons, and plan for potential conflicts with victims and offender families.

Managing in the World Today - Pinpoint

Policy Changes, Monitoring and Daily Management to

Controlled, Uncontrolled, Post and Service Driven OT



The Overtime Study

Working within the World Today - Staffing

- Assure consistent application of staffing policies and procedures for filling posts:
 - Minimum staffing levels
 - Sick calls
 - Predicted increase in workloads
 - Unpredicted increase in workloads
- Understand causal factors of OT use that are short term duration or multi-year. Determine how to plan for ongoing and limited duration OT needs.
 - (Examples – UNET training, and changes in rules concerning off duty training).

Training –

Continual and Limited Duration OT

FY 03/04				
<u>Type of Training</u>	<u>Month/ Year</u>	<u>Number of Employee</u>	<u>Number of Hours</u>	<u>Backfill Y/N - Type</u>
Corrections In-Service	9-03 to 6-04	496	11,256	Yes - OT & Comp
Enforcement In-Service	9-03 to 6-04	90	3,600	Yes - OT & Comp
Range Qualifications	10-03 to 4-04	390	2,470	No
Uncontrolled Environment	6-04 to 7-04	206	3,728	Yes - OT & Comp
		<u>1,182</u>	<u>21,054</u>	
			<u>Amount</u>	<u>Percentage</u>
Total Hours authorized for backfill where OT / Comp Pay Authorized			18,584	88%
Total Hours not authorized for backfill			2,470	12%

Goals of the Overtime Study

Moving from the Past to the Future

- ❑ Request County Auditor perform a post and post relief factor study as part of her Overtime study.
- ❑ Assess staff / post requirements within Corrections & Enforcement services.
- ❑ Determine needs and questions surrounding existing relief factor.
- ❑ Bring in outside expert to assist in redoing relief factor and post requirements.
- ❑ Assess context of issue within Sheriff's and Corrections across the nation.
 - Compare our % of OT costs to Budget. Where do we stand on this issue.
 - How does the national discussion differ today than the last 15+ years that this has been a debated issue.

Identified Causal Factors

Clarifying Known or Suspected
Causal Factors and Identify
Further Areas of Inquiry

Understanding Causal Factors – Uncontrolled Absences

Summary of Data from Uncontrolled Absence Report By Reason for Absence November 2004 and March 2005

Paid Leave						
<u>Month</u>	<u>FMLA/OFLA</u>	<u>Medical</u>	<u>Military</u>	<u>Admin Lv.</u>	<u>Other</u>	<u>Total</u>
March 05	215	8	11	52	0	286
November 04	144	39	0	22	1	206
Total Days	359	47	11	74	1	492

Unpaid Leave						
<u>Month</u>	<u>FMLA/OFLA</u>	<u>Medical</u>	<u>Military</u>	<u>Admin Lv.</u>	<u>Other</u>	<u>Total</u>
March 05	39	39	83	0	53	214
November 04	25	32	99	0	20	176
Total Days	64	71	182	0	73	390

Causal Factors –

Uncontrolled Absences Time=Money

Summary of Uncontrolled Absence Report Data and Estimate of Cost per Month to Pay Employee and Backfill
--

Month	Paid Days Off	Unpaid Days Off	Total Paid & Unpaid	Avg People Off per Work	Estimated Total Cost
March 05	286	214	500	21.74	\$268,739
November 04	206	176	382	17.36	\$227,981
Totals	492	390	882	39.10	\$496,721
Monthly Avg					\$248,360

Causal Factor –

FMLA/OFLA Policy

	FMLA/OFLA Laws	County Policy
1	Must have worked 1250 hours in previous 12 months.	County counts all paid time, not just worked time, allowing more employees to qualify each year.
2	An employee that earns comp time can't be required to use it while on FMLA/OFLA, although they may allow it to be used to stay in paid status.	Comp time earned can be used to pay someone on FMLA/OFLA to keep them in paid status, but can't be counted against the entitlement - gives more than 12 weeks of protected leave.
3	If an employee doesn't return from a FMLA absence, the employer can recover the cost of benefits paid out during the leave (except where a serious illness or disability prevents return).	The County chooses not to recover these costs, leading to people taking paid parental leave with no intention of returning upon exhaustion of FMLA/OFLA leave.


Causal Factor –

Changes in Union Agreements Impact OT

- ❑ Last negotiated contract of MCCDA in 2004;
 - County increased comp time accruals to 80 hours at any given time; up from 40 hours before
 - This has impacted OT by increasing amount of time during the year that employees are on vacation.
 - This change was after the current shift relief factor was calculated.
- ❑ 2001 MCCDA negotiations:
 - County allowed union to increase vacation accruals to 500 hours at 20+ years of service.
- ❑ COLA agreements and other salary adjustments.

Causal Factor –

More Senior Work Force



	# FTE's	% of Total
Step 1-5	262	41%
Step 6	<u>374</u>	<u>59%</u>
	<u>636</u>	<u>100%</u>

59% Of Sworn
Staff Topped Out

	# FTE's	% of Total
Step 1-5	85	17%
Step 6	<u>401</u>	<u>83%</u>
	<u>486</u>	<u>100%</u>

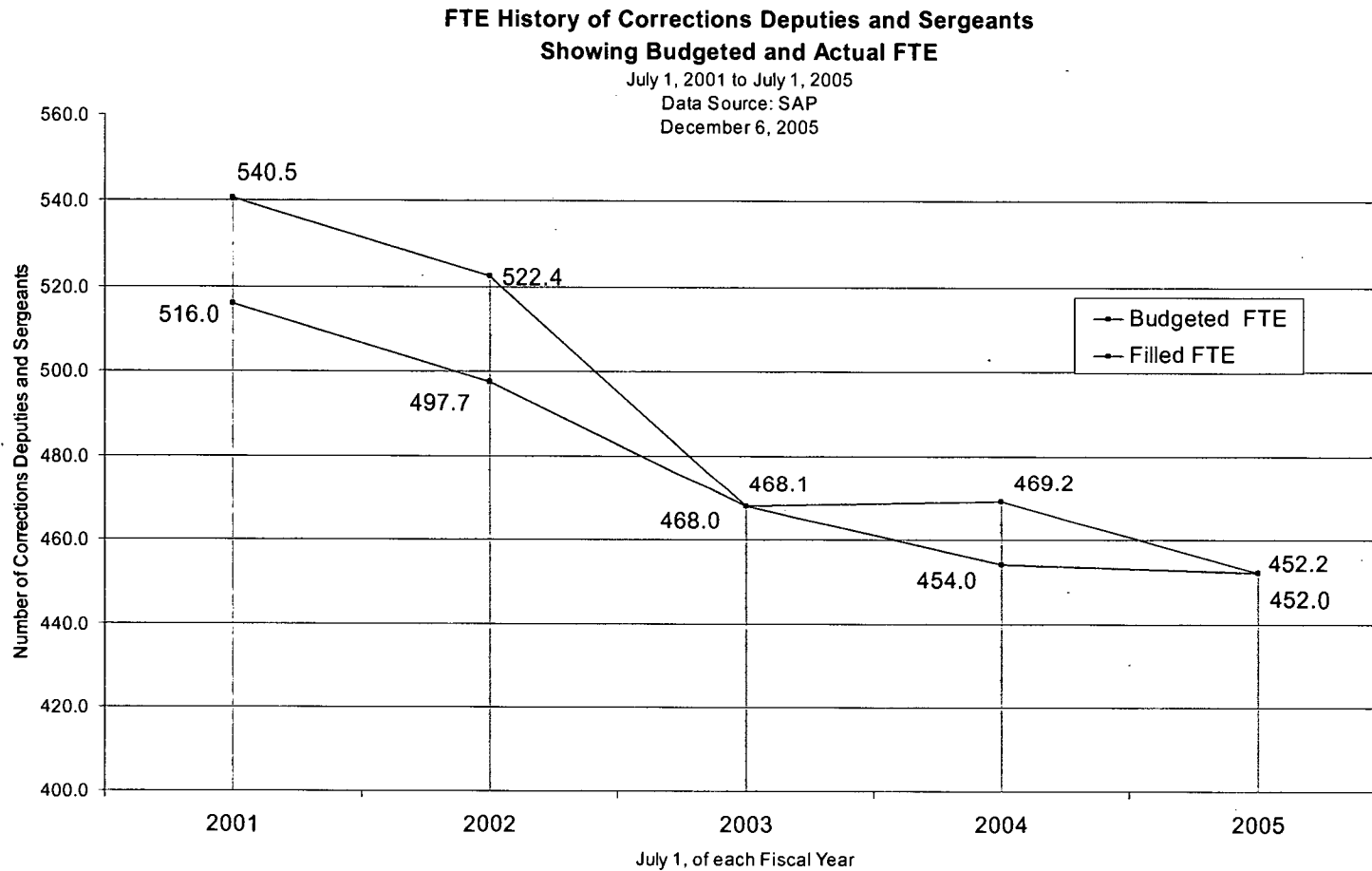
83% Of Sworn
Staff Topped Out

	# FTE's	% of Total
Step 1-5	54	10%
Step 6	<u>490</u>	<u>90%</u>
	<u>544</u>	<u>100%</u>

90% Of Sworn
Staff Topped Out

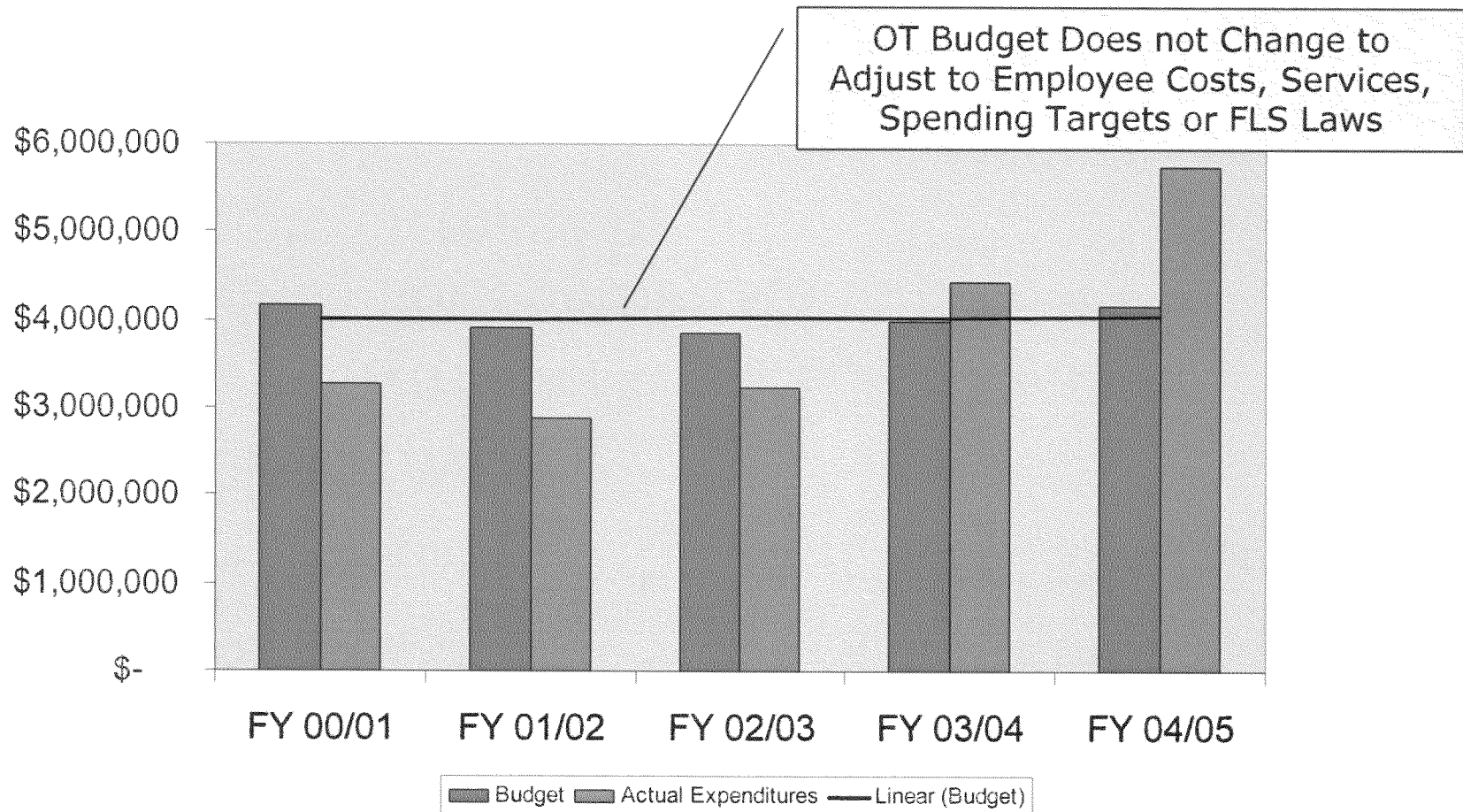
Causal Factor - Lack of Flexibility

Need for Increased Accuracy in Estimating Expenditures



Causal Factor – Lack of Clarity

Move to Budgeting Based on Costs/Goals



Historical Budgeting Model – Constraint Based on Budget

Moving Away from the Old Budgeting Model

- ▣ In 98/99 budget was \$4.0 million
- ▣ In 04/05 the OT budget was \$4.2 million
- ▣ \$200k growth
 - 5% growth over a period of 7 years.
 - Growth not appropriate to account for even a simple increase in CPI.

