

DEPARTMENT OF GENERAL SERVICES

BUDGET PRESENTATION

1988-89

MULTNOMAH COUNTY
DEPARTMENT OF GENERAL SERVICES
MISSION

To provide excellence in internal management services to County officials and departments and to ensure compliance with State and County mandated statutory requirements for assessment and taxation and elections services while maintaining a high level of commitment to excellent public service.

**MULTNOMAH COUNTY
DEPARTMENT OF GENERAL SERVICES
BUDGET PRESENTATION
TO THE
BOARD OF COUNTY COMMISSIONERS**

**April 18, 1988
9:00 a.m.**

DEPARTMENTAL OVERVIEW

1987-88 has been the year of organizational alignment for the Department of General Services. The Department has focused on its customers, internal and external, and on its charge to manage the financial and human resources of the County. Development of the Department's missions, key objectives, accountabilities and performance expectations form the foundation of the alignment process. Staff have created work plans both to communicate what they do and to guide their work. Some organizations like Employee Relations, Labor Relations and Finance were reorganized in order to position themselves for strategic planning and budgeting and comprehensive human resources management. Other organizations like Assessment & Taxation and the Information Services Division reorganized their internal functions to more effectively meet the needs of their customers and to provide efficiency within their internal management structure.

We also had some management changes. Some managers were not comfortable with new accountabilities and decided to leave. Other managers were recruited elsewhere while some, after many years of distinguished service, retired.

In my budget presentation last year, I informed you that this organization's focus in the 1987-88 year needed to be on **customer satisfaction** (including taxpayers in the case of A&T and Elections), **quality of service provided**, **leadership in data processing strategic planning**, **use of technology for operational efficiency** and **administrative redundancy**. We have focused on those elements and, as a result, some of the changes that I described above were made. There are more to come. Before June 30, the Board will have an opportunity to decide what the County's Risk Management Program and organization will look like. The Board should also receive this year (through the Strategic Planning Committee) the process and calendar for the Strategic Plan which will lead the County into the 1989-90 budget year.

The 1988-89 Proposed Budget for General Services provides the resources to move forward in several areas of need which have been identified and requested by its customers, its Citizen Advisory Committee, the Chair, the Strategic Planning Committee and its auditors, both internal and external. To accomplish this, the General Services managers began work on their 1988-89 work plans and personal performance plans at an all-day work session on April 5. These will be completed by June 30. Some key goals that they will focus on are the following:

- The completion of a Multnomah County strategic plan by December 1, 1988.

- To have the LGFS Information System designed to meet County managers requirements for information. (First year of a two-year project.)
- To establish an approach to fringe benefits and benefits planning which emphasizes cost containment and the management of the plans.
- To negotiate and establish quality labor agreements which fit within the policy parameters set by the Board.
- To reduce the rate of payments from all funds by managing the County's risks, especially in the areas of Workers' Compensation and grievance settlements.
- To improve Assessment and Taxation's labor intensive automated system and define the requirements for updating the system.
- To complete a fair and equitable classification/compensation plan for all County employees.
- To complete at least one service improvement project in each Division which results in cost savings or doing more with the same or fewer resources.
- To implement the second year of a performance-based management model within DGS which requires each organization to have in place missions, objectives, work plans and personal performance plans for all employees. (See Appendices.)
- To identify the cost (Countywide) of mandated services and discretionary dollars.
- To implement budget impact statements which will provide the Board with information on true cost and impact of budget decisions.
- To improve contract procedures.
- To bring Assessment and Taxation appraisals into compliance with state requirements.

The 1988-89 Proposed Budget does not address all the infrastructure improvement needs that General Services has identified such as:

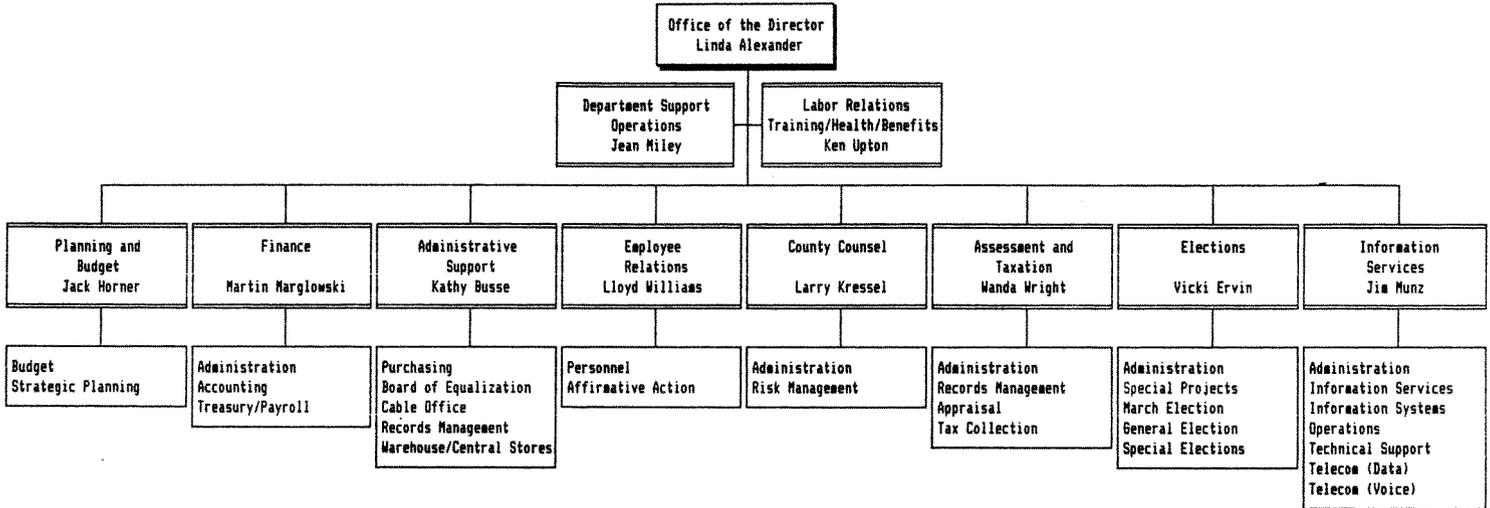
- Records management
- Long-term commitment to improve Assessment & Taxation systems
- A chief cartographer in Assessment & Taxation
- Full implementation of personal computer support
- Office automation network support
- Countywide training needs

- User-friendly software for greater efficiency in data processing
- Contract management for compliance with insurance and liability issues
- Obsolete microfilm readers used by the public

We are committed to exploring alternative approaches to doing business and to become more efficient and effective in order to divert our resources to the above high priority needs. The Board can expect to hear from us during the year with proposals for alternate use of funds or other solutions requiring budget modifications (not necessarily increases).

