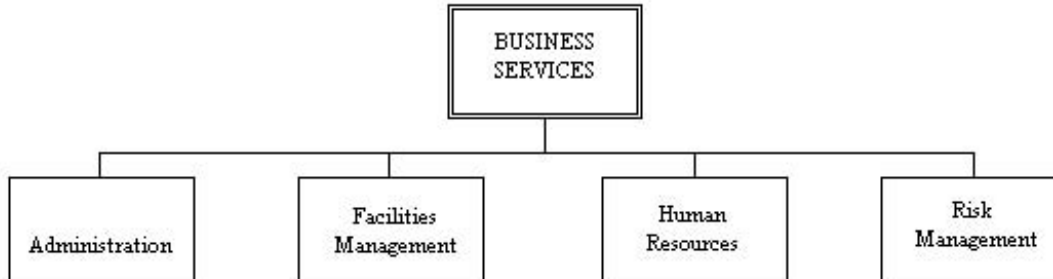


MARION COUNTY FY 2011-12 BUDGET  
BY DEPARTMENT  
BUSINESS SERVICES

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## BUSINESS SERVICES



### MISSION STATEMENT

To provide a core foundation of business practices and consultation that assists Marion County departments to achieve their missions.

### GOALS AND OBJECTIVES

- Goal 1 Understand our customers' business and mutually develop alternatives and solutions to meet their needs.
- Objective 1 Business Services has a clear understanding of customer needs.
  - Objective 2 Customers know what they can expect from Business Services.
  - Objective 3 Collaboration between Business Services and its customers has increased.
- Goal 2 Measure customer satisfaction for the purpose of continuous improvement.
- Objective 1 Increased customer satisfaction with Business Services.
  - Objective 2 Better data to support continuous improvement efforts.
- Goal 3 Develop a process and campaign for maintaining focus on the Business Services Vision.
- Objective 1 Business Services staff sees the connection between their work and the broad goals of the county.
  - Objective 2 Business Services has successfully aligned its mission, strategy and activities around the countywide enterprise vision.
- Goal 4 Create a centralized management function within Business Services to develop and manage a proactive program that promotes safety and wellness for county employees.
- Objective 1 Reduce direct and indirect costs to the county from employee absence due to illness or injury.
  - Objective 2 Increase productivity within county departments.
- Goal 5 Develop an action plan for managing the infrastructure of the county's facilities.
- Objective 1 A long-term planning process for managing county facilities.

MARION COUNTY FY 2011-12 BUDGET  
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BUSINESS SERVICES

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- Objective 2     Development of construction, maintenance and custodial standards.
- Objective 3     Properly maintained facilities through a preventative maintenance program.
- Objective 4     The adoption of policies and procedures that provides a framework for decision making when initiating facility changes and improvements.

**DEPARTMENT OVERVIEW**

The purpose of the Business Services Department is twofold: (1) To provide core business services to support the county departments in delivering their services to customers and clients, and (2) to ensure department business practices are above reproach. The Business Services Department has four programs and 60.5 full time employees.

The department's commitment is to deliver top-quality service by demonstrating professionalism, collaborative partnerships, quality services and products, leadership, and a healthy work environment. Business Services provides facility maintenance and operations, human resources administration, employee relations, recruitment, employee development, employee benefits, safety and wellness, liability and workers compensation insurance management, and enterprise project management services.

MARION COUNTY FY 2011-12 BUDGET  
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BUSINESS SERVICES

*Resource and Requirement Summary*

Business Services	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 ADOPTED	+/- %
<b>RESOURCES</b>					
Intergovernmental State	0	0	16,768	21,589	28.75%
Charges for Services	621,928	640,314	526,571	282,915	-46.27%
Admin Cost Recovery	5,813,758	5,656,171	6,256,859	6,303,049	0.74%
General Fund Transfers	0	56,174	0	0	n.a.
Other Fund Transfers	0	0	7,410	0	-100.00%
<b>TOTAL RESOURCES</b>	<b>6,435,686</b>	<b>6,352,659</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>-2.94%</b>
<b>REQUIREMENTS</b>					
Personal Services					
Salaries and Wages	3,172,296	3,183,779	3,325,547	3,171,864	-4.62%
Fringe Benefits	1,624,999	1,597,064	1,672,174	1,756,493	5.04%
Total Personal Services	<b>4,797,295</b>	<b>4,780,843</b>	<b>4,997,721</b>	<b>4,928,357</b>	<b>-1.39%</b>
Materials and Services					
Supplies	150,595	138,753	187,200	163,405	-12.71%
Materials	58,238	47,027	75,273	35,810	-52.43%
Communications	22,622	22,571	22,265	23,878	7.24%
Utilities	1,572	1,369	300	22,738	7,479.33%
Contracted Services	382,389	233,270	369,834	348,991	-5.64%
Repairs and Maintenance	220,060	279,582	312,348	300,614	-3.76%
Rentals	230,289	216,802	218,237	188,133	-13.79%
Miscellaneous	62,460	65,889	64,949	97,480	50.09%
Total Materials and Services	<b>1,128,226</b>	<b>1,005,263</b>	<b>1,250,406</b>	<b>1,181,049</b>	<b>-5.55%</b>
Administrative Charges	490,068	566,554	552,886	498,147	-9.90%
Capital Outlay	20,098	0	6,595	0	-100.00%
<b>TOTAL REQUIREMENTS</b>	<b>6,435,686</b>	<b>6,352,660</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>-2.94%</b>
<b>FTE</b>	65.00	62.50	62.50	60.50	-3.2%