Moving Forward

- ❑ There has been a great deal of work done so far that is highly technical in nature. Staff from SAP, EPR, General Ledger, Budget, and MCSO Finance, Payroll, IT, Research, and HR.
- ❑ More needs to be done to ensure that accurate reports can be produced out of SAP bringing employee level detail that is accurate and can then be aggregated.
- ❑ While this process has been tedious it is the foundation for future reporting and monitoring.

Moving Forward

- ❑ We must work to budget by Cost and Goals.
- ❑ The past flexibility allowed for changes in leave, such as military leave and changes in FMLA and OFLA is gone.
- ❑ The lack of flexibility demands that we determine how to base our FTE allocation knowing the uncontrolled absences and changes to FTE costs.

Moving Forward

- ❑ Hire on a more regular basis to plan for normal attrition and retirements.
- ❑ Work to find the balance of the pendulum between OT and FTE costs.
- ❑ Increase training of supervisors on expectations and procedures for use of overtime and planning for limited duration events.
- ❑ Utilize data to better plan for OT and personnel management.
- ❑ Bring in outside assistance for post relief factor.

Multnomah County Sheriff's Office

A Brief Explanation on Managing Personnel Costs (Overtime + Salary/Benefits)

December 6, 2005



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Multnomah County Sheriff's Office
A BRIEF EXPLANATION OF OVERTIME USE

The last several fiscal years have been fraught with uncertainty for the Sheriff's Office. There was uncertainty about whether or not the proposed Multnomah County I-Tax repeal would pass and then be repealed. The county and state budget process has also been uncertain, with budget cutbacks reducing funded jail beds from 2,073 in 1999 to a current level of 1,576, which includes 57 City of Portland funded beds. Because of this uncertainty there has been a policy decision to make greater use of overtime rather than hiring full time deputies. It would be irresponsible to hire and train new deputies, while faced with an ever present threat to lay them off.

Much has been made recently of the expansion of overtime hours. The public deserves a fair and balanced explanation of what has happened. The chart below shows the actual and budgeted personnel cost for the Sheriff's Office as a whole for the last 5 fiscal years.

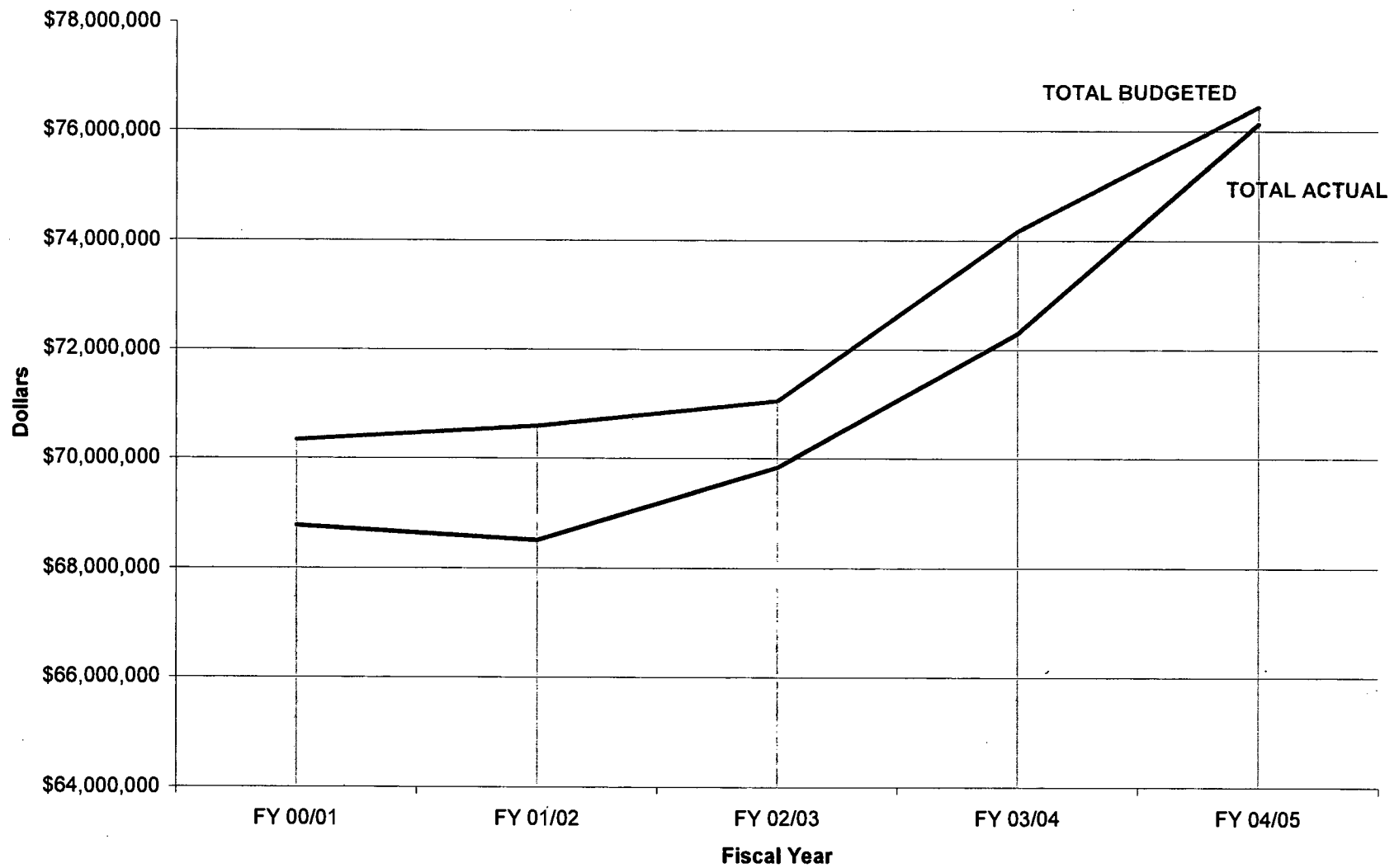
MULTNOMAH COUNTY SHERIFF'S OFFICE Summary of PERSONNEL COSTS FY 00/01 to 04/05 (Excluding Temporary & settlements --cost centers 60100, 92001, 93002, 95101, 95102)						
	TOTAL ACTUAL PERSONNEL EXPENDITURES					% CHANGE 00/01 to 04/05
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	
Actual Overtime	3,267,994	2,887,551	3,233,857	4,448,301	5,752,166	76%
Actual Salaries & Benefits	65,509,502	65,628,136	66,595,761	67,844,145	70,382,861	7%
TOTAL ACTUAL	\$68,777,496	\$68,515,688	\$69,829,619	\$72,292,446	\$76,135,026	11%
	TOTAL BUDGETED PERSONNEL EXPENDITURES					
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	FY 04/05	
Budgeted Overtime	4,171,040	3,914,043	3,862,971	4,002,537	4,177,652	0%
Budgeted Salaries & Benefits	66,163,547	66,676,738	67,189,554	70,169,899	72,273,159	9%
TOTAL BUDGETED	\$70,334,587	\$70,590,781	\$71,052,525	\$74,172,436	\$76,450,811	9%
Relationships						
Actual Overtime as % of Budget	4.6%	4.1%	4.6%	6.0%	7.5%	62%
Overtime spending in relation to Budget	(903,046)	(1,026,492)	(629,114)	445,764	1,574,514	
Salaries & Benefits spending in relation to Budget	(654,045)	(1,048,602)	(593,793)	(2,325,754)	(1,890,299)	
NET Over spending of Total Personnel Budget	(\$1,557,091)	(\$2,075,094)	(\$1,222,906)	(\$1,879,990)	(\$315,785)	
% Under of Overspending of Total Personnel Budget	-2.2%	-2.9%	-1.7%	-2.5%	-0.4%	

Several facts are evident:

- Overtime use has increased 76%.
- Regular salaries and benefits have increased only 7%.
- Budgeted overtime has not increased over the last 5 years, while budgeted salaries and benefits have increased 9%.
- Overtime use has increased from 4.6% to 7.5% of the budget.
- The "overspending" on overtime during FY 04/05 was \$1,574,514.
- This was matched by an under spending of \$1,890,299 in regular salaries and wages.
- The net result is that the actual personnel expenditures under spending by 0.4%.

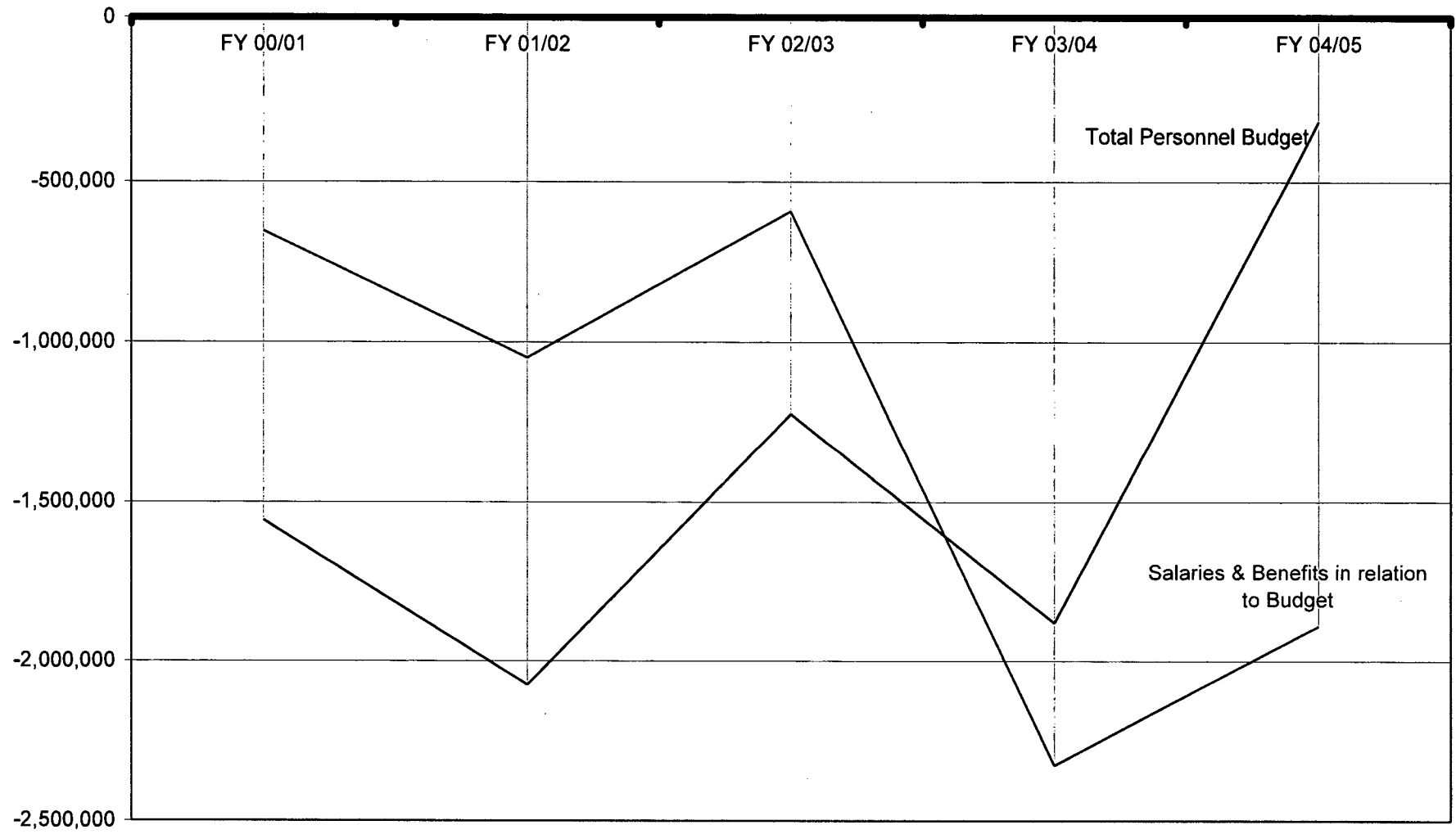
These facts are displayed graphically on the next page.