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DEPARTMENT OF GENERAL SERVICES
FISCAL YEAR 1988-89 STRUCTURE



FUNCTIONAL OVERVIEW

**DEPARTMENT OF GENERAL SERVICES
PROPOSED BUDGET 1988-89**

FUNCTIONAL OVERVIEW

Direct Services to the Public

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
Administrative Support Division		
Board of Equalization	\$ 87,879	\$ 95,804
Cable Office - Cable Fund	893,395	867,786
Division of Assessment and Taxation	5,090,150	5,225,534
Elections Division	2,185,793	1,916,823
TOTAL		
General Fund Total	7,363,822	7,238,161
Cable Fund Total	893,395	867,786
Direct Services Total	8,257,217	8,105,947

Support Services to County Departments

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
Labor Relations Section		
General Fund	\$ 207,499	\$ 344,494
Insurance Fund	160,041	258,079
Operations Unit	249,820	264,298
Planning and Budget Division	277,862	485,045
Finance Division	1,016,069	893,331
Administrative Support Division		
Purchasing, Records, Warehouse/Stores	696,696	778,892
Employee Relations Division	385,885	536,661
County Counsel's Office		
General Fund	753,312	733,163
Information Services Division		
Data Processing Fund	4,724,198	4,998,428
Telephone Fund	971,126	1,280,599
TOTAL		
General Fund Total	\$3,587,143	\$4,035,884
Insurance Fund Total	160,041	258,079
Data Processing Fund Total	4,724,198	4,998,428
Telephone Fund Total	971,126	1,280,599
Support Services Total	9,442,508	10,572,990

Insurance Fund Management

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
Director's Office Insurance Fund	\$ 0	\$ 104,145
Labor Relations Insurance Fund	\$5,767,647	\$6,551,945
County Counsel Insurance Fund	\$2,161,007	\$2,240,183
TOTAL Insurance Fund Management Total	\$7,928,654	\$8,896,273

Department Management

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
Director's Office	\$ 445,019	\$ 352,665
TOTAL General Fund Total	\$ 445,019	\$ 352,665
Department Management Total	\$ 445,019	\$ 352,665

GRAND TOTAL

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
General Fund Total	11,395,984	11,626,710
Cable Fund Total	893,395	867,786
Insurance Fund Total	8,088,695	9,154,352
Data Processing Fund Total	4,724,198	4,998,428
Telephone Fund Total	971,126	1,280,599
GRAND TOTAL	26,073,398	27,927,875

FINANCIAL/DIVISIONAL OVERVIEW

**MULTNOMAH COUNTY
DEPARTMENT OF GENERAL SERVICES
PROPOSED BUDGET 1988-89**

FINANCIAL OVERVIEW

Total General Services Proposed 1988-89 Budget	\$27,927,875
Comprised of:	
General Fund (Includes \$2,309,484 in fees, cost recovery and transfers.)	11,626,710
Insurance Fund (Includes \$4,170,000 in beginning working capital; \$7,763,599 in service reimbursements; \$412,403 in cash transfers; \$360,000 in interest; \$470,000 in miscellaneous charges and recoveries; and \$12,000 in fees.)	9,154,352*
Data Processing Fund (Includes \$3,927,147 from General Fund; \$134,752 from the State; \$349,159 from the Fed/State Fund; \$166,785 in other service reimbursements; \$191,565 from outside users and miscellaneous charges; and \$246,035 in beginning working capital.)	4,998,428
Cable Fund	867,786
Telephone Fund (Includes \$574,900 in General Fund service reimbursements; \$350,905 in Fed/State service reimbursements; \$99,867 in other service reimbursements; \$233,892 from the State Courts; and \$23,831 from other system users.)	1,280,599

*In addition to the \$9,154,352 budget, \$4,033,650 is budgeted in contingency.

ORGANIZATIONAL OVERVIEW

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>Office of the Director</u>		
General Fund	4.00 FTE \$532,898	3.00 FTE \$352,665
Insurance Fund	0.00 FTE \$ 0	2.00 FTE \$104,145
Cable Fund	2.00 FTE \$893,395	0.00 FTE \$ 0

Explanation of Changes:

- Decrease of 1.0 FTE in General Fund and related materials and services reflects transfer of Board of Equalization to Administrative Support Division in 1988-89 Budget; Cable Fund staff and budget were also moved to the Administrative Support Division.
- Increase in FTE's in Insurance Fund reflects addition of two positions assigned to risk management and related materials and services and equipment.
- Payment for Northwest Family Network (\$13,500 in 1987-88; \$18,000 in 1988-89) has been transferred to the Labor Relations Section.
- Capital has been reduced to reflect ongoing capital replacement needs. The 1987-88 budget included \$108,000 for a replacement for A & T's tax collection processing machine.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>Labor Relations</u>		
General Fund	4.00 FTE \$ 207,499	6.00 FTE \$ 344,494
Insurance Fund	5,927,688	6,810,024

Explanation of Changes:

- Increase in Personal Services includes addition of two FTE's for Labor Relations and the Health/Benefits Program and related equipment, materials and services. Two FTE's are funded by reimbursement from Insurance Fund.
- Increase of \$18,000 in Professional Services reflects transfer of payments for Northwest Family Network.
- Increase of \$19,750 reflects transfer of funding for Employee Bylines from Employee Relations to Labor Relations (budgeted at \$18,000 in 1987-88).
- Includes \$4,000 for employee service pins and certificates, previously paid for by Departments -- time and costs involved in charging costs to departments make this the more cost-effective approach.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>Operations</u>		
General Fund	9.50 FTE \$249,820	9.50 FTE \$264,298

Explanation of Changes:

- Increase reflects pay equity and step increases and increased cost of materials and services.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>Planning and Budget</u>		
General Fund	0.00 FTE \$ 0	10.00 FTE \$ 485,045

Explanation of Changes:

- In 1987-88, the Budget Office was part of the Finance Division. In 1986-87, 6.0 FTE's and \$277,862 were budgeted for the Budget Office. During 1987-88, a new Division of Planning and Budget was created with responsibility for strategic planning and budget. A Division Manager position was created (PM 2).
- Additional Personal Services increases reflect transfer of one position (Financial Spec 2) from Finance Division, and addition of two new positions to fully implement LGFS.
- Materials and Services increase reflects costs for implementing new planning functions and costs associated with LGFS positions.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>Finance</u>		
General Fund	42.00 FTE \$1,721,243	22.00 FTE \$ 893,331

Explanation of Changes:

- Decrease reflects restructure of Division to move Budget Office into new Planning and Budget Division and Purchasing into new Administrative Support Division.
- In addition, one position (Financial Specialist 2) was transferred to Planning and Budget Division, Division Manager position was downgraded from a Program Manager 3 to a Program Manager 2 when responsibilities for Budget and Purchasing were moved, and one OA 2 position was eliminated in the Proposed Budget. *Pm 1 eliminated*
- Decrease in Professional Services reflect transfer of responsibility for payment for Single Audit to the Departments, where applicable.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>Administrative Support</u>		
General Fund	0.00 FTE \$ 0	18.00 FTE \$ 872,696
Cable Fund	2.00 FTE \$893,395	2.00 FTE \$ 867,786

Explanation of Changes:

- Administrative Support Division was created during 1987-88 to incorporate functions from Finance (Purchasing), the Director's Office (Cable and Board of Equalization) and DES (Records). A Division Manager position was created. In the 1988-89 budget, the Central Stores/Warehouse function will be transferred from DES.
- In 1988-89, positions and funds requested in the Proposed Budget from the General Fund are Administration (1.5 FTE, \$79,269); Purchasing (11.0 FTE, \$428,997); Board of Equalization (1.5 FTE, \$95,804); Records (1.0 FTE, \$159,453); Central Stores/Warehouse (3.0 FTE, \$109,173).
- .5 FTE (Office Assistant 2) has been created in the Board of Equalization (previously budgeted as Temporary) and .5 FTE (Office Assistant 2) has been added erroneously in clerical support to the new Division. This error will be corrected through a technical amendment (\$11,088).
- Miscellaneous Materials and Services increases are for the Board of Equalization (supplies for computers, shelving and increase in rate for B of E members) and increased costs for operating Central Stores (costs not anticipated in 1987-88).