MARION COUNTY FY 2011-12 BUDGET  
BY DEPARTMENT  
BUSINESS SERVICES

**PROGRAMS**

The Business Services programs are shown on the following table:

**Summary of Programs**

	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 2011-12 ADOPTED	+/- %
<b>RESOURCES</b>					
BS Administration	976,101	925,706	884,756	843,167	-4.70%
Facilities Management	3,387,460	3,386,847	3,659,526	3,451,167	-5.69%
Risk Management	705,907	766,122	879,100	900,023	2.38%
Human Resources	1,366,218	1,273,985	1,384,226	1,413,196	2.09%
<b>TOTAL RESOURCES</b>	<b>6,435,686</b>	<b>6,352,659</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>-2.94%</b>
<b>REQUIREMENTS</b>					
BS Administration	976,101	925,706	884,756	843,167	-4.70%
Facilities Management	3,387,460	3,386,847	3,659,526	3,451,167	-5.69%
Risk Management	705,907	766,122	879,100	900,023	2.38%
Human Resources	1,366,218	1,273,985	1,384,226	1,413,196	2.09%
<b>TOTAL REQUIREMENTS</b>	<b>6,435,686</b>	<b>6,352,659</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>-2.94%</b>

MARION COUNTY FY 2011-12 BUDGET  
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**Administration Program**

- Provides overall planning, direction and supervision of the department.
- Provides payroll, purchasing and contracts, accounts receivable, and accounts payable services to department programs and services.
- Performs department budget preparation, monitoring and reporting.
- Provides clerical and managerial support to the department director and programs.
- Performs countywide key and key card management.
- Provides countywide work order support.
- Assists with enterprise project management services.

**Program Summary**

Business Services	Program: Administration				
	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 ADOPTED	+/- %
<b>RESOURCES</b>					
Charges for Services	3,427	3,462	3,400	2,400	-29.41%
Admin Cost Recovery	972,674	922,244	881,356	840,767	-4.61%
<b>TOTAL RESOURCES</b>	<b>976,101</b>	<b>925,706</b>	<b>884,756</b>	<b>843,167</b>	<b>-4.70%</b>
<b>REQUIREMENTS</b>					
Personal Services					
Salaries and Wages	349,266	317,209	530,231	478,871	-9.69%
Fringe Benefits	173,301	151,789	261,425	259,731	-0.65%
Total Personal Services	<b>522,567</b>	<b>468,998</b>	<b>791,656</b>	<b>738,602</b>	<b>-6.70%</b>
Materials and Services					
Supplies	3,293	3,977	3,575	3,225	-9.79%
Materials	2,814	1,919	950	950	0.00%
Communications	1,042	1,071	1,045	980	-6.22%
Contracted Services	2,940	624	1,040	730	-29.81%
Repairs and Maintenance	821	412	500	300	-40.00%
Rentals	5,076	3,964	5,350	35,051	555.16%
Miscellaneous	1,979	1,288	4,262	4,725	10.86%
Total Materials and Services	<b>17,966</b>	<b>13,255</b>	<b>16,722</b>	<b>45,961</b>	<b>174.85%</b>
Administrative Charges	435,568	443,454	76,378	58,604	-23.27%
<b>TOTAL REQUIREMENTS</b>	<b>976,101</b>	<b>925,707</b>	<b>884,756</b>	<b>843,167</b>	<b>-4.70%</b>
<b>FTE</b>	6.00	5.00	9.00	8.00	-11.1%

MARION COUNTY FY 2011-12 BUDGET  
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**FTE By Position Title By Program**

<b>Program: Business Services Administration</b>	
<b>Position Title</b>	<b>FTE</b>
Accounting Specialist	1.00
Administrative Assistant	1.00
Business Services Director	1.00
Business Systems Analyst	2.00
Contracts Specialist	1.00
Department Specialist 2	1.00
Department Specialist 3	1.00
<b>Program Business Services Administration FTE Total:</b>	<b>8.00</b>

**Business Services Administration Program Budget Analysis**

Changes to program resources include a small reduction in Charges for Services services to other agencies due to reduced support to the Courthouse Square Condominium Association.

There is a reduction of one Department Specialist 2 position in this program due to realignment of duties.

Elimination of the position results in a Personal Services savings of \$70,034.

Increases in Materials and Services are for building lease costs due to the department move to an alternate location after the Courthouse Square closure.

There are no decision packages or capital outlay requests in this program.

MARION COUNTY FY 2011-12 BUDGET  
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BUSINESS SERVICES

**Facilities Management Program**

- Performs repairs, preventive maintenance, renovations, and construction services for county-owned and leased facilities.
- Provides long-range facility needs assessment, planning, and funding requirements.
- Oversees building fire, life, safety and security systems.
- Manages facilities management database systems including the facilities conditions assessment program and the MPulse work order system.
- Administers energy efficiency and resource conservation programs, including grant funding.
- Performs custodial, courier and grounds maintenance services.
- Does designs, budgeting, bidding, and management