Multnomah County Sheriff's Office
Comparison of Budget and Actual Personnel Costs by FY

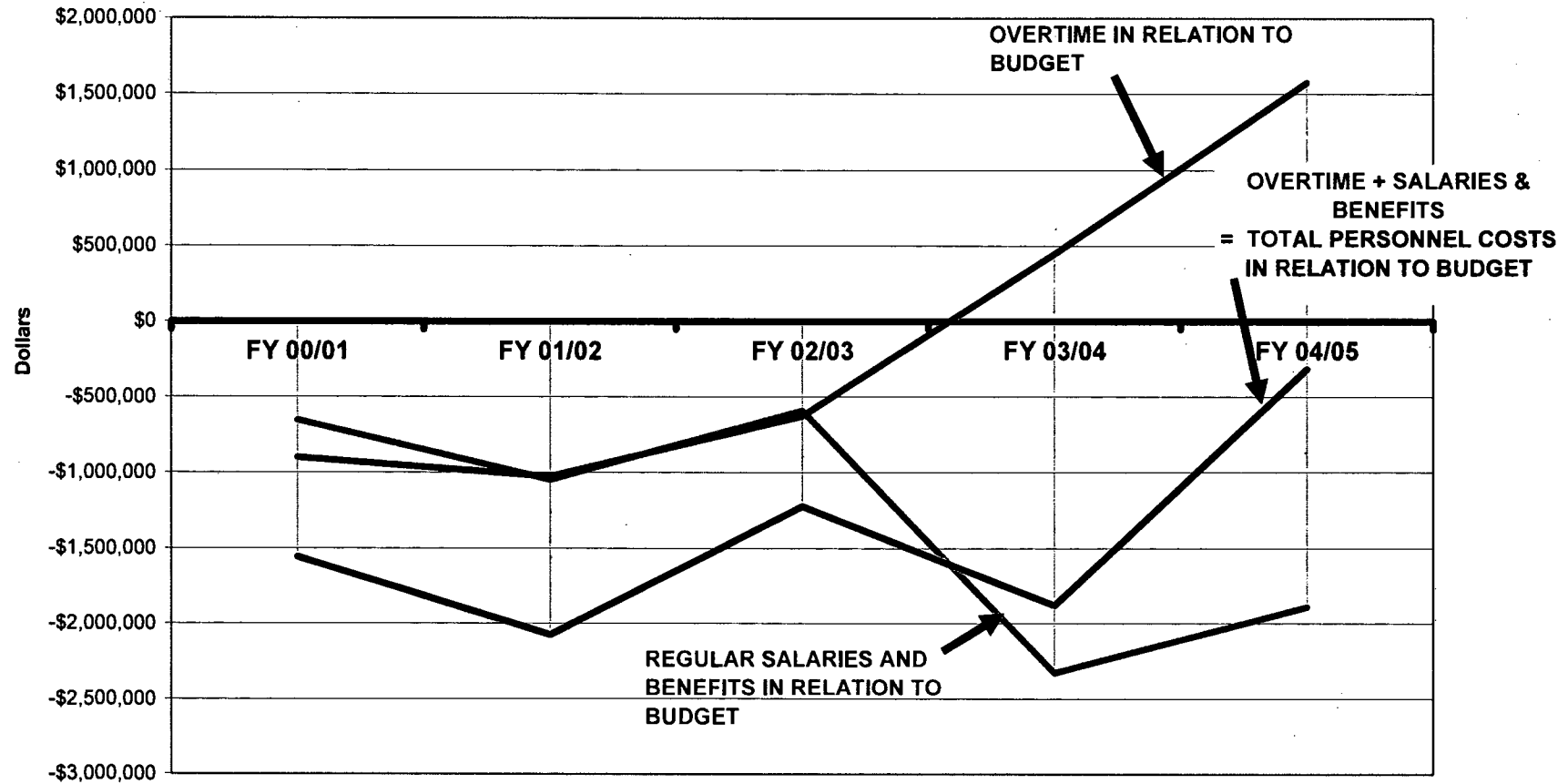


Multnomah County Sheriff's Office

Total Personnel Budget Spending compared to Salaries & Benefit Spending related to the Budget. Showing the Total personnel costs are below the Budget.



Multnomah County Sheriff's Office
A POLICY CHOICE FOR SPENDING the PERSONNEL BUDGET



Due to fiscal uncertainties the Sheriff's Office has made a policy decision to increase use of overtime, rather than adding regular positions. While this gives the appearance of a "runaway" increase in overtime, that expenditure has been carefully matched by under spending on regular salaries and wages. In FY 04/05 the net result was that the Sheriff's Office total spending on personnel was almost exactly at the budgeted amount. This increased the flexibility of the Sheriff's Office in responding to fiscal uncertainty.

Summary of Uncontrolled Absence Report

Months	Month	Paid Days Off	Employee Days	Avg Days	Unpaid Days Off	Employee Days	Avg Days	Total Paid & Unpaid	Avg	Estimated Total Cost
1	March 05	286	23	12.43	214	23	9.30	500	21.74	\$268,739
2	November 04	206	22	9.36	176	22	8.00	382	17.36	\$227,981
	Totals	492	45	21.80	390	45	17.30	882	39.10	\$496,721
	Monthly Avg	246	23	11	195	23	9	441	19.60	\$248,360

Classifications analyzed for paid status:

Month	FMLA/OFLA	Medical	Military	Admin Lv.	Other	Total
March 05	215	8	11	52	0	286
November 04	144	39	0	22	1	206
Total	359	47	11	74	1	492
Average	72	9	2	15	0	98

The above is a summary of each month a more detailed support is available on the enclosed tabs.

Classifications analyzed for unpaid status:

Month	FMLA/OFLA	Medical	Military	Admin Lv.	Other	Total
March 05	39	39	83	0	53	214
November 04	25	32	99	0	20	176
Total	64	71	182	0	73	390
Average	13	14	36	0	15	78

The above is a summary of each month a more detailed support is available on the enclosed tabs.

UNCONTROLLED ABSENCE REPORT FOR NOVEMBER 04 - MCSO

Start date	End date	Reason Text	Action type	Active / Inactive	PS text	Classification	Work Days Off	Backfill Y or N	Pay Status	Dept. Facility
11/11/2004	11/30/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	15	Y		MCIJ
11/22/2004	11/26/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	5	Y		Classifications
11/29/2004	11/30/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	2	Y		MCDC
11/04/2004	11/10/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	6	Y		MCIJ
11/01/2004	11/17/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	13	Y		Court Services
11/08/2004	11/30/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	18	Y		MCDC
11/01/2004	11/07/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	8	Y		MCDC
11/01/2004	11/15/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	12	Y		MCDC
11/22/2004	11/30/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	7	Y		Classifications
11/01/2004	11/07/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	5	Y	W	Work Crew
11/21/2004	11/27/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	5	Y		MCDC
Total number of days absent in Month							96			
Divid by # work days per employee							22			
Avg # employees absent per day							4.36			
11/01/2004	11/30/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Dep Sher Assoc	DEPUTY SHERIFF 3	17	Y	W	Civil
11/14/2004	11/30/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Dep Sher Assoc	DEPUTY SHERIFF 3	8	N		River
11/01/2004	11/14/2004	FMLA & OFLA	Leave of Absence - Paid	Active	Dep Sher Assoc	SERGEANT 3	8	N		River
Total number of days absent in Month							33			
Divid by # work days per employee							22			
Avg # employees absent per day							1.50			
11/15/2004	11/22/2004	FMLA & OFLA	Leave of Absence - Paid	Active	AFSCME Local 88	EQUIPMENT/PROPERTY TECH	6	Y		Auxiliary
11/01/2004	11/05/2004	FMLA & OFLA	Leave of Absence - Paid	Active	AFSCME Local 88	FACILITY SECURITY OFFICER	3	Y		FSO
11/01/2004	11/09/2004	FMLA & OFLA	Leave of Absence - Paid	Active	AFSCME Local 88	MCSO RECORDS TECHNICIAN	6	Y		Corr Records
Total number of days absent in Month							15			
Divid by # work days per employee							22			
Avg # employees absent per day							0.68			
Total FMLA & OFLA Paid Days							144			
Divid by # work days per employee							22			
Avg # employees absent per day							6.55			
11/01/2004	11/30/2004	Medical	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	17	Y	W	Court Services
11/01/2004	11/30/2004	Medical	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	22	Y	W	MCDC
Total number of days absent in Month							39			
Divid by # work days per employee							22			
Avg # employees absent per day							1.77			
11/01/2004	11/30/2004	Pending results in	Administrative Leave	Active	Corr Offr Assoc	CORRECTIONS OFFICER	22	Y	A	MCIJ
11/30/2004	11/30/2004	OFLA only	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS SERGEANT	1	Y		MCDC
Total number of days absent in Month							23			
Divid by # work days per employee							22			
Avg # employees absent per day							1.05			
Total number of paid days absent in Month							206			
Divid by # work days per employee							22			
Avg # employees absent per day							9.36			

UNCONTROLLED ABSENCE REPORT FOR NOVEMBER 04 - MCSO

Start date	End date	Reason Text	Action type	Active / Inactive	PS text	Classification	Work Days Off	Backfill Y or N	Pay Status	Dept. Facility
11/01/2004	11/30/2004	Other	Leave of Absence - Unpaid	Inactive	Corr Offr Assoc	CORRECTIONS OFFICER	20	Y	N	Booking
						Total number of days absent in Month	20			
						Divid by # work days per employee	22			
						Avg # employees absent per day	0.91			
11/01/2004	11/30/2004	Military Leave (Ac Leave of Absence - Paid		Active	Dep Sher Assoc	DEPUTY SHERIFF 3	18	Y	U	Fac Sec
11/01/2004	11/30/2004	Military Leave (Ac Leave of Absence - Paid		Active	Corr Offr Assoc	CORRECTIONS OFFICER	21	Y	U	Booking
11/01/2004	11/30/2004	Military Leave (Ac Leave of Absence - Paid		Active	Dep Sher Assoc	DEPUTY SHERIFF 3	18	Y	U	Patrol
11/01/2004	11/30/2004	Military Leave (Ac Leave of Absence - Paid		Active	AFSCME Local 88	FACILITY SECURITY OFFICER	21	Y	U	Fac Sec
11/01/2004	11/30/2004	Military Leave (Ac Leave of Absence - Paid		Active	Corr Offr Assoc	CORRECTIONS OFFICER	21	Y	U	MCIJ
						Total number of days absent in Month	99			
						Divid by # work days per employee	22			
						Avg # employees absent per day	4.50			
11/16/2004	11/30/2004	Medical	Leave of Absence - Unpaid	Inactive	Corr Offr Assoc	CORRECTIONS OFFICER	11	Y	U	MCIJ
11/01/2004	11/30/2004	Medical	Leave of Absence - Unpaid	Inactive	AFSCME Local 88	FACILITY SECURITY OFFICER	21	Y		Fac Sec
						Total number of days absent in Month	32			
						Divid by # work days per employee	22			
						Avg # employees absent per day	1.45			
11/08/2004	11/11/2004	FMLA & OFLA	FMLA/OFLA LOA - Unpaid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	2	Y	U	MCDC
11/16/2004	11/30/2004	FMLA & OFLA	FMLA/OFLA LOA - Unpaid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	12	Y	U	MCDC
11/01/2004	11/15/2004	FMLA & OFLA	FMLA/OFLA LOA - Unpaid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	11	Y	U	MCIJ
						Total number of days absent in Month	25			
						Divid by # work days per employee	22			
						Avg # employees absent per day	1.14			
Total number of unpaid days absent in Month							176			
Divid by # work days per employee							22			
Avg # employees absent per day as unpaid status							8.00			
Total number of paid & unpaid days absent in Month										382
Divid by # work days per employee										22
Avg # employees absent per day as unpaid status										17.36

UNCONTROLLED ABSENCE REPORT FOR NOVEMBER 04 - MCSO

Start date	End date	Reason Text	Action type	Active / Inactive	PS text	Classification	Work Days Off	Backfill Y or N	Pay Status	Dept. Facility
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SUMMARY OF UNCONTROLLED ABSENCES - NOVEMBER 2004

Total number of paid & unpaid days absent in Month	382
Divid by # work days per employee	22
Avg # employees absent per day as unpaid status	17.36

If we applied a backfill ratio of 1.3 the number of employee needed to fill posts to include the small portion of employee who would have to pay out of class pay for.	22.57
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Total employees days within Corr. Division	301
Total employees days within LE Division	69
Total employees days within BS Division	12
Total Days of Paid & Unpaid	382

General Summary of Avg Wages for Classifications listed above

	Hrly Rate	OT Rate
Avg Corrections Deputy Wage 04/05 - includes Fringe & Insurance is \$42.68 and with overtime \$57.78:	\$42.68	\$57.78
Avg Corrections SGT Wage 04/05 - includes Fringe & Insurance is \$53.70 and with overtime \$74.30:	\$53.70	\$74.30
Avg Deputy Sheriff Wage 04/05 - includes Fringe & Insurance is \$43.41 and with overtime \$59.39:	\$43.41	\$59.39
Avg Deputy Sheriff SGT Wage 04/05 - includes Fringe & Insurance is \$51.72 and with overtime \$71.34:	\$51.72	\$71.34
Avg FSO Wage 04/05 - includes Fringe & Insurance is \$25.37 and with overtime \$31.80:	\$25.37	\$31.80
Avg Records Tech Wage 04/05 - includes Fringe & Insurance is \$24.80 and with overtime \$37.20:	\$24.80	\$37.20
Avg Corrections Tech Wage 04/05 - includes Fringe & Insurance is \$26.90 and with overtime \$40.35:	\$26.90	\$40.35
Avg EPT Wage 04/05 - includes Fringe & Insurance is \$27.28 and with overtime \$40.92:	\$27.28	\$40.92
Avg Program Supervisor Wage 04/05 - includes Fringe & Insurance is \$35.53 exempt no OT authorized:	\$35.53	not authorized
Avg Records Supervisor Wage 04/05 - includes Fringe & Insurance is \$29.26 and with overtime \$43.89:	\$29.26	\$43.89

Paid Days	Classification	Regular Avg Wage Paid	Backfill OT Paid	Total	
157	Corr Deputy	\$53,606	\$72,572	\$126,178	
1	Corr SGT	\$430	\$594	\$1,024	
3	FSO	\$609	\$763	\$1,372	
25	Deputy Sheriff	\$8,682	\$8,077	\$16,759	
8	Deputy Sheriff SGT	\$3,310	\$0	\$3,310	
6	Records Tech	\$1,190	\$1,786	\$2,976	
6	EPT	\$1,309	\$1,964	\$3,274	
206		\$69,136	\$85,756	\$154,893	
					Total Correction Division Cost \$184,558
					Total LE Division Cost \$37,173
					Total BS Division Cost \$6,250
					\$227,981
Unpaid Days	Classification	Regular Avg Wage Paid	Backfill OT Paid	Total	
98	Corr Deputy	\$0	\$45,300	\$45,300	
42	FSO	\$0	\$10,685	\$10,685	
36	Deputy Sheriff	\$0	\$17,104	\$17,104	
-	Record Tech	\$0	\$0	\$0	
176		\$0	\$73,089	\$73,089	
382		\$69,136	\$158,845	\$227,981	

**** These dollars are not representative of using a 1.3 backfill, only take days * 8 hours a day times hourly rate.

Pay Status Codes

W = WC supplemental Pay & Benefits - MCSO will pick up remaining portion not covered under supplemental which is normally 33 1/3% of all salary.