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>Employee Relations</u>		
General Fund	6.00 FTE \$326,490	8.00 FTE \$536,661

Explanation of Changes:

- Personal Services changes reflect the downgrading one position from Management Analyst to Administrative Technician, the transfer of the Affirmative Action Office from the Chair's Office and the addition of one Management Analyst to support the new classification/compensation plan.
- Increase in Professional Services reflects \$125,000 OTO budgeted for classification/compensation study.
- Increase in other Materials and Services reflect current higher costs of advertising and printing, previously underbudgeted.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>County Counsel</u>		
General Fund	15.00 FTE \$ 753,312	14.00 FTE \$ 733,163
Insurance Fund	5.00 FTE \$2,161,007	5.00 FTE \$2,240,183

Explanation of Changes:

- 1.0 FTE was transferred to District Attorney for forfeitures during 1987-88.
- Anticipated cost for Burt vs. Blumenauer case has been increased from \$14,643 (1987-88) to \$45,000 (1988-89); the case is expected to go to trial in 1988-89.
- Other Materials and Services increases reflect actual cost of operating the office in 1987-88.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>Assessment and Taxation</u>		
General Fund	133.00 FTE \$5,090,150	132.00 FTE \$5,225,534

Explanation of Changes:

- Decrease of 1.0 FTE is the cut of the Deputy (Management Assistant) position.
- Major increases are tied to the mapping project: the maintenance contract for the mapping system (\$37,524), a higher cost for the lease payment on the mapping system computer (\$11,243 higher than was budgeted in 1987-88), and additional supplies needed to operate the system (\$13,000) -- \$61,767 total. An additional \$15,291 is for the second year payment on the WANG system.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<u>Elections</u>		
General Fund	17.00 FTE \$2,185,793	17.00 FTE \$1,916,823

Explanation of Changes:

- Major decrease is the result of budgeting for a General Election rather than a Primary Election (\$273,972).
- Temporary Personal Services reflect savings anticipated from use of the signature verification; exact savings are dependent on the scale of the election.
- Purchase of portable voting booths has been budgeted in 1988-89; it will offset \$17,000 annually in cartage costs for the old voting booths.

<u>Information Services</u>	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
General Fund (Telecommunications - Voice)	4.00 FTE \$ 147,419	0.00 FTE \$ 0
Telephone Fund	0.00 FTE \$ 971,126	5.00 FTE \$1,280,599
Data Processing Fund	60.00 FTE \$4,724,198	59.00 FTE \$4,998,428

Explanation of Changes:

- Loss of State Courts as a user caused the elimination of one programmer position in the D.P. Fund.
- Loss of Court's revenue and greater demand by County users resulted in no net change.
- Personal Services increase includes 4% wage setaside for cost-of-living adjustments.
- 4 FTE's previously funded by the General Fund transferred to the Telephone Fund in order to reflect the true costs of telephones. One position in the Telephone Fund was added to perform technical work now being done by outside vendors.

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APPENDICES

CURRENT SERVICE LEVEL BUDGET

DEPARTMENT OF GENERAL SERVICES
CURRENT SERVICE LEVEL BUDGET REQUEST

DEPARTMENT SUMMARY

<u>General Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	239.0*	235.5	(3.5)	(1.5%)
Personal Services	\$ 8,486,761*	\$ 8,381,336	\$ (105,425)	(1.2%)
Materials & Services	2,788,854*	2,859,674	70,820	2.5%
Capital Outlay	<u>188,716*</u>	<u>68,908</u>	<u>(121,808)</u>	<u>(64.5%)</u>
Total	\$11,464,331*	\$11,309,918	\$ (154,413)	(1.3%)

Primary Election Adjusted Difference \$ 276,910 \$ 122,497 1.1%

*Adjusted to include Records and Central Stores, budgeted in DES in 1987-88, and Affirmative Action/EEO, budgeted in the Chair's Office in 1987-88.

General Fund organization revenues for 1988-89 (estimated)

Indirect Cost receipts	\$ 1,079,157
Administrative Services Division miscellaneous	17,380
Assessment and Taxation fees	999,270
Elections recoveries and miscellaneous	700,448
Total	<u>\$ 2,796,255</u>

<u>Data Processing Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	60.0	59.0	(1.0)	(1.7%)
Personal Services	\$ 2,354,800	\$ 2,446,345	\$ 91,545	3.9%
Materials & Services	2,351,383	2,417,508	66,125	2.8%
Capital Outlay	<u>60,350</u>	<u>134,575</u>	<u>74,225</u>	<u>23.0%</u>
Total	\$ 4,766,533	\$ 4,998,428	\$ 231,895	4.9%

Data Processing Fund revenues for 1988-89

State Courts	\$ 134,752
Title Companies	103,868
General Fund	3,927,147
Road Fund	65,282
Federal/State Fund	325,404
Animal Control Fund	56,761
Telephone Fund	44,742
Other	87,697
Total	<u>\$ 4,745,653</u>

<u>Telecom Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	4.0*	5.0	1.0	25.0%
Personal Services	\$ 143,822*	\$ 188,369	\$ 44,547	31.0%
Materials & Services	805,523*	963,291	157,768	19.6%
Capital Outlay	<u>169,200</u>	<u>129,000</u>	<u>(40,200)</u>	<u>(23.8%)</u>
Total	\$ 1,118,545	\$ 1,280,660	\$ 162,115	14.5%

* Four FTE's and related materials and services were budgeted in the General Fund in 1987-88.

Telecom Fund revenues for 1988-89

State Courts	\$ 233,892
General Fund	575,059
Road Fund	39,667
Federal/State Fund	346,545
Data Processing Fund	40,134
Other	<u>45,363</u>
Total	\$ 1,280,660

<u>Cable Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	2.0	2.0	--	--
Personal Services	\$ 83,984	\$ 68,871	\$ (15,113)	(18.0%)
Materials & Services	809,411	798,915	(10,496)	(1.3%)
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
Total	\$ 893,395	\$ 867,786	\$ (25,609)	(2.9%)

Cable Fund revenues for 1988-89

Rogers Cable TV franchise fees	327,767
Rogers Cable TV - other funds per franchise	474,859
Franchise Fee revenues from City of Portland	<u>65,160</u>
Total	\$ 867,786

Insurance Fund

	1987-88	1988-89	Difference	Percent
FTE's	5.0	5.0		
Personal Services	Budget figures are not yet available for 1988-89.			
Materials & Services				
Capital Outlay	_____	_____	_____	_____
Total	\$ _____	\$ _____	\$ _____	

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**DEPARTMENT OF GENERAL SERVICES
DIVISION/SECTION SUMMARY**

<u>Office of the Director</u>	1987-88	1988-89	Difference	Percent
FTE's	3.5	3.0	(.5)	(16.7%)
Personal Services	\$ 181,601	\$ 165,883	\$ (15,718)	(8.7%)
Materials & Services	107,040	109,723	2,683	2.5%
Capital Outlay	<u>181,062</u>	<u>66,908</u>	<u>(114,154)</u>	<u>(63.0%)</u>
Total	\$ 469,703	\$ 342,514	\$ (127,189)	(27.1%)

Explanation of Changes:

- Decrease in FTE's reflects elimination of .5 position assigned to risk management project.
- Payments for Northwest Family Network (\$13,500 in 1987-88; \$18,000 in 1988-89) and Multnomah Child Development Center (\$6,000) have been transferred to the Labor Relations Section.
- Capital has been reduced to reflect ongoing capital replacement needs. The 1987-88 budget included \$108,000 for a replacement for A & T's tax collection processing machine.

<u>Labor Relations Section</u>	1987-88	1988-89	Difference	Percent
FTE's	4.0	4.0	--	--
Personal Services	\$ 161,728	\$ 161,929	\$ 201	.1%
Materials & Services	55,771	109,314	53,543	96.0%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
Total	\$ 217,499	\$ 271,243	\$ 53,744	24.7%

Explanation of Changes:

- Increase of \$6,000 in County supplements and \$18,000 in Professional Services reflects transfer of payments for Multnomah County Child Development Center and Northwest Family Network.
- Increase of \$19,750 reflects transfer of funding for Employee Bylines from Employee Relations to Labor Relations (budgeted at \$18,000 in 1987-88).
- Includes \$4,000 for employee service pins and certificates, previously paid for by Departments -- time and costs involved in charging costs to departments make this the more cost-effective approach.