U = Unpaid - Benefits intact - MCSO responsible for paying all portions of benefits (fringe and insurance)

N = No pay, no Benefits

A = Pay plus full Benefits

UNCONTROLLED ABSENCE REPORT FOR MARCH 05 - MCSO

Start date	End date	Reason Text	Action type	Active / Inactive	PS text	Classification	Work Days Off	Backfill Y or N	Pay Status	Dept. Facility
03/25/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	5	Y		MCDC
03/01/2005	03/09/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	7	Y		Classification
03/01/2005	03/20/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	14	Y	W	Work Crew
03/01/2005	03/15/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	13	Y		MCU
03/01/2005	03/25/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	15	Y	W	Court Services
03/30/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	2	Y	W	Transport
03/01/2005	03/25/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	17	Y		MCDC
Total number of days absent in Month							73			
Divid by # work days per employee							23			
Avg # employees absent per day							3.17			
03/28/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Dep Sher Assoc	DEPUTY SHERIFF 2	1	N		TriMet
03/12/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Dep Sher Assoc	DEPUTY SHERIFF 3	11	N		Traffic
03/23/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Dep Sher Assoc	DEPUTY SHERIFF 3	6	N		Child Abuse
03/01/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Dep Sher Assoc	SERGEANT 3 LG14	18	Y		Patrol
Total number of days absent in Month							36			
Divid by # work days per employee							23			
Avg # employees absent per day							1.57			
03/16/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	AFSCME Local 88	EQUIPMENT/PROPERTY TECHNICIAN	12	Y		Auxiliary
03/14/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	AFSCME Local 88	FACILITY SECURITY OFFICER	14	Y		Fac Sec
03/09/2005	03/27/2005	FMLA & OFLA	Leave of Absence - Paid	Active	AFSCME Local 88	FACILITY SECURITY OFFICER	13	Y		Fac Sec
03/01/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	AFSCME Local 88	MCSO RECORDS TECHNICIAN	23	Y		LE Records
03/02/2005	03/20/2005	FMLA & OFLA	Leave of Absence - Paid	Active	AFSCME Local 88	MCSO RECORDS TECHNICIAN	12	Y		LE Records
03/01/2005	03/11/2005	FMLA & OFLA	Leave of Absence - Paid	Active	AFSCME Local 88	MCSO RECORDS TECHNICIAN	9	Y		Corr Records
03/01/2005	03/31/2005	FMLA & OFLA	Leave of Absence - Paid	Active	Mgmt Employee	PROGRAM SUPERVISOR	23	N -out of class		Corr Records
Total number of days absent in Month							106			
Divid by # work days per employee							23			
Avg # employees absent per day							4.61			
Total FMLA & OFLA Paid Days							215			
Divid by # work days per employee							23			
Avg # employees absent per day							9.35			
03/26/2005	03/31/2005	Medical	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	3	Y	W	Court Services
03/30/2005	03/31/2005	Medical	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	1	Y		MCU
03/26/2005	03/31/2005	Medical	Leave of Absence - Paid	Active	Corr Offr Assoc	CORRECTIONS OFFICER	4	Y		MCDC
Total number of days absent in Month							8			
Divid by # work days per employee							23			
Avg # employees absent per day							0.35			
03/01/2005	03/31/2005	Military Leave (Active D	Leave of Absence - Paid	Active	AFSCME Local 88	FACILITY SECURITY OFFICER	11	Y	11A, 9U	Fac Sec
Total number of days absent in Month							11			
Divid by # work days per employee							23			
Avg # employees absent per day							0.48			
03/01/2005	03/31/2005	Pending results investig	Administrative Leave	Active	Dep Sher Assoc	DEPUTY SHERIFF 3	23	Y	A	Patrol
03/01/2005	03/29/2005	Pending results investig	Administrative Leave	Active	Corr Offr Assoc	CORRECTIONS OFFICER	21	Y	A	MCU
03/13/2005	03/29/2005	Pending results investig	Administrative Leave	Active	Dep Sher Assoc	DEPUTY SHERIFF 3	8	N	A	River
Total number of days absent in Month							52			
Divid by # work days per employee							23			
Avg # employees absent per day							2.26			
Total number of paid days absent in Month							286			
Divid by # work days per employee							23			
Avg # employees absent per day							12.43			

UNCONTROLLED ABSENCE REPORT FOR MARCH 05 - MCSO

Start date	End date	Reason Text	Action type	Active / Inactive	PS text	Classification	Work Days Off	Backfill Y or N	Pay Status	Dept. Facility
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SUMMARY OF UNCONTROLLED ABSENCES - MARCH 2005

Total number of paid & unpaid days absent in Month	500
Divid by # work days per employee	23
Avg # employees absent per day as unpaid status	22

If we applied a backfill ratio of 1.3 the number of employee needed to fill posts to include the small portion of employee who would have to pay out of class pay for.	28.26
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Total employees days within Corr. Division	311
Total employees days within LE Division	88
Total employees days within BS Division	101
Total Days of Paid & Unpaid	500

General Summary of Avg Wages for Classifications listed above

	Hrly Rate	OT Rate
Avg Corrections Deputy Wage 04/05 - includes Fringe & Insurance is \$42.68 and with overtime \$57.78:	\$42.68	\$57.78
Avg Deputy Sheriff Wage 04/05 - includes Fringe & Insurance is \$43.41 and with overtime \$59.39:	\$43.41	\$59.39
Avg Deputy Sheriff SGT Wage 04/05 - includes Fringe & Insurance is \$51.72 and with overtime \$71.34:	\$51.72	\$71.34
Avg FSO Wage 04/05 - includes Fringe & Insurance is \$25.37 and with overtime \$31.80:	\$25.37	\$31.80
Avg Records Tech Wage 04/05 - includes Fringe & Insurance is \$24.80 and with overtime \$37.20:	\$24.80	\$37.20
Avg Corrections Tech Wage 04/05 - includes Fringe & Insurance is \$26.90 and with overtime \$40.35:	\$26.90	\$40.35
Avg EPT Wage 04/05 - includes Fringe & Insurance is \$27.28 and with overtime \$40.92:	\$27.28	\$40.92
Avg Program Supervisor Wage 04/05 - includes Fringe & Insurance is \$35.53 exempt no OT authorized:	\$35.53	not authorized
Avg Records Supervisor Wage 04/05 - includes Fringe & Insurance is \$29.26 and with overtime \$43.89:	\$29.26	\$43.89

Paid Days	Classification	Regular Avg Wage Paid	Backfill OT Paid	Total	
102	Corr Deputy	\$34,827	\$47,148	\$81,975	
38	FSO	\$7,712	\$9,667	\$17,380	
49	Deputy Sheriff	\$17,017	\$10,928	\$27,944	
18	Deputy Sheriff SGT	\$7,448	\$10,273	\$17,721	
44	Records Tech	\$8,730	\$13,094	\$21,824	
12	EPT	\$2,619	\$3,928	\$6,547	
23	Program Supervisor	\$6,538	\$0	\$6,538	would pay out of class for a long duration if needed & approved
286		\$84,890	\$95,039	\$179,929	
Unpaid Days	Classification	Regular Avg Wage Paid	Backfill OT Paid	Total	
141	Corr Deputy	\$0	\$65,176	\$65,176	
30	FSO	\$0	\$7,632	\$7,632	
21	Deputy Sheriff	\$0	\$9,027	\$9,027	
14	Record Tech	\$0	\$4,166	\$4,166	
8	Records Supervisor	\$0	\$2,809	\$2,809	
214		\$0	\$88,810	\$88,810	
500		\$84,890	\$183,850	\$268,739	

Total Correction Division Cost	\$172,163
Total LE Division Cost	\$54,692
Total BS Division Cost	\$41,884
	\$268,739

**** These dollars are not representative of using a 1.3 backfill, only take days * 8 hours a day times hourly rate.

Pay Status Codes

W = WC supplemental Pay & Benefits - MCSO will pick up remaining portion not covered under supplemental which is normally 33 1/3% of all salary.

U = Unpaid - Benefits intact - MCSO responsible for paying all portions of benefits (fringe and insurance)

N = No pay, no Benefits

A = Pay plus full Benefits

Management Philosophy - Balancing Personnel Costs, Vacancies and Overtime

1. Review costs hitting SAP for base, premium, fringe & insurance and compare to budget and determine if a savings is recongized.

	<u>Actuals</u>	<u>Budget</u>	<u>Difference</u>
Permanent/Base	\$43,177,572	\$44,341,129	(\$1,163,557)
Premium	\$989,387	\$1,374,022	(\$384,635)
Fringe	\$15,751,571	\$15,776,850	(\$25,279)
Insurance	\$10,464,331	\$10,781,159	(\$316,828)
	<u>\$70,382,861</u>	<u>\$72,273,160</u>	<u>(\$1,890,299)</u>
Overtime	<u>\$5,752,166</u>	<u>\$4,177,652</u>	<u>\$1,574,514</u>
(a)			
Savings left to offset other overages			<u><u>(\$315,785)</u></u>

(a) This amount represents \$'s paid \$394,657 for Holidays worked but employee was working their regular shift.
Temporary & settlement costs were not included in above due to infrequent in nature.
Above numbers are taken from the "SAP Report - Actual/Plan/Variance" within CO module

2. Review monthly vacant positions and estimate a savings - included all classifications & positions added back through budget modifications during year.

<u>Month</u>	<u># Budgeted FTE's</u>	<u># Actual FTE's</u>	<u>Vacant Positions</u>	<u>Estimated Savings</u>
July 04	844.73	817.00	27.73	\$186,579
August 04	844.73	813.00	31.73	\$217,615
September 04	844.73	817.00	27.73	\$193,004
October 04	844.73	811.00	33.73	\$233,497
November 04	844.73	812.00	32.73	\$213,105
December 04	844.73	810.00	34.73	\$230,273
January 05	844.73	810.00	34.73	\$228,769
February 05	844.73	808.00	36.73	\$241,581
March 05	844.73	807.00	37.73	\$248,966
April 05	844.73	813.00	31.73	\$219,088
May 05	844.73	817.00	27.73	\$185,369
June 05	844.73	819.00	25.73	\$158,693
Total	10,136.76	9,754.00	382.76	\$2,556,534
Monthly Average	844.73	812.83	31.90	\$213,045

Savings calculated on average salary of position based on FY 04/05 personnel cost planning detail.
The monthly completion of vacancy analysis is completed by the MCSO Fiscal Unit.

SUMMARY OF MCSO ACTUAL & BUDGET COSTS FROM FY 01-05 (DIVISIONAL BREAKOUT IS BASED ON FY 05/06 DIVISIONAL ALIGNMENT)
(BELOW NUMBERS INCLUDES A LISTING OF ALL EXPENDITURES & BUDGET CHANGES THAT HAVE BEEN APPROVED DURING THE FISCAL YEARS - ALL FUNDS)

	FY 04/05		FY 03/04		FY 02/03		FY 01/02		FY 00/01	
	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>
Enforcement										
TOTAL	\$16,031,834	\$16,134,473	\$14,497,639	\$15,330,204	\$12,871,854	\$13,209,565	\$12,634,270	\$13,043,191	\$13,116,068	\$13,763,407
Corrections										
Total with Wapato	\$71,867,546	\$71,270,091	\$77,204,281	\$90,739,927	\$81,703,934	\$108,048,202	\$81,269,184	\$120,347,222	\$68,299,490	\$124,244,002
Wapato Cost	\$3,723,732	\$3,835,067	\$13,816,176	\$25,746,000	\$19,204,252	\$43,771,105	\$15,030,212	\$53,808,596	\$1,498,487	\$54,594,825
Total w/o Wapato	\$68,143,815	\$67,435,024	\$63,388,105	\$64,993,927	\$62,499,682	\$64,277,097	\$66,238,972	\$66,538,626	\$66,801,003	\$69,649,177
Business Services										
TOTAL	\$9,712,528	\$10,643,535	\$8,420,288	\$8,701,212	\$9,512,419	\$9,923,987	\$10,227,423	\$10,292,710	\$10,109,022	\$10,572,517
Professional Standards										
TOTAL	\$891,873	\$895,167	\$811,329	\$798,304	\$742,305	\$750,278	\$683,237	\$722,206	\$770,865	\$833,946
Executive										
TOTAL	\$2,501,092	\$3,297,908	\$2,561,656	\$2,613,240	\$1,940,080	\$2,043,685	\$1,987,937	\$4,264,145	\$2,348,663	\$3,045,515
Total with Wapato	\$101,004,874	\$102,241,174	\$103,495,194	\$118,182,887	\$106,770,593	\$133,975,717	\$106,802,051	\$148,669,474	\$94,644,110	\$152,459,387
Total w/o Wapato	\$97,281,142	\$98,406,107	\$89,679,017	\$92,436,887	\$87,566,340	\$90,204,612	\$91,771,839	\$94,860,878	\$93,145,622	\$97,864,562

Prepared by MCSO Staff - numbers were taken from SAP - Actual/Plan/Variance Report (modified accrual amounts) within CO module. 11/8/05

SUMMARY OF MCSO ACTUAL & BUDGET OVERTIME COSTS FROM FY 01-05 (DIVISIONAL BREAKOUT IS BASED ON FY 05/06 DIVISIONAL ALIGNMENT)
(BELOW NUMBERS INCLUDES A LISTING OF ALL EXPENDITURES & BUDGET CHANGES THAT HAVE BEEN APPROVED DURING THE FISCAL YEARS - ALL FUNDS)

		FY 04/05		FY 03/04		FY 02/03		FY 01/02		FY 00/01	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Enforcement											
	TOTAL	\$974,458	\$742,646	\$928,650	\$989,094	\$782,992	\$798,382	\$831,596	\$719,650	\$884,099	\$733,296
Corrections											
	Total w/o Wapato	\$4,987,916	\$3,203,583	\$3,792,511	\$2,840,653	\$2,736,362	\$2,882,735	\$2,311,562	\$3,020,889	\$2,573,654	\$3,280,729
Business Services											
	TOTAL	\$90,658	\$184,745	\$90,233	\$125,382	\$80,160	\$134,446	\$99,641	\$126,096	\$156,081	\$109,607
Professional Standards											
	TOTAL	\$93,791	\$12,234	\$57,865	\$12,234	\$43,118	\$12,234	\$25,201	\$12,234	\$23,359	\$12,234
Executive											
	TOTAL	\$0	\$34,444	\$28	\$35,174	\$0	\$35,174	\$0	\$35,174	\$0	\$35,174
Total w/o Wapato		\$6,146,823	\$4,177,652	\$4,869,286	\$4,002,537	\$3,642,631	\$3,862,971	\$3,267,999	\$3,914,043	\$3,637,194	\$4,171,040
Non-Coded OT		\$394,657	\$0	\$420,985	\$0	\$408,774	\$0	\$380,448	\$0	\$369,200	\$0
Adj OT Cost MCSO		\$5,752,165	\$4,177,652	\$4,448,301	\$4,002,537	\$3,233,857	\$3,862,971	\$2,887,552	\$3,914,043	\$3,267,993	\$4,171,040

The costs reflective above include cost elements 60110 - Overtime then adjusted in total by non-coded.

Prepared by MCSO Staff - numbers were taken from SAP - Actual/Plan/Variance Report (modified accrual amounts) within CO module. 11/8/05

MCSO SUMMARY OF OVERTIME EXPENSE 00/01 TO 10/31/05

<u>Month</u>	<u>FY 00/01</u>	<u>FY 01/02</u>	<u>FY 02/03</u>	<u>FY 03/04</u>	<u>FY 04/05</u>	<u>of actuals avail. FY 05/06</u>	<u>Average</u>
July Adjusted Cost	\$422,729	\$286,007	\$490,113	\$396,342	\$574,578	\$704,159	\$478,988
August Adjusted Cost	\$321,458	\$219,917	\$357,032	\$312,084	\$539,225	\$473,860	\$370,596
September Adjusted Cost	\$299,098	\$207,275	\$318,453	\$381,872	\$517,910	\$442,909	\$361,253
October Adjusted Cost	\$285,601	\$287,557	\$268,377	\$333,971	\$541,396	\$473,709	\$365,102
November Adjusted Cost	\$345,658	\$260,431	\$395,241	\$365,743	\$623,079	\$0	\$398,030
December Adjusted Cost	\$332,560	\$238,931	\$288,113	\$329,088	\$542,010	\$0	\$346,140
January Adjusted Cost	\$386,254	\$242,634	\$263,686	\$312,009	\$414,836	\$0	\$323,884
February Adjusted Cost	\$282,666	\$150,097	\$159,984	\$291,598	\$281,862	\$0	\$233,241
March Adjusted Cost	\$272,421	\$200,579	\$127,788	\$327,382	\$364,481	\$0	\$258,530
April Adjusted Cost	\$90,707	\$211,103	\$140,331	\$336,998	\$468,923	\$0	\$249,613
May Adjusted Cost	\$117,517	\$266,833	\$216,272	\$442,298	\$444,386	\$0	\$297,461
June Adjusted Cost	\$111,323	\$316,189	\$208,466	\$618,916	\$439,479	\$0	\$338,875
Total Adjusted OT Cost	\$3,267,993	\$2,887,552	\$3,233,857	\$4,448,301	\$5,752,165	\$2,094,636	
Non-coded OT to remove	\$369,200	\$380,448	\$408,774	\$420,985	\$394,657	\$102,622	

*** The above costs reflect actuals expenditures minus non-coded holiday overtime that should be reflected on the base/permanent salary line.

Training Question

During FY 04/05 & 03/04 what training was given where overtime was used to backfill. Breakdown into three categories (LE, Corrections & Support), include in this listing nature of training, hours & month provided.

Below is a summary of training hours for the period specified along with a short policy and implication analysis that will assist in understanding why the training was completed. The hours shown under backfill are not the actual hours paid but the hours that are subject to backfill if required.

FY 03/04					
<u>Type of Training</u>	<u>Required by Statute/Agency</u>	<u>Month/ Year</u>	<u>Number of Employee</u>	<u>Number of Hours</u>	<u>Backfill Y/N - Type</u>
Corrections In-Service	Agency	9-03 to 6-04	496	11,256	Yes - OT & Comp
Enforcement In-Service	Law	9-03 to 6-04	90	3,600	Yes - OT & Comp
Range Qualifications	Law & Agency	10-03 to 4-04	390	2,470	No
Uncontrolled Environment	Agency	6-04 to 7-04	206	3,728	Yes - OT & Comp
			1,182	21,054	
				<u>Amount</u>	<u>Percentage</u>
Total Hours authorized for backfill where OT / Comp Pay Authorized				18,584	88%
Total Hours not authorized for backfill				2,470	12%

FY 04/05					
<u>Type of Training</u>	<u>Required by Statute/Agency</u>	<u>Month/ Year</u>	<u>Number of Employee</u>	<u>Number of Hours</u>	<u>Backfill Y/N - Type</u>
Corrections In-Service	Agency	9-04 to 4-05	467	9,364	Yes - OT & Comp
Enforcement In-Service	Law	9-04 to 6-05	90	4,680	Yes - OT & Comp ***
Range Qualifications	Law & Agency	10-04 to 4-05	465	2,920	No
Uncontrolled Environment	Agency	12/04	30	480	Yes - OT & Comp
EVOC	Agency	11/04	90	2,160	Yes - OT & Comp
			1,142	19,604	

*** OT/Comp was only applicable for September to December due to a move to a 4/10 shift format that allowed for training during duty hours.

	<u>Amount</u>	<u>Percentage</u>
Total Hours authorized for backfill where OT / Comp Pay Authorized	16,684	85%
Total Hours not authorized for backfill	2,920	15%

List of Classes Provided During In-Service Training

<u>Law Enforcement</u>	<u>Corrections</u>
Team Building	Duty to Act
Conflict Simulation, Rural and Traffic	Medical Update (required by Corrections Health bi-annually)
Conflict Simulation, Active Shooter	Hostage Crisis Awareness and Survival
Defensive Tactics	Defensive Tactics
OSHA	OSHA
First Aid/CPR	First Aid/CPR
Civil Procedures	Use of Force and Defensive Tactics
EVO	Communication/Team Building
Tactical Firearms	Computer/Report Writing
Weapons of Mass Destruction	Off-duty weapons carry
Stress Management	OC Certifications
Use of Force Policy	
Search and Seizure	

Implemented to keep patrol resources in the communities by giving Corrections Deputies authority to serve warrants in the jail lobbies.

Established obligation for uniformed members to provide service whenever and wherever possible under the totality of circumstances, within scope of authority and training. (Primarily impacts Transports, Work Crews, etc.)

Consistent with Sheriff's policy, this order issued requiring members working in the community ("Uncontrolled Environments") to be armed. Any member who was armed also must carry a secondary tool such as OC, ASP, Taser.

**The use of Tasers by
Corrections Deputies is
Authorized.**

Given the recognition of the dangers posed in the community, the mandate to be armed and able to communicate effectively with BOEC, an aggressive training program was developed offering training with "800 meg" radios, "Con Sim", weapon retention, Range 2000. The Course has a 16 hour curriculum. Anyone working in a specialty unit, conducting medical transports, other staff routinely in the community in uniform, must have this training.

Sheriff's policy dictates an ongoing availability of "mobile booking" to PPB for special events, demonstrations, and protests, which is supported by CERT, Transport, and UNET trained staff.

Due to tremendous drain of instructor time and TU resources, one corrections deputy assigned temporarily. Deputy position remains as ongoing training requirements continue.

Sheriff's policy decision that due to Worker's Compensation requirement that employees must be on compensated time to be covered under Worker's Comp., all training / range qualification time is to be compensated either on-duty, overtime, or comp-time.

MCCDA Language re: OT/Sick/Holiday Pay

Work Day.

B. **Mandatory overtime** at the end of (or prior to) the regular shift will be no longer than four (4) additional hours except in a bona fide emergency.

F. **Compensatory Time Off.** In lieu of overtime under Article 16, Section 5, **employees may elect to receive equivalent compensatory time off with pay so long as his or her unused accumulated balance does not exceed eighty (80) hours of paid time off. *This is an increase of 40 hours from the last contract.*** If a member's unused compensatory time balance exceeds eighty (80) hours within a pay period, the member shall be paid the balance over eighty (80) hours at the applicable overtime rate in the pay period earned. Compensatory time accruals are not counted in the vacation leave/personal holiday calendar for designation of slots as set forth in the 2001 Memorandum of Understanding entitled "Memorandum of Understanding: Vacation Scheduling For MCCOA Members." Compensatory time may only be taken if a space is available in the vacation leave/personal holiday schedule. Compensatory time shall not be substituted for vacation scheduled during the annual seniority bidding process. Ninety (90) days prior to the end of each fiscal year the County may give written notice to MCCOA that the County may cash out compensatory time balances in excess of 40 hours for the pay period ending June 30 of each year.

5. **Overtime.** Except for the fifteen (15) minute briefing period, one and one-half (1-1/2) times the employee's regular hourly rate of pay shall be paid for work under any of the following conditions, but compensation shall not be paid twice for the same hours:

A. All authorized work performed in excess of eight (8) hours in any work day for a five-day, forty-hour-a-week employee or in excess of ten (10) hours in any work day for a four-day, forty-hour-a-week employee during the 24-hour period which begins the first hour of an employee's regularly scheduled work day; however, this provision shall not apply to voluntary shift changes under Article 15, section 5 and Article 16, section 9.

B. All authorized work performed in excess of forty (40) hours in any workweek.

C. Overtime worked shall be considered all work performed fifteen (15) minutes after the end of a normal shift, and all time over fifteen (15) minutes shall be considered one-half (1/2) hour for pay purposes.

D. All authorized work performed on the first day following the normal work week shall be paid at the rate of one and one-half (1-1/2) times the employee's regular rate.

***This is standard language for all three contracts- 1.5X regular rate of pay for more than 40 hrs a week and then on second day off, 2x regular rate if OT wasn't refused on first day off *E.**

All authorized work performed on the second day off following the normal work week shall be paid for at the rate of two (2) times the employee's regular rate, provided that the employee has worked such overtime as was offered him/her in the first day following the normal work week. In no case shall double time apply to a day declared a state of emergency by the Governor or the Multnomah County Chair.

Shift Differential

Employees assigned a shift change pursuant to Article 15, Section 5, (voluntarily changing shift) shall be paid an hourly premium of 20% for all hours worked on the assigned shift change. ***This doesn't happen very often, managers try very hard to avoid this***

Sick Leave Accrual. Employees shall accrue sick leave at the rate of four (4) hours for each semi-monthly pay period worked, to be used in the event of his or her illness or illness of a member of his or her immediate household. Sick leave may be accrued on an unlimited basis.

Absence due to sickness in excess of three (3) days must be verified by a physician's certificate at the request of the County.