<u>Operations Unit</u>	1987-88	1988-89	Difference	Percent
FTE's	9.5	9.5	--	--
Personal Services	\$ 242,164	\$ 246,691	\$ 4,527	1.9%
Materials & Services	14,987	17,607	2,620	17.5%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
Total	\$ 257,151	\$ 264,298	\$ 7,147	2.8%

Explanation of Changes:

- No significant changes.

<u>Finance Division</u>	1987-88	1988-89	Difference	Percent
FTE's	24.0	23.0	(1.0)	(4.2%)
Personal Services	\$ 844,114	\$ 785,152	\$ (58,962)	(7.0%)
Materials & Services	130,652	131,165	513	0.4%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
Total	\$ 974,766	\$ 916,317	\$ (58,449)	(6.0%)

Explanation of Changes:

- Decrease reflects transfer of one position (Financial Specialist 2) to Planning and Budget Division, and lower cost of Division Manager, which was downgraded from a Program Manager 3 to a Program Manager 2 when responsibilities for Budget and Purchasing were moved.
- Decrease in Professional Services reflect transfer of responsibility for payment for Single Audit to the Departments, where applicable.

<u>Planning and Budget Division</u>	1987-88	1988-89	Difference	Percent
FTE's	7.0	8.0	1.0	14.3%
Personal Services	\$ 293,722	\$ 364,854	\$ 71,132	24.2%
Materials & Services	22,220	28,041	5,821	26.2%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
Total	\$ 315,942	\$ 392,895	\$ 76,953	24.4%

Explanation of Changes:

- Personal Services increase reflects transfer of one position (Financial Spec 2) responsible for the Local Government Financial System (LGFS) from Finance Division and full-year cost of the new Division Manager's position.
- Materials and Services increase reflects costs for implementing new planning functions and costs associated with LGFS Coordinator.

<u>Administrative Services Div.</u>	1987-88	1988-89	Difference	Percent
FTE's	17.0*	18.0	1.0	5.9%
Personal Services	\$ 600,310*	\$ 625,796	\$ 25,486	4.2%
Materials & Services	225,208*	241,641	16,433	7.3%
Capital Outlay	<u>0*</u>	<u>2,000</u>	<u>2,000</u>	<u>--</u>
Total	\$ 825,518*	\$ 869,437	\$ 43,918	5.3%

*For comparative purposes, 1987-88 information has been adjusted to include information on Board of Equalization (budgeted in 1987-88 in DGS Director's Office) and Records and Central Stores, both budgeted in DES (Facilities Management) in 1987-88.

Explanation of Changes:

- .5 FTE (Office Assistant 2) has been created in the Board of Equalization (previously budgeted as Temporary) and .5 FTE (Office Assistant 2) has been added in clerical support to the new Division.
- Miscellaneous Materials and Services increases are for the Board of Equalization (supplies for computers, shelving and increase in rate for B of E members) and increased costs for operating Central Stores (costs not anticipated in 1987-88).

<u>Employee Relations Division</u>	1987-88	1988-89	Difference	Percent
FTE's	7.0*	7.0	--	--
Personal Services	\$ 326,533*	\$ 313,314	\$ (13,219)	(4.0%)
Materials & Services	56,252*	64,380	8,128	14.4%
Capital Outlay	<u>3,100*</u>	<u>0</u>	<u>(3,100)</u>	<u>--</u>
Total	\$ 385,885*	\$ 377,694	\$ (8,191)	(2.1%)

*For comparative purposes, 1987-88 data has been adjusted to include Affirmative Action Office, previously budgeted in Chair's Office.

Explanation of Changes:

- Personal Services reduction is the result of downgrading one position from Management Analyst to Administrative Technician, and lower salaries for two new hires.
- Increase in Materials and Services reflect current higher costs of advertising and printing, previously underbudgeted.

<u>County Counsel's Office</u>	1987-88	1988-89	Difference	Percent
FTE's	14.0	14.0	--	--
Personal Services	\$ 642,454	\$ 636,515	\$ (5,939)	(0.9%)
Materials & Services	56,723	96,648	39,925	70.4%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
Total	\$ 699,177	\$ 733,163	\$ 33,986	4.9%

Explanation of Changes:

- Anticipated cost for Burt vs. Blumenauer case has been increased from \$14,643 (1987-88) to \$45,000 (1988-89); the case is expected to go to trial in 1988-89.
- Other Materials and Services increases reflect actual cost of operating the office in 1987-88.

<u>Assessment and Taxation Div.</u>	1987-88	1988-89	Difference	Percent
FTE's	132.0	132.0	--	--
Personal Services	\$ 4,390,048	\$ 4,392,305	\$ 2,257	(.1%)
Materials & Services	730,355	833,229	102,874	14.1%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>--</u>
Total	\$ 5,120,403	\$ 5,225,534	\$ 105,131	2.1%

Explanation of Changes:

- Major increases are tied to the mapping project: the maintenance contract for the mapping system (\$37,524), a higher cost for the lease payment on the mapping system computer (\$34,000 higher than 1987-88), and additional supplies needed to operate the system (\$13,000) -- \$84,524 total.

<u>Elections Division</u>	1987-88	1988-89	Difference	Percent
FTE's	17.0	17.0	--	--
Personal Services	\$ 804,087	\$ 688,897	\$ (115,190)	(14.3%)
Materials & Services	1,389,646	1,227,926	(161,720)	(11.6%)
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>--</u>
Total	\$ 2,193,733	\$ 1,916,823	\$ (276,910)	(12.6%)

Explanation of Changes:

- Major decrease is the result of budgeting for a General Election rather than a Primary Election (\$273,972).
- Personal Services reflect savings anticipated from use of the signature verification; exact savings are dependent on the scale of the election.
- Purchase of portable voting booths has been budgeted in 1988-89; it will offset \$17,000 annually in cartage costs for the old voting booths.

Information Services Division

<u>Data Processing Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	60.0	59.0	(1.0)	(1.7%)
Personal Services	\$ 2,354,800	\$ 2,446,345	\$ 91,545	3.9%
Materials & Services	2,351,383	2,417,508	66,125	2.8%
Capital Outlay	<u>60,350</u>	<u>134,575</u>	<u>74,225</u>	<u>123.0%</u>
Total	\$ 4,766,533	\$ 4,998,428	\$ 231,895	4.9%

Explanation of Changes:

- Loss of State Courts as a user caused the elimination of one programmer position.
- Loss of Court's revenue requires the spreading of fixed costs over fewer users (primarily County users).
- Personal Services increase includes 4% wage setaside for cost-of-living adjustments.

- Increased costs in Materials and Services are the result of increased costs for software and maintenance agreements.
- Capital outlay is to replace half of the disk storage system.

<u>Telecom Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	4.0*	5.0	1.0	25.0%
Personal Services	\$ 143,822*	\$ 188,369	\$ 44,547	31.0%
Materials & Services	805,523*	963,291	157,768	19.6%
Capital Outlay	<u>169,200</u>	<u>129,000</u>	<u>(40,200)</u>	<u>(23.8%)</u>
Total	\$ 1,118,545	\$ 1,280,660	\$ 162,115	14.5%

* These positions and related materials and services were budgeted in the General Fund in 1987-88.

Explanation of Changes:

- In 1988-89, the costs of operating the telephone system have been included in the Telecom budget. Now the full costs are covered by the rates charged to users.
- One position has been added to offset costs of hiring outside vendors to perform technical work on system.