Saved Holiday Bonus for limited use of Sick Leave

Effective July 1, 2001, employees who have worked full time for the entire preceding fiscal year are eligible to receive saved holiday time as a bonus

incentive for low sick leave usage, as specified below:

1. **Eligible employees who use no more than eight (8) hours of sick leave in a fiscal year will receive sixteen (16) hours of personal holiday time for use after July 15 of the following fiscal year; those who use more than eight (8) hours, but no more than sixteen (16) hours of sick leave will receive eight hours of personal holiday time for use after July 15 of the fiscal year.**

Effective July 1, 2003, employees who work four (4), ten (10) hour shifts and who have worked full time for the entire preceding fiscal year are eligible to receive saved holiday time as a bonus incentive for low sick leave usage, as specified below:

1. Eligible employees who use no more than ten (10) hours of sick leave in a fiscal year will receive twenty (20) hours of personal holiday time for use after July 15 of the following fiscal year; those who use more than ten (10) hours, but no more than twenty (20) hours of sick leave will receive ten (10) hours of personal holiday time for use after July 15 of the fiscal year.
2. Use of saved holiday bonus time will be governed by the provisions of Article 8, Section 4, specifically to include the provision requiring use in the same fiscal year in which it was accrued.

MEMORANDUM OF UNDERSTANDING:
VACATION SCHEDULING FOR MCCOA MEMBERS

1. The purpose of this Memorandum of Understanding is to set forth the agreement between Multnomah County Sheriff's Office (MSCO) and the Multnomah County Corrections Officers Association (MCCOA) regarding rights and procedures for vacation scheduling under the Collective Bargaining Agreement. The remedy for alleged violations of this Memorandum of Understanding shall be through the settlement of

disputes procedures of the County-MCCOA Collective Bargaining Agreement.

2. The number of scheduled vacation times for MCCOA members shall be determined as follows:

- a. For purposes of this MOU, "line employees" are all bargaining unit members except those in special assignments. For the calendar year beginning January 1st, 2002, the County shall permit employees to sign up for their combined projected annual accrual of vacation and allotment of personal holidays during the ensuing calendar year. Off-line staff will sign up separately from on-line staff, and Corrections Sergeants will sign up separately from Corrections Officers. Among on-line staff employees within each affected classification, the county shall make available a gross total of vacation slots based on the following formula: The total number of vacation slots available to all line staff in each classification over the course of the calendar year will be not less than $(n1 + n2)$ where $n1$ and $n2$ represent the following:

$n1$ = the number of vacation days that line staff employees in the affected classification, as determined following the annual shift and facility sign-up, will accrue during the next calendar year beginning January 1st.

$n2$ = the number of personal holidays that all on-line employees in the affected classification will accrue during the next calendar year. Typically, this will simply be 11 times the number of line staff employees.

The total derived by this formula shall be divided by 365, and then rounded upward to the next whole integer, or increased by one-half day (whichever is larger) to determine the "daily average total" number

of vacation slots made available to the line staff for vacation sign up. Any redistribution of vacation slots which deviates from such daily average total must be based on operational reasons and shall not reduce the yearly total slots available for either classification. Moreover, the County may unilaterally make extra slots available to any shift or classification without further bargaining.

- b. For the purpose of this memo each classification will be divided into six "sign-up units" based on shift and river side (east or west of the Willamette River). The County may allocate fractional daily vacation slots by varying within each sign-up unit the number of vacation slots available on different days. However, no classification shall receive less than one full vacation slot per day allotted to each sign-up unit.
- c. If an employee is reassigned on a regular basis to a different sign-up unit, his or her approved vacation sign-up shall not be affected. Reassignments shall not affect the total yearly vacation slots available.
- d. The County will confer with the executive board of the Association concerning the planned number and distribution of vacation times before conducting the annual vacation sign up. The County may adjust the number of vacation times each calendar quarter based upon changes in the number of staff and accruals described in a. and b. above. Before making such adjustments, the County will confer with the MCCOA Board.

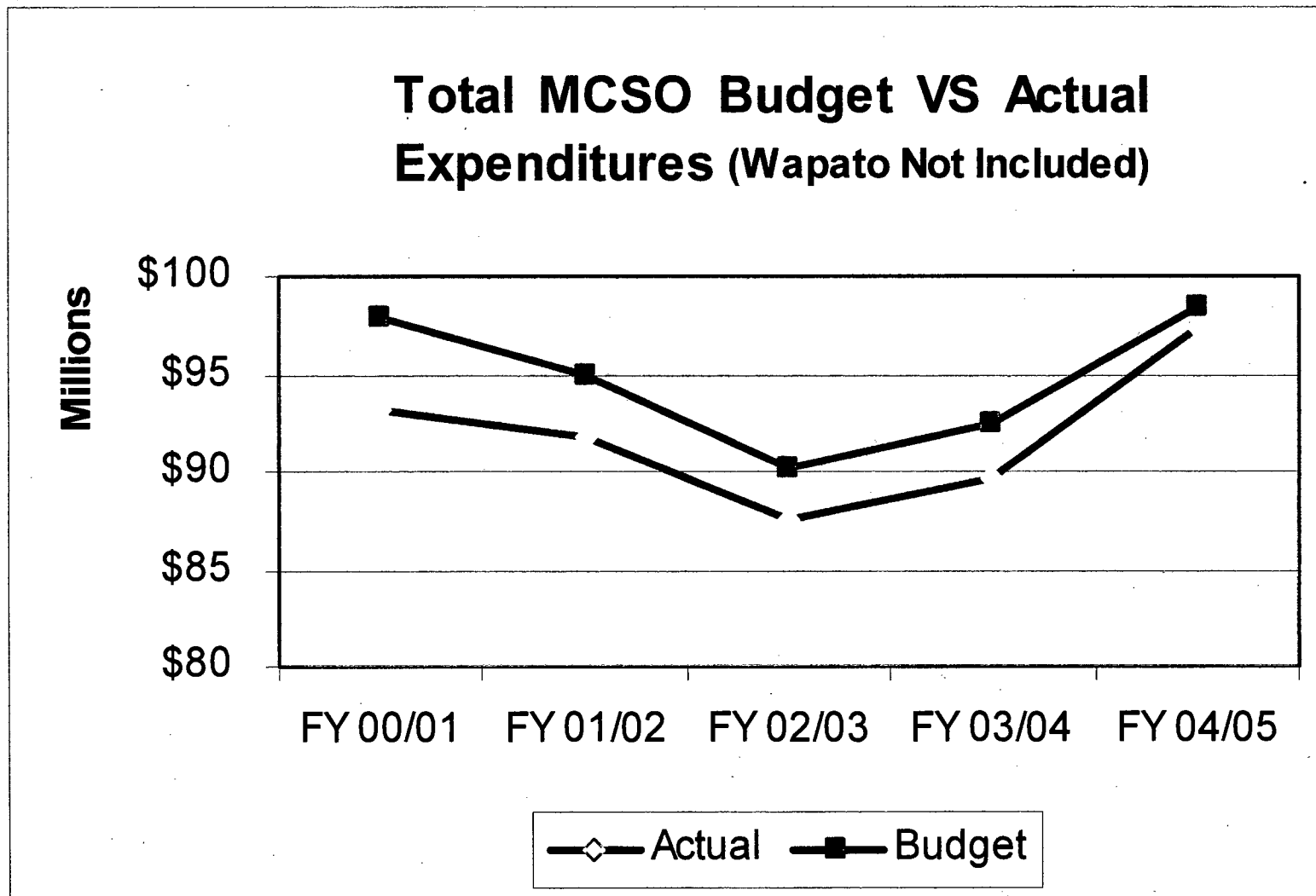
Multnomah County Sheriff's Office – Understanding Personnel Costs and Drivers of Overtime

Presentation to the Board of County
Commissioners December 13, 2005
Summary of Overtime Study goals,
Accomplishments to Date, Findings
and Next Steps

Setting the Context

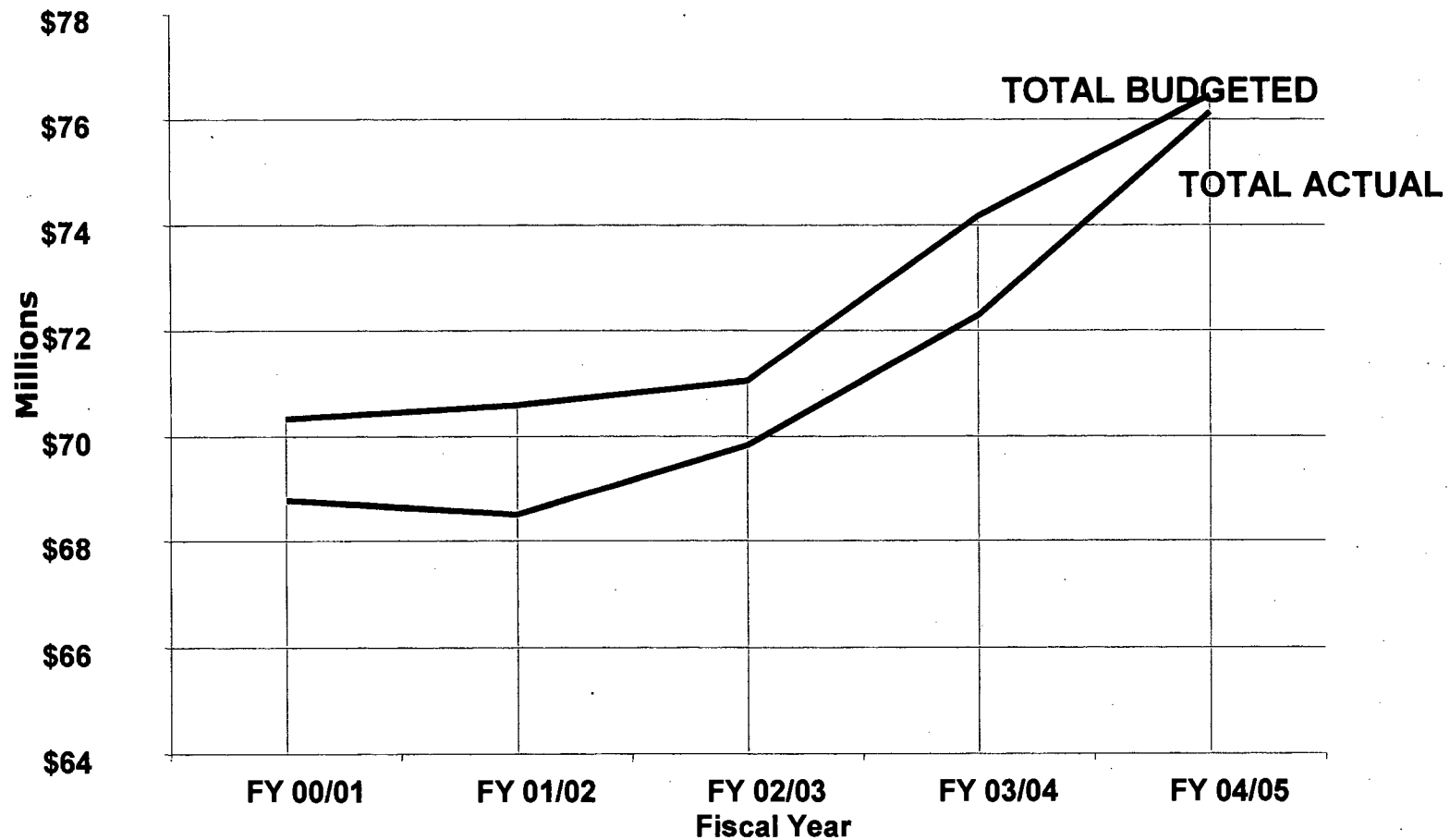
Understanding the Big Picture
of the Current Management
Philosophy

Financial Goal – Do NOT Overspend the Total Budget

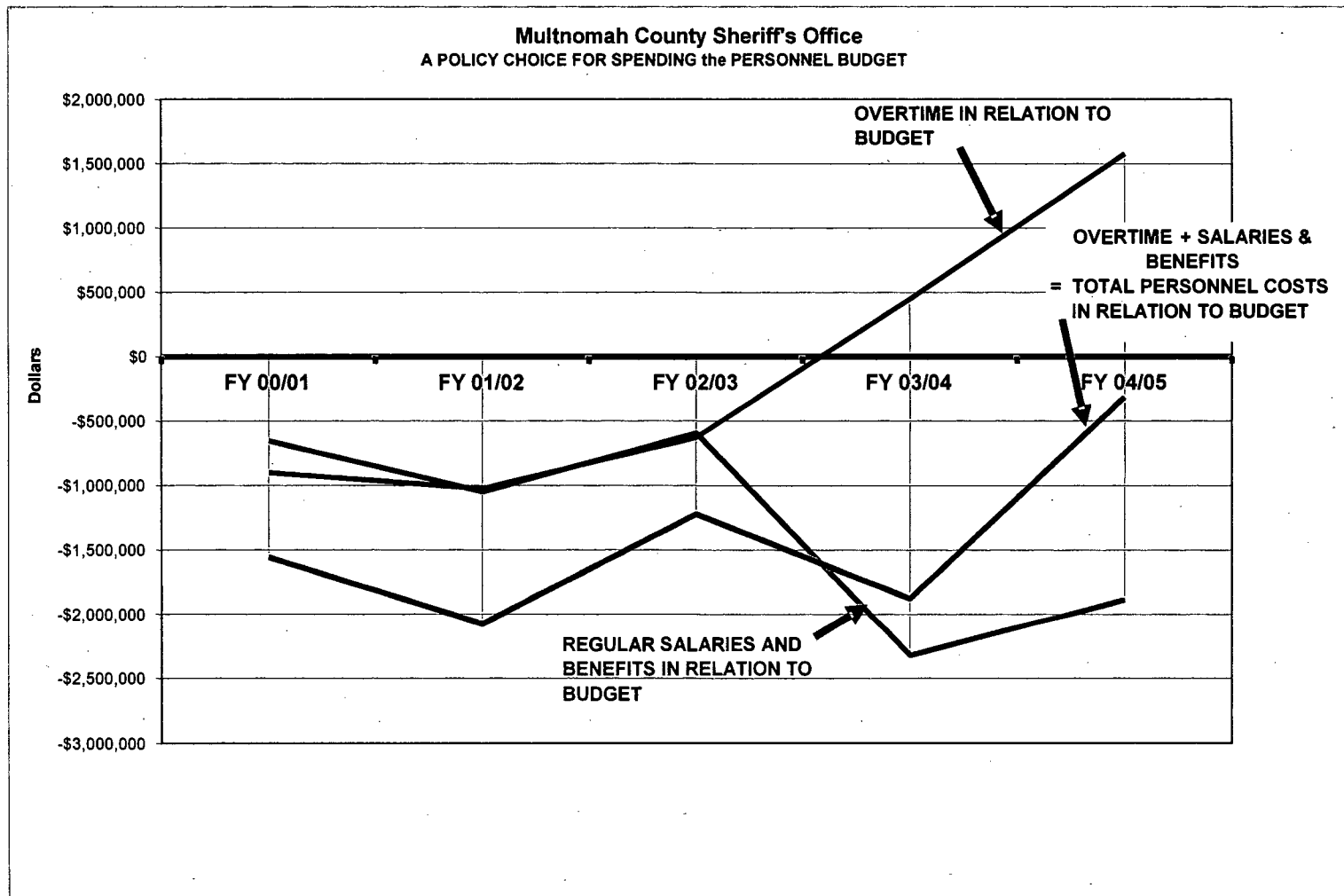


Goal – Underspend Total Personnel Costs

**Multnomah County Sheriff's Office
Comparison of Budgeted and Actual Personnel Costs by FY**



Management Practice – Meet Goals and Balance Short and Longterm Risk



Goal – Balance Risk

Assure Return on Investment

- ❑ 6 months to 1 yr: Estimated time to train a Sworn employee and for them to be working independently. (Average of Corrections/Law Enforcement)
- ❑ \$81,591: Estimated Cost to Hire and Train a Corrections Deputy
- ❑ Early 2003 Experience Shows Hiring in the Face of Uncertainty leads to a poor return on the investment.
- ❑ February 1, 2003 lay off (39), demotion (14) and transfers (6) a total of 59 MCSO employees.
 - 10 of the 39 lay offs were still probationary.

Staffing for Risk and Investment

Overview of Timeline of Planning for Uncertainty 6 Months to 1 YR of Stability Not Seen - Likelihood of Cuts and Lay Offs High												
2003	Mid Year County Adjustments State Budget Reduction			Plan for County Cuts if ITAX Fails							Plan for Mid Year Adjustments	
2004	Plan/Implement County Reductions		Plan For County Budget Process					Plan for Potential Repeal of the ITAX and Sunset of the ITAX				
2005	Plan for County Budget Process and State Reductions						Assess and Implement State and County Reductions			Plan for P57 and County 114 Beds		
2006	Plan for Sunset of the ITAX and County Shortfall											
	January	February	March	April	May	June	July	August	September	October	November	December

The Overtime Study

Commissioned February 2005

Reasons for Commissioning of the Overtime Study

- ❑ Realization that the pendulum had swung too far in not hiring in of anticipation of lay offs. In the winter of 2004/05 hiring began to deal with attrition.
- ❑ In February of 2005 Sheriff Giusto commissioned the Overtime Study and appointed Sharie Lewis, CPA, in the lead.
- ❑ Sheriff Giusto asked that the Study embark on setting up mechanisms to study, monitor, manage, and budget overtime.

Focus of the Overtime Study

The Big Picture

- Understand What the Issues Are
- Understand how Issues Relate to Management Directive of the Sheriff
- Historical View
- Causal Factors
- Technological Capabilities and Needs
 - Entering Data
 - Reporting
 - Tracking
 - Monitoring
- Identify Short and Long Term Goals and Opportunities

Focus of the Overtime Study

- Understand the balance and ability to impact OT and FTE costs.
 - What causes an immediate long term change? (changes in services)
 - What causes change in line items but not the overall picture? (shifting between the use of FTE and overtime)
- Determine Causal Factors and Ways to Change the Factor or Overall Policy
 - What items cause a decrease in overall costs without impacting services?

Goals of the Overtime Study

Mid Level Look

- Review history and trend of OT by
 - division.
 - by activity, and
 - wage type.
- Use Trends for setting future budgets and determining timing of training and special projects.
- Assess clarity in overall policies and management directives.
- Work to insure that managers, including Sergeants, understand their role in monitoring workplace policies relating to absenteeism and approving overtime.

The Overtime Study

Very Detailed Look - Technology

- Work with Central Payroll, County SAP, and Budget Office to provide consistent and reliable reports that can be accessed by MCSO and the Budget Office.
- Determine how hours and dollars are captured in the SAP system.
- Evaluate and determine consistency of data entry and extrapolation.
- Use detailed data to monitor overtime and inform managers.
- Address Found SAP Barriers:
 - a) Segregation of accounting roles and HR functions.
 - b) Comparison & use of multiple SAP modules to report hours and dollars.
 - c) Determining a manner to match hours posted in one module and matching to dollars posted in another module.
 - Evaluate new scheduling software, talk to users, and purchase new software.

The Overtime Study

Very Detailed Look - Technology

It Takes a Team

Besides MCSO Payroll, HR, Fiscal, and Research and Evaluation there are many County Staff who are engaged in this effort.

▣SAP Judi Jarosh - Manager

- Karen Hudson
- Steve Brown
- Ken Clinton
- Jeanette Hankins
- Paula Watari

▣Central Payroll Satish Nash - Manager

- Susie Cameron

▣Budget Office Karyne Dargan - Manager

- Mike Jaspin
- Christian Elkin

The Overtime Study

Staffing

- Understand Aspects of OT that are controlled and uncontrolled:
 - Requirements to staff 24-7 post defined services and meeting minimum staffing of functions.
 - Sick Time, FMLA, Military Leave.
 - Vacations and Training.
 - Increased Court docket with high profile cases, violent persons, and plan for potential conflicts with victims and offender families.

The Overtime Study

Staffing

- ❑ Assure consistent application of staffing policies and procedures for filling posts:
 - Minimum staffing levels
 - Sick calls
 - Predicted increase in workloads
 - Unpredicted increase in workloads
- ❑ Understand causal factors of OT use that are short term duration or multi-year. Determine how to plan for ongoing and limited duration OT needs.
 - (Examples – UNET training, and changes in rules concerning off duty training).

Goals of the Overtime Study

Looking Externally

- Request County Auditor perform a shift relief factor study as part of her Overtime study.
- Assess staff / post requirements within Corrections & Enforcement services.
- Determine needs and questions surrounding existing relief factor.
- Bring in outside expert to assist in developing new shift relief factor.
- Assess context of issue within Sheriff's and Corrections across the nation.
 - Compare our % of OT costs to Budget. Where do we stand on this issue.
 - How does the national discussion differ today than the last 15+ years that this has been a debated issue.

Identified Causal Factors

Clarifying Known or Suspected
Causal Factors and Identify
Further Areas of Inquiry

Understanding Causal Factors –

Training – Ongoing and Limited Duration

FY 03/04				
<u>Type of Training</u>	<u>Month/ Year</u>	<u>Number of Employee</u>	<u>Number of Hours</u>	<u>Backfill Y/N - Type</u>
Corrections In-Service	9-03 to 6-04	496	11,256	Yes - OT & Comp
Enforcement In-Service	9-03 to 6-04	90	3,600	Yes - OT & Comp
Range Qualifications	10-03 to 4-04	390	2,470	No
Uncontrolled Environment	6-04 to 7-04	206	3,728	Yes - OT & Comp
		<u>1,182</u>	<u>21,054</u>	
			<u>Amount</u>	<u>Percentage</u>
Total Hours authorized for backfill where OT / Comp Pay Authorized			18,584	88%
Total Hours not authorized for backfill			2,470	12%

Understanding Causal Factors – Training

- ❑ “UNET” (Uncontrolled Environment Training) June 2004
 - The Course has a 16 hour curriculum.
 - Anyone working in a specialty unit, conducting medical transports, other staff routinely in the community in uniform, must have this training.
 - Training occurred to assure those who are armed are trained and know how to communicate with BOEC. (“800 meg” radios, weapon retention, and Range 2000)
- ❑ Training & Range Qualifications Compensated, Spring 2004
 - Due to Worker’s Compensation requirement that employees must be on compensated time to be covered under Worker’s Comp., all training / range qualification time is to be compensated either on-duty, overtime, or comp-time.
- ❑ Access to the Range Defines Use Times, not When Least Cost

Understanding Causal Factors – Uncontrolled Absences (Days)

Summary of Data from Uncontrolled Absence Report By Reason for Absence November 2004 and March 2005

Paid Leave						
<u>Month</u>	<u>FMLA/OFLA</u>	<u>Medical</u>	<u>Military</u>	<u>Admin Lv.</u>	<u>Other</u>	<u>Total</u>
March 05	215	8	11	52	0	286
November 04	144	39	0	22	1	206
Total Days	359	47	11	74	1	492

Unpaid Leave						
<u>Month</u>	<u>FMLA/OFLA</u>	<u>Medical</u>	<u>Military</u>	<u>Admin Lv.</u>	<u>Other</u>	<u>Total</u>
March 05	39	39	83	0	53	214
November 04	25	32	99	0	20	176
Total Days	64	71	182	0	73	390

Causal Factors –

Uncontrolled Absences Time=Money

Summary of Uncontrolled Absence Report Data and Estimate of Cost per Month to Pay Employee and Backfill

Month	Paid Days Off	Unpaid Days Off	Total Paid & Unpaid	Avg People Off per Work	Estimated Total Cost
March 05	286	214	500	21.74	\$268,739
November 04	206	176	382	17.36	\$227,981
Totals	492	390	882	39.10	\$496,721
Monthly Avg					\$248,360

Annual Impact of Uncontrolled Absences (Based on the Average)

\$2,980,320

Causal Factor –

FMLA/OFLA Policy

	FMLA/OFLA Laws	County Policy
1	Must have worked 1250 hours in previous 12 months.	County counts all paid time, not just worked time, allowing more employees to qualify each year.
2	An employee that earns comp time can't be required to use it while on FMLA/OFLA, although they may allow it to be used to stay in paid status.	Comp time earned can be used to pay someone on FMLA/OFLA to keep them in paid status, but can't be counted against the entitlement - gives more than 12 weeks of protected leave.
3	If an employee doesn't return from a FMLA absence, the employer can recover the cost of benefits paid out during the leave (except where a serious illness or disability prevents return).	The County chooses not to recover these costs, leading to people taking paid parental leave with no intention of returning upon exhaustion of FMLA/OFLA leave.

Causal Factor –

Examples of Changes in Labor Agreements that Impact OT

- ❑ 2001 MCCDA negotiations:
 - County agreed to increase vacation accruals to 500 hours at 20+ years of service.
- ❑ Last negotiated contract of MCCDA in 2004;
 - County increased comp time accruals to 80 hours at any given time; up from 40 hours before
 - This has impacted OT by increasing amount of time during the year that employees are not present.
 - This change was after the current shift relief factor was calculated.
- ❑ COLA agreements and other salary adjustments.