0984F
Revised 3/10/88

DEPARTMENT PRIORITIES
FOR ENHANCEMENTS

**Department of General Services
Summary of Proposed Program Enhancements and Reductions**

PROGRAM ENHANCEMENTS	FTE		COST
<u>General Fund</u>			
DGS #1 Labor Relations Section	1.0 FTE	(\$82,309 total)	\$46,679
DGS #2 Planning and Budget Division	2.0 FTE		\$98,350
DGS #4 Assessment and Taxation Div	0 FTE		\$1,197,500
DGS #5 Employee Relations Division	1.0 FTE		\$161,791
DGS #6 Administrative Services Div	1.0 FTE		\$45,483
DGS #7 Assessment and Taxation Div	1.0 FTE		\$39,471
DGS #8 Finance Division	1.0 FTE		\$49,935
TOTAL General Fund	7.0 FTE		<u>\$1,639,209</u>
<u>Insurance Fund</u>			
DGS #1 Labor Relations Section	1.0 FTE	(\$82,309 total)	\$35,630
DGS #3 Risk Management (Estimated)	2.0 FTE		\$104,145
TOTAL Insurance Fund	3.0 FTE		<u>\$ 139,775</u>
<u>Data Processing Fund</u>			
DGS #9 Information Services Division	2.0 FTE		\$98,239
DGS #10 Information Services Division	1.0 FTE		\$68,071
TOTAL DP Fund	3.0 FTE		<u>\$ 166,310</u>

PROGRAM REDUCTIONS

General Fund

DGS #1	Labor Relations Section	0 FTE	\$6,000
	Eliminates \$6,000 subsidy to Multnomah County Child Development Center		
DGS #2	Labor Relations Section	0 FTE	\$18,000
	Eliminates contract with Northwest Family Network to provide child care referrals to employees		
DGS #3	Finance Division	1.0 FTE	\$22,986
	Eliminates one Office Assistant 2 position.		
TOTAL General Fund		1.0 FTE	\$46,986

0983F/JMM/kd

**Department of General Services
Proposed Program Enhancements
FY 1988-89**

1. Add Labor Relations and Employee Benefits staff

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
2.0	\$82,309 estimated annual cost	\$46,679 General \$35,630 Insurance

PREVENTION/COST AVOIDANCE

- Would provide crucial backup to current level of staffing for contract negotiation and administration (Ken Upton, Program Manager 1)
- Would provide staffing to ensure adequate benefits management by allowing Health/Benefits Administrator (Merrie Ziady) to get assistance from health professional for Health Promotion Program
- My assessment is that both managers in this functional area are in danger of crashing and burning without additional professional support, and we have no backup for either.

2. Provide staffing for the Planning and Budget Division

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
2.0	\$98,350 estimated annual cost	\$98,350 General

COST AVOIDANCE

- The LGFS system was never fully implemented throughout the County to meet the information needs of County managers. As a result, individuals have developed duplicative PC-based and manual information systems to supplement what's now available. This approach is very costly and prevents standardized reporting and aggregation of cost data for programs and projects that cross organizational lines (e.g., the Human Services/Justice Services continuum).
- Would provide staffing to continue development of LGFS system to become management tool
- Would enable development of systems to close feedback loop in new planning and budgeting approach adopted by the County - results could be measured against cost.
- In addition, the current LGFS Coordinator now budgeted in the Finance Division will be transferred to this Division.

3. Fund Risk Management Program

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
2.0	\$104,145 estimated annual cost	\$104,145 Insurance

PREVENTION/COST AVOIDANCE

- An evaluation of the County's risk management needs is due to the Board in March 1988; the report will identify the organizational requirements for risk management in the County.
- Any staffing or related costs associated with this program will be absorbed by the Insurance Fund.
- Staff and funding requirements are estimated. The specific recommendation for staffing will be made in the March report.

4. Replace Assessment and Taxation's existing data base and supporting software

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
0	\$1,197,500 maximum total project	\$1,197,500 General

PREVENTION/COST AVOIDANCE

- A feasibility study for this project is currently underway. The cost identified above (\$1,197,500) represents one of a number of options; true costs will not be known until the feasibility study is completed. The cost identified above is likely to be the highest cost option.
- The system currently used requires costly and extensive maintenance.
- This project is one of the eleven "A" priorities of the Data Processing Management Committee.
- Major impacts would be a reduction in labor-intensive, data entry batch processing; a likely reduction in the error rate which results in challenges to the Board of Equalization; a likely reduction in the error rates in applying taxes paid or refunds made to correct taxpayer; and an increase in the productivity of appraisers by decreasing the amount of redundant paper processing they have to do.

4. (Tied in priority with #4 above) Fund "A" priority projects in Data Processing long-range plan

PREVENTION/COST AVOIDANCE

- "A" priority items consist of eleven Countywide projects.
- The Data Processing Management Committee has prioritized these as critical to the continued operation of County services.
- Costs are uncertain, but eleven projects could not be funded by the current \$200,000 available in the Special Appropriation for Data Processing.
- The projects will take more than one year to complete and the first year cost will be less than the total cost.
- Any addition to the \$200,000 annual allocation will improve the County's ability to implement these projects.

5. Conduct and Implement Classification/Compensation Study

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$161,791 startup cost, \$36,800 annual cost thereafter	\$161,791 General

PREVENTION/COST AVOIDANCE

- A classification/compensation study has not been done in the County since 1978; that was only a pilot study involving a small portion of the County's positions/classifications.
- A classification/compensation study was requested by the two joint Pay Equity Committees last year.
- An unacceptable alternative is to continue funding \$500,000 annually for Pay Equity and create a greater problem.
- One additional staff person is being requested to support the implementation of this large project and manage compensation and classification.

6. Add a Records Manager to the Administrative Services Division

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$45,483 annual cost	\$45,483 General

PREVENTION/COST AVOIDANCE

- Currently, the County's Records Management responsibilities are being addressed by one staff person trained as a warehouse worker.
- The County has no trained Records Manager who could advise the County or the Departments about statutory records management requirements, facility requirements, and retention and disposal procedures.
- Currently, only five divisions in the County fully utilize the records management function and plan for records retention, protection, and disposal.
- To meet legal requirements regarding records management, additional staff is necessary to evaluate records needs, train departments in records retention and management, and develop a storage and retrieval process.

7. Create a Chief Cartographer position to implement the Assessment and Taxation mapping project

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$39,471 annual cost	\$39,471 General

PREVENTION/COST AVOIDANCE/STATUTORY COMPLIANCE

- Currently, the Manager of the Recording Section, in addition to other supervisory and management responsibility for a large section, is responsible for implementing the mapping project.
- It is critical to provide dedicated staff to manage and implement this important, expensive program which the County committed to last year.
- Would provide critical backup to the Recording Section Manager who is currently working approximately 50-60 hours/week, and is the only one being trained in the management of the system.

8. Add accountant for financial controls and procedures

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$49,935 annual cost	\$49,935 General

PREVENTION/RISK/COMPLIANCE

- This position would assume responsibility for assuring that internal controls and procedures are in place throughout the County to prevent loss.

- This position would act as "controller." Any new accounting systems in the Departments would have to be approved by Finance.
- This position would enable the implementation of my directive that the Finance Officer be responsible for the adequacy of internal financial controls and procedures throughout the County.

9. Add staff to expand Personal Computer Support Services in ISD

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
2.0	\$98,239 estimated startup cost, \$84,239 annual cost thereafter	\$98,239 DP

EFFICIENCY/COST AVOIDANCE

- Would restore one position in PC Support to Departments and add a second position to improve response time to user requests for installation, training and troubleshooting.
- Absent one or both of these positions, programmers now assigned to systems development and maintenance will be diverted to provide PC support or Departments will be on their own, by contracting with outside agencies for training and program development.

10. Enhance Office Automation Network

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$68,071 estimated cost this year, \$43,291 thereafter	\$68,071 DP

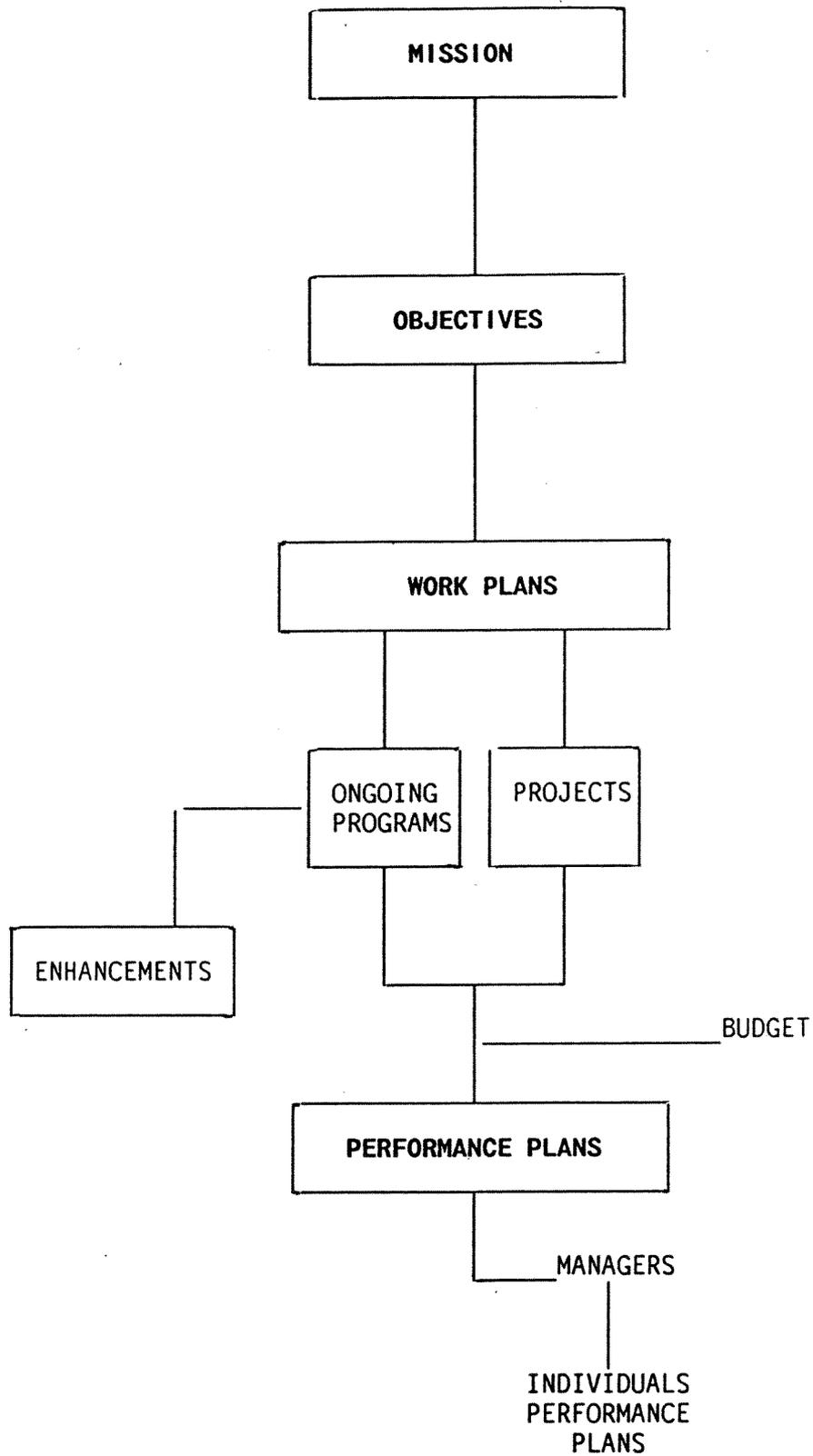
- Provides one-time hardware and software in the amount of \$25,000 to expand Office Automation Network to DES and the Sheriff's Office and make available fourteen ports for additional systems to access the network in the future.
- Electronic Mail is more useful with the more locations it reaches; this would enable critical organizations and facilities to be added to the network.
- Increased staff would also enable response to user questions after 2:30 p.m., the time that the present D.P. technician leaves for the day.
- Will free up higher level ISD staff to continue installation of Wang systems in other County locations.

- The purchase of four terminals (\$8,000) will enable the County to continue to provide basic word processing training in-house, at a savings of \$370 per employee per training day and coupled with the addition of one additional staff, will enable ISD to expand in-house training to include glossary and advanced WP classes. During 1987-88, \$21,000 will be saved by County users being trained in-house.

11. All of the following projects have been rated below #10. All of them have merit, but I don't believe they are as critical this year as the top ten, and I will try to find funding for them throughout the year if any savings are realized. They are not listed in any particular order.

- A. Increase Countywide training budget
0 FTE \$15,000-25,000 estimated annual cost General Fund
- B. Purchase NATURAL Security software
0 FTE \$15,000 one time cost DP Fund
- C. Purchase SUPERNATURAL software to improve user access to ADATABASE files
0 FTE \$48,000 one time cost DP Fund
- D. Purchase NATURAL software to allow user access to VSAM files
0 FTE \$30,000 one time cost DP Fund
- E. Add a Contract Manager
1.0 FTE \$40,000-45,000 annual cost General Fund
- F. Provide a Wang word processing system for Administrative Services
0 FTE \$30,000 estimated one time cost General Fund
- G. Replace obsolete microfilm readers/printers in A & T
0 FTE \$36,000 this year (additional reader/
printers will need to be replaced in
the future) General Fund
- H. Create six Appraiser Trainee positions in A & T to provide trained backup to appraisers to minimize impact of retirements and other attrition.
6.0 FTE \$158,000 estimated annual cost General Fund
- I. Purchase MSA Benefits Administration module to enhance benefit tracking
0 FTE \$36,000 one time cost DP Fund

MANAGEMENT MODEL



Begin - 1987
 Complete - 1990

Department of General Services
 Management Model

0372F



MULTNOMAH COUNTY OREGON

DEPARTMENT OF GENERAL SERVICES
PORTLAND BUILDING
1120 S.W. FIFTH, 14TH FLOOR
PORTLAND, OR 97204-1934

OFFICE OF THE DIRECTOR
BUDGET & MANAGEMENT
ANALYSIS
COUNTY COUNSEL
EMPLOYEE RELATIONS
FINANCE DIVISION

(503) 248-3303
(503) 248-3883
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(503) 248-3312

BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY, CHAIR
PAULINE ANDERSON
POLLY CASTERLINE
GRETCHEN KAFOURY
CAROLINE MILLER

M E M O R A N D U M

TO: Board of County Commissioners
FROM: Mindy Feely, Budget Analyst
Planning and Budget Division
DATE: April 12, 1988
SUBJECT: Telephone Fund Replacement Pages

Please replace pages E-74 and E-75 with the attached Requirement and Personnel Detail pages for the Telephone Fund.

These pages correct two errors. The Requirement Detail sheet printed in the Proposed Budget contained no dollar figures. Neither the Personnel nor the Requirement Detail sheets reflect the consolidated general and telephone fund history amounts.

Please call me if you have any questions regarding these new pages.