Causal Factor – More Senior Work Force

FY 00/01		
	# FTE's	% of Total
Step 1-5	262	41%
Step 6	374	59%
	<u>636</u>	<u>100%</u>

59% Of Sworn
Staff Topped Out

FY 03/04		
	# FTE's	% of Total
Step 1-5	85	17%
Step 6	401	83%
	<u>486</u>	<u>100%</u>

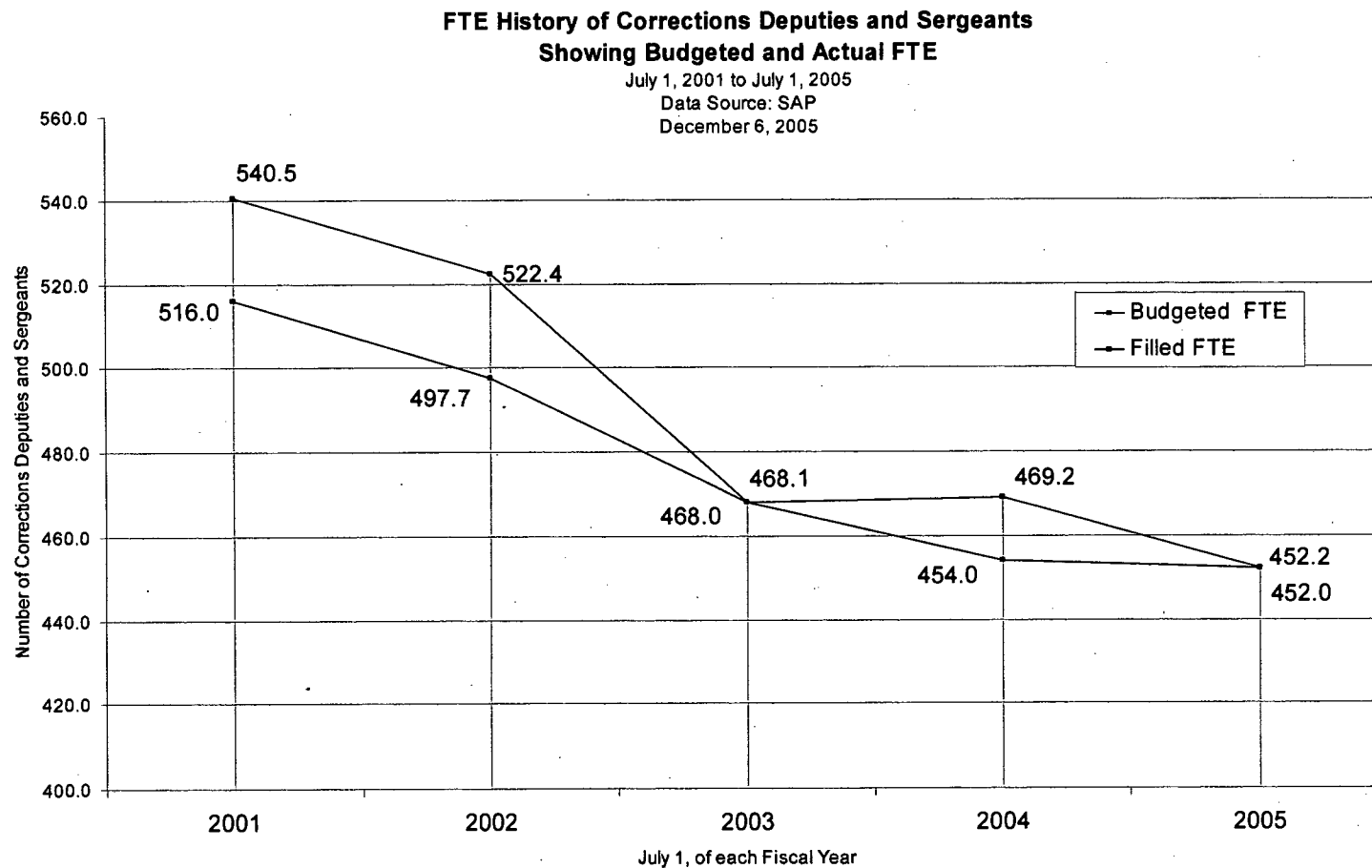
83% Of Sworn
Staff Topped Out

FY 05/06		
	# FTE's	% of Total
Step 1-5	54	10%
Step 6	490	90%
	<u>544</u>	<u>100%</u>

90% Of Sworn
Staff Topped Out

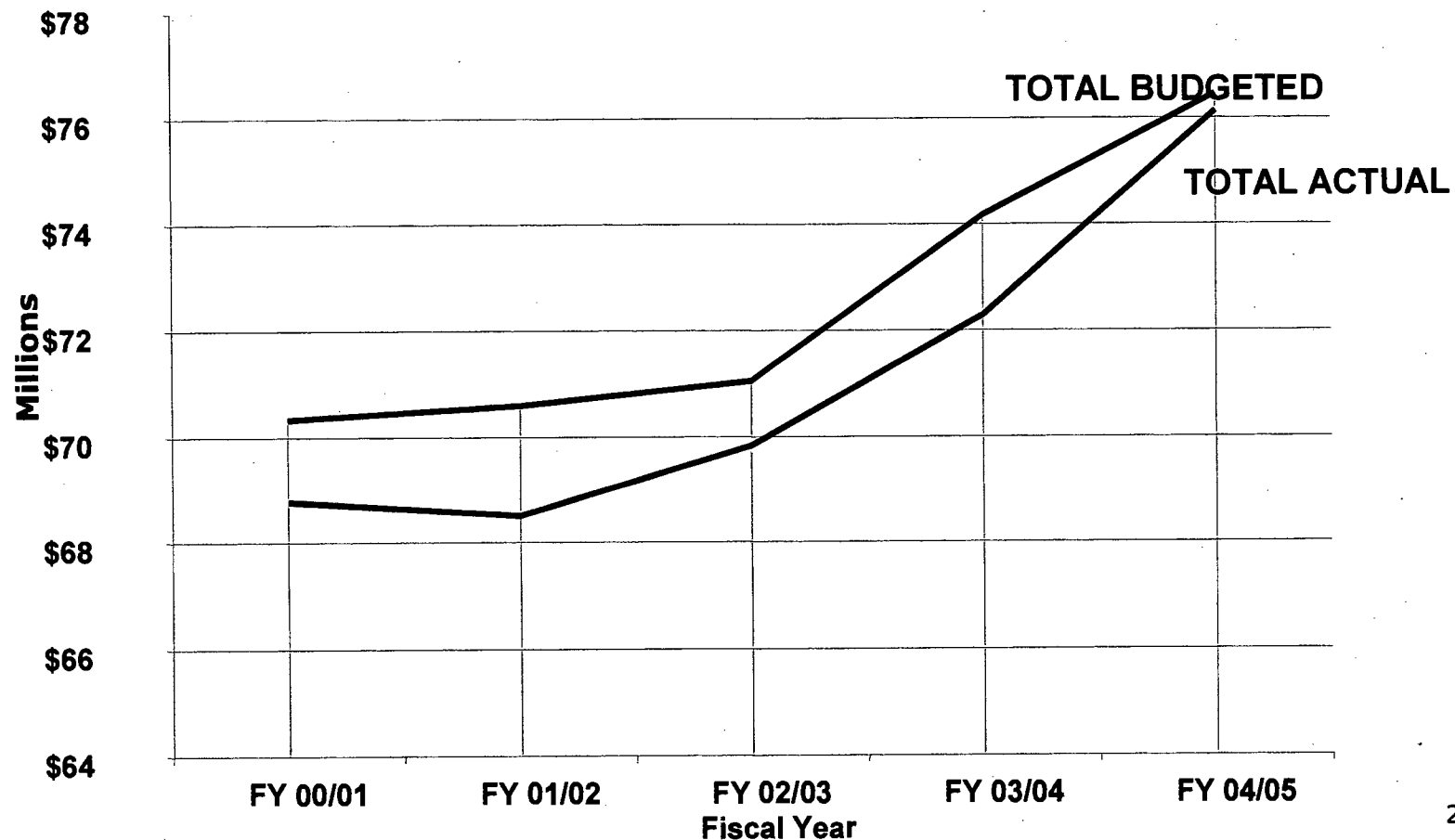
Causal Factor - Lack of Flexibility

Need for Increased Accuracy in Estimating Expenditures



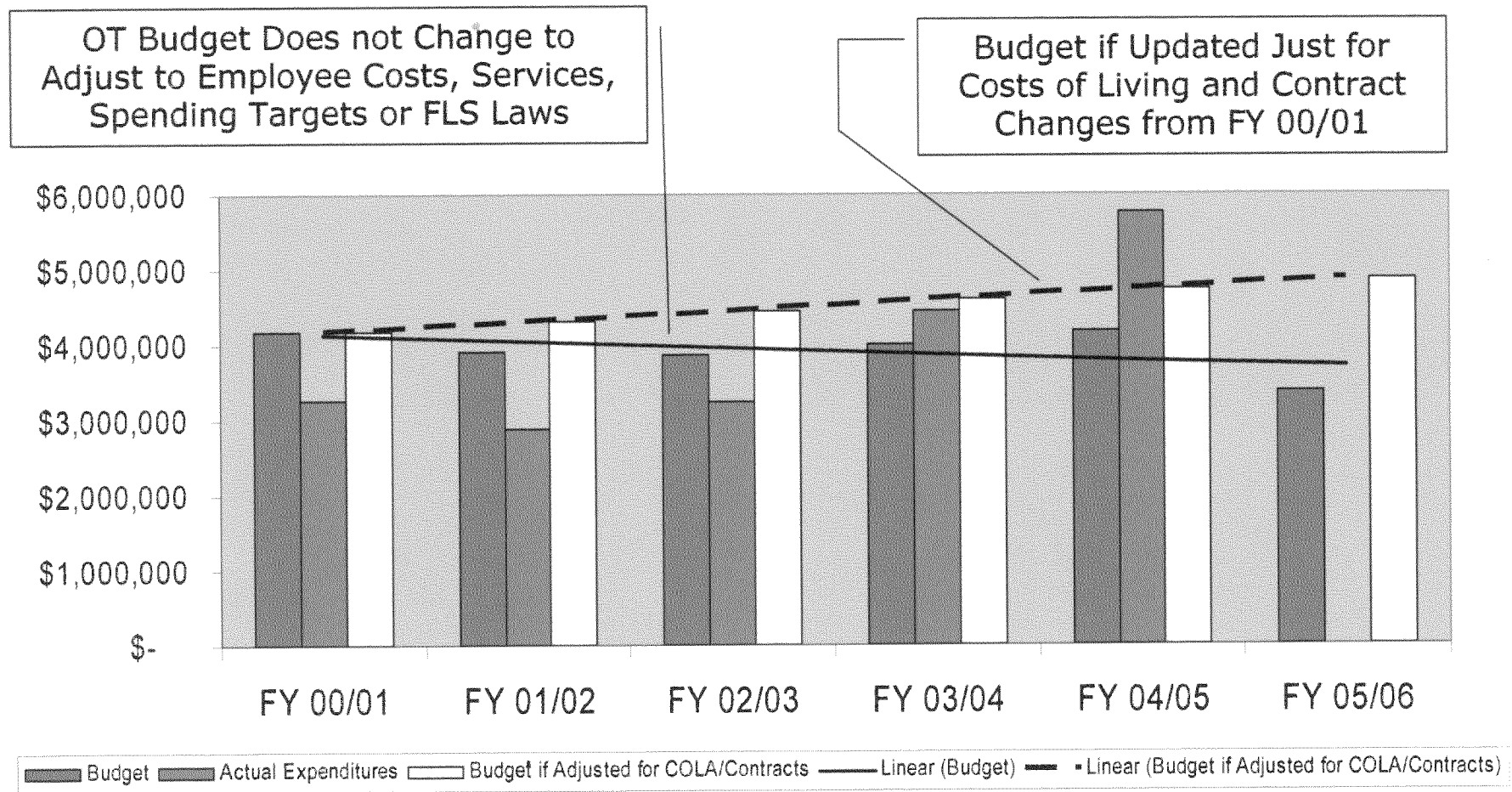
Changes in Flexibility seen in Decreased Gap Between Budgeted and Actual

Multnomah County Sheriff's Office
Comparison of Budgeted and Actual Personnel Costs by FY



Causal Factor – Lack of Clarity

Move to Budgeting Based on Costs/Goals



Historical Budgeting Model – Constraint Based on Budget

Moving Forward

- ❑ There has been a great deal of work done so far that is highly technical in nature. Staff from SAP, EPR, General Ledger, Budget, and MCSO Finance, Payroll, IT, Research, and HR.
- ❑ More needs to be done to ensure that accurate reports can be produced out of SAP bringing employee level detail that is accurate and can then be aggregated.
- ❑ While this process has been tedious it is the foundation for future reporting and monitoring.

Moving Forward

- ❑ We must work to budget by Costs and Goals.
- ❑ The past margin between FTE filled and vacancies allowed for flexibility and room for unexpected events or changes. The flexibility is gone.
- ❑ The lack of margin between budgeted and filled FTE demands that we find a way to budget for uncontrolled absences and changes to FTE costs.

Moving Forward

- ❑ Hire on a more regular basis to plan for normal attrition and retirements.
- ❑ Work to find the balance of the pendulum between OT and FTE costs.
- ❑ Utilize data to better plan for OT and personnel management.
- ❑ Bring in outside assistance for shift relief factor.
- ❑ Continue Commitment of the Sheriff and the Command team to prioritize managing of the budget towards underspending and use of taxpayer dollars.



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 12/13/05
Agenda Item #: E-1
Est. Start Time: 10:00 AM
Date Submitted: 12/07/05

BUDGET MODIFICATION:

Agenda Title: Executive Session Pursuant to ORS 192.660(2)(h)

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

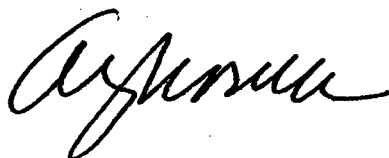
Date Requested:	<u>December 13, 2005</u>	Time Requested:	<u>15-30 mins</u>
Department:	<u>Non-Departmental</u>	Division:	<u>County Attorney</u>
Contact(s):	<u>Agnes Sowle</u>		
Phone:	<u>503 988-3138</u>	Ext.	<u>83138</u>
I/O Address:	<u>503/500</u>		
Presenter(s):	<u>Agnes Sowle and Invited Others</u>		

General Information

1. What action are you requesting from the Board?
No Final Decision will be made in the Executive Session.
2. Please provide sufficient background information for the Board and the public to understand this issue.
Only Representatives of the News Media and Designated Staff are allowed to Attend.
Representatives of the News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Executive Session.
3. Explain the fiscal impact (current year and ongoing).
4. Explain any legal and/or policy issues involved.
ORS 192.660(2)(h).
5. Explain any citizen and/or other government participation that has or will take place.

Required Signatures

**Department/
Agency Director:**



Date: 12/07/05

Budget Analyst:

Date: _____

Department HR:

Date: _____

Countywide HR:

Date: _____