1484F/MF/kd

Attachments

cc: Jim Munz
Brian Fowles

REQUIREMENT DETAIL

1985-86 ACTUAL	1986-87 ACTUAL	1987-88 ADOPTED	1987-88 REVISED	AGENCY: 040 GENERAL SERVICES FUND: 165 TELEPHONE FUND SUM ORG: 7990 TELEPHONE FUND	1988-89 PROPOSED	1988-89 APPROVED	1988-89 ADOPTED
PERSONAL SERVICES							
94,891	91,471	100,721	101,952	5100 PERMANENT	130,054	0	0
975	4,592	6,336	6,336	5200 TEMPORARY	7,380	0	0
119	686	593	593	5300 OVERTIME	1,755	0	0
766	1,123	0	0	5400 PREMIUM	3,887	0	0
31,612	31,523	27,646	27,976	5500 FRINGE BENEFITS 1	33,849	0	0
128,363	129,395	135,296	136,857	TOTAL EXTERNAL	176,925	0	0
0	0	8,526	8,557	5550 INSURANCE BENEFITS	11,444	0	0
128,363	129,395	143,822	145,414	TOTAL PERSONAL SERVICES	188,369	0	0
EXTERNAL MATERIALS AND SERVICES							
0	0	0	0	6050 COUNTY SUPPLEMENTS	0	0	0
0	0	0	0	6060 PASS-THROUGH PAYMENTS	0	0	0
560	298	0	0	6110 PROFESSIONAL SVCS	0	0	0
5,985	6,253	500	500	6120 PRINTING	5,000	0	0
0	0	0	0	6130 UTILITIES	0	0	0
4,358	511,390	528,336	529,788	6140 COMMUNICATIONS	512,456	0	0
0	26,917	147,548	68,348	6170 RENTALS	102,808	0	0
141	194,497	0	0	6180 REPAIRS AND MAINTENANCE	0	0	0
0	0	160,500	160,500	6190 MAINTENANCE CONTRACTS	168,292	0	0
15	0	1,046	1,046	6200 POSTAGE	0	0	0
1,329	1,203	0	0	6230 SUPPLIES	1,400	0	0
0	0	0	0	6270 FOOD	0	0	0
1,152	370	0	0	6310 EDUCATION & TRAINING	5,689	0	0
1,800	251	350	350	6330 TRAVEL	555	0	0
0	0	0	0	6520 INSURANCE	0	0	0
0	0	0	0	6530 EXTERNAL DATA PROCESSING	6,000	0	0
0	0	0	0	6550 DRUGS	0	0	0
0	0	0	0	6580 CLAIMS PAID	0	0	0
0	0	0	0	6590 JUDGMENTS	0	0	0
0	9	0	0	6610 AWARDS AND PREMIUMS	0	0	0
0	291	333	333	6620 DUES AND SUBSCRIPTIONS	333	0	0
0	0	0	0	6650	0	0	0
0	0	0	0	7810 PRINCIPAL	0	0	0
0	0	0	0	7820 INTEREST	0	0	0
15,340	741,479	838,613	760,865	TOTAL EXTERNAL	802,533	0	0
INTERNAL SERVICE REIMBURSEMENTS							
0	0	0	0	7100 INDIRECT COSTS	103,076	0	0
0	0	1,368	1,368	7150 TELEPHONE	0	0	0
0	0	44,742	44,742	7200 DATA PROCESSING	44,742	0	0
0	0	0	0	7300 MOTOR POOL	540	0	0
0	0	0	0	7400 BUILDING MANAGEMENT	12,400	0	0
13	684,903	0	0	7500 OTHER INTERNAL	0	0	0
13	684,903	46,110	46,110	TOTAL INTERNAL	160,758	0	0
15,353	1,426,382	884,723	806,975	TOTAL MATERIALS & SERVICES	963,291	0	0
8100 LAND							
0	0	0	0	8100 LAND	0	0	0
8200 BUILDINGS							
0	0	0	0	8200 BUILDINGS	0	0	0
8300 OTHER IMPROVEMENTS							
0	0	0	0	8300 OTHER IMPROVEMENTS	0	0	0
8400 EQUIPMENT							
22,030	42,423	90,000	169,200	8400 EQUIPMENT	128,939	0	0
22,030	42,423	90,000	169,200	TOTAL CAPITAL OUTLAY	128,939	0	0
165,733	913,297	1,063,909	1,066,922	DIRECT BUDGET	1,108,397	0	0
165,746	1,598,200	1,118,545	1,121,589	TOTAL BUDGET	1,280,599	0	0

AGENCY: 040 GENERAL SERVICES
 FUND: 165 TELEPHONE FUND
 SUM ORG: 7990 TELEPHONE FUND

PERSONNEL DETAIL

1985-86 ACTUAL		1986-87 ACTUAL		1987-88 ADOPTED		1987-88 REVISED			1988-89 PROPOSED		1988-89 APPROVED		1988-89 ADOPTED	
FTE	BASE	FTE	BASE	FTE	BASE	FTE	BASE		FTE	BASE	FTE	BASE	FTE	BASE
2.45	38,376	1.54	24,728	1.00	18,193	1.00	18,811	OFFICE ASSISTANT 2	1.00	18,750	0.00	0	0.00	0
0.00	0	0.00	0	1.00	18,003	1.00	18,615	OFFICE ASSISTANT 3	1.00	18,750	0.00	0	0.00	0
1.00	24,973	1.10	28,135	1.00	27,996	1.00	27,996	ADMIN SPECIALIST 1	2.00	55,346	0.00	0	0.00	0
0.00	0	0.00	0	0.00	0	0.00	0	DATA PROC MGR 1	1.00	37,208	0.00	0	0.00	0
1.00	31,542	1.00	33,245	1.00	36,529	1.00	36,529	ADMIN SPEC 2	0.00	0	0.00	0	0.00	0
0.00	0	0.01	49	0.00	0	0.00	0	ELECTRICAL SUPR	0.00	0	0.00	0	0.00	0
0.00	0	0.32	5,314	0.00	0	0.00	0	PROGRAM MANAGER 2	0.00	0	0.00	0	0.00	0
4.45	94,891	3.97	91,471	4.00	100,721	4.00	101,951	5100 PERMANENT	5.00	130,054	0.00	0	0.00	0

April 18, 1988

INDIRECT COST OVERVIEW

I. Components of Indirect Cost

- A. Departmental Management (see Attachment 1)
- B. Central Support Services
 - 1. Auditor
 - 2. Budget
 - 3. Radio
 - 4. Equipment Use (6.67% of the value of equipment used by the departments.)
 - 5. Finance
 - 6. Insurance (Liability, property, and administration)
 - 7. Personnel
 - 8. Purchasing
 - 9. Records
 - 10. Communications
 - 11. County Counsel

II. Process of Computing the Rate.

- A. Identify the ACTUAL expenditures made by the components in the previous fiscal year.
- B. Subtract the parts of each component that the Federal government believes are fixed costs that changes in grant activity will not alter. For example, almost all of County Counsel (all but \$27,000) was considered a "normal cost of County government" and excluded from the computation of indirect costs. Only a portion of Treasury (\$90,000) was excluded from Finance costs on the same basis.
- C. Allocate the remaining, allowable, costs to departments based on some factor: Finance costs based on number vouchers processed, Personnel costs based on number of employees.
- D. Calculate what percentage these allocated indirect costs are of TOTAL direct costs by department. (See Attachment 2)

III. Effect of Showing Full Indirect Costs in Grants

- A. Something like the full cost of grant programs is shown.
- B. The change in method results in:
 - 1. the illusion that General Fund support for programs has grown since 87-88,
 - 2. difficulty in comparing 87-88 budgets with 88-89
 - 3. an apparent increase in General Fund revenue from grants. (See Attachment 3)

MULTNOMAH COUNTY, OREGON

Indirect Cost Rate Proposal

Based on Actual for

Year Ended June 30, 1987

Detail of Internal Indirect

- Human Services 010 -

<u># In Position</u>	<u>Position Description</u>	<u>Personal Services</u>	<u>M & S</u>
	Exec Prg Director	\$ 94,678	\$ 8,188
	Admin Assistant	26,371	2,276
	Facilities Coord	40,373	3,488
	Finance Spec 2	12,931	1,123
	Finance Tech	32,354	2,808
	Human Svcs Mgr	43,296	3,724
	OA 1	17,038	1,478
4	OA 2	96,890	8,365
	OA 3	27,606	2,394
	Operations Supv	29,947	2,572
	Program Staff Asst	31,794	2,749
	Prgm Devel Spec Sr	39,166	3,370
	Prg Mgmt Spec	46,785	4,049
	Comm Health Nurse	5,991	532
	Human Serv Spec	4,208	355
	Health Officer	37,714	3,251
		<u>\$ 587,142</u>	<u>\$ 50,722</u>
	Total Personnel and Materials & Services	<u>\$ 637,864</u>	

MULTNOMAH COUNTY, OREGON

Indirect Cost Rate Proposal

Year Ended June 30, 1989

- Human Services -

Organization Cost Categories

<u>Organization Units</u>	<u>Not Allowable</u>	<u>Indirect</u>	<u>All Other</u>	<u>Total</u>
Administration & Planning	\$ 0	\$ 440,232	\$ 0	\$ 440,232
All Other	692,001	197,632	22,643,923	23,533,556
Flow Through	<u>23,586,187</u>			<u>23,586,187</u>
	24,278,188	637,864	22,643,923	47,559,975
Central Services		<u>994,748</u>		<u>994,748</u>
Totals	<u>\$ 24,278,188</u>	<u>\$ 1,632,612</u>	<u>\$22,643,923</u>	<u>\$ 48,554,723</u>

INDIRECT RECOVERY TABLE BUDGETED RECOVERY REVENUE BY SOURCE

GENERAL FUND

FUND	BUDGETED 1988	FULL RATE	PASS/TRHU RATE	BUDGETED 1989	FULL RATE	PASS/TRHU RATE	BUDGET DIFFERENCE
ROAD	\$496,291	15.31%	0.70% +	\$479,296	12.98%	0.70% +	(\$16,995)
BIKE	\$3,018	15.31%	0.70% +	\$1,540	12.98%	0.70% +	(\$1,478)
			+			+	
FEDERAL STATE			+			+	
DHS	\$562,829	7.90%	0.70% +	\$2,412,839	7.10%	0.70% +	\$1,850,010
DJS	\$170,152	11.78%	0.70% +	\$235,673	9.45%	0.70% +	\$65,521
DES	\$70,453	15.31%	0.70% +	\$51,992	12.98%	0.70% +	(\$18,461)
NOND	\$7,987	5.05%	0.70% +	\$0	11.75%	0.70% +	
			+			+	
TOTAL FEDERAL/STATE	\$811,421			\$2,700,504			\$1,897,070
			+			+	
BRIDGE	\$115,983	15.31%	0.70% +	\$120,897	12.98%	0.70% +	\$4,914
CABLE	\$9,867	5.05%	0.70% +	\$11,607	11.75%	0.70% +	\$1,740
FAIR	\$18,453	15.31%	0.70% +	\$18,543	12.98%	0.70% +	\$90
DATA PROCESSING	\$449,310	5.05%	0.70% +	\$446,268	11.75%	0.70% +	(\$3,042)
TELEPHONE	\$0	5.05%	0.70% +	\$103,706	11.75%	0.70% +	\$103,706
			+			+	
	\$1,904,343			\$3,882,361			\$1,978,018



MULTNOMAH COUNTY OREGON

4/20/88

DEPARTMENT OF GENERAL SERVICES
PORTLAND BUILDING
1120 S.W. FIFTH, 14TH FLOOR
PORTLAND, OR 97204-1934

OFFICE OF THE DIRECTOR
BUDGET & MANAGEMENT
ANALYSIS
COUNTY COUNSEL
EMPLOYEE RELATIONS
FINANCE DIVISION

(503) 248-3303
(503) 248-3883
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(503) 248-5015
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BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY, CHAIR
PAULINE ANDERSON
POLLY CASTERLINE
GRETCHEN KAFOURY
CAROLINE MILLER

MEMORANDUM

TO: Linda Alexander, Director
Department of General Services

FROM: Susan Ayers, Sr. Personnel Analyst

THROUGH: Lloyd Williams, Director
Employee Relations Division

DATE: April 20, 1988

SUBJECT: CLASSIFICATION/COMPENSATION PROCESS

The exact scope of work has yet to be determined by the Classification/Compensation Task Force which is preparing the RFP for the consultant. Following are components of major tasks which might be a part of the process the County adopts to accomplish its goals in this area.

A. CLASSIFICATION PROCESS

Develop and test job evaluation system:

- review consultant's system and adapt as necessary to meet County's needs;
- explain the system to interested parties such as department managers and bargaining teams;
- train County staff to use system;
- adapt job questionnaire to gather necessary information;
- develop class description format which reflects job evaluation system.

Job documentation and analysis:

Gather data:

- distribute questionnaire and information about process to each employee;
- conduct meetings with groups of employees;

- track questionnaires throughout process to assure all jobs are accounted for;
- review each questionnaire for clarity and completeness;
- visit and interview (audit) a percentage of employees to confirm accuracy of data.

Analyze data:

- analyze each questionnaire and other available information in order to group jobs which are sufficiently similar to consider as a classification;
- develop class description or specification for each class;
- notify each employee of proposed classification and its description;
- allow for input and appeals; process all appeals (draft proposal to Local 88 includes a union/management hearings panel and then arbitration if not resolved).

B. JOB EVALUATION

- apply adopted job evaluation system to each classification; this task is done by a group(s) of persons trained in the job evaluation method;
- notify employees of results of job evaluation, receive input and resolve problems. (Job evaluation rank orders classifications by giving them numerical scores based on factors in the chosen system; common factors are such things as knowledge required, problem solving requirements, accountability and working conditions.)

C. COMPENSATION PROCESS

- analyze County's current pay practice;
- conduct salary survey of other employers;
- determine Multnomah County's pay policy for exempt and non-exempt employees;
- analyze labor market and bench marks and recommend pay rates for all classifications;
- negotiate implementation with all bargaining units.

SUMMARY INFORMATION

The proposed position would assist the process in a number of ways. In general, the consultant would provide the expertise and the overall direction of the project; the staff person would assure the implementation of the project and track the numerous details involved in a project of this scope. This would reduce overall cost and simultaneously provide organizational continuity.

For example, the staff person would oversee printing and mailing of materials to employees, track the job questionnaires, schedule meetings with various groups of people, audit jobs, review questionnaires, write class descriptions, review appeals, and participate in the job evaluation process.

Some of our current staff would also participate in some of these tasks such as auditing jobs, writing class descriptions and participating in job evaluation. There will be plenty of work to go around!

Aside from conducting a major study, we have an ongoing workload of 150-175 positions to review and classify each year. This includes positions created in the budget, budget modifications, and requests for review from employees and from supervisors. This workload just involves reacting to requests; to properly maintain a classification plan, a planned program of periodic review of all positions needs to be in effect. Both responding to requests and conducting the planned review would be the responsibility of the classification/compensation analyst.

This analyst would maintain the compensation plan by recommending salary ranges for new classifications, consistent with overall pay policy. The classification/compensation analyst would also assist labor relations by gathering salary and benefit data to support contract negotiations.

I hope this brief overview of tasks and responsibilities clarifies the issue.

1589F/SA/kd

Kapoway

BUDGET AMENDMENT NO. _____

Date Proposed _____

Date Approved _____

1. PROPOSED BY _____

DEPARTMENT DGS DIVISION Admin. Supp. FUND General BUDGET PAGES E-33, 36, 37 G-18

2. DESCRIPTION OF AMENDMENT

Reduces .5 OA 2 in Administrative Support (Purchasing Section).

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL
Office Assistant 2	.5	7,705	3,383	11,088

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

Increases General Fund contingency by \$11,088

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	040	7440	5100	(7,705)	
100	040	7440	5500	(1,946)	
100	040	7440	5550	(1,437)	
100	040	9120	7720	11,088	

EFFECT ON General FUND CONTINGENCY 11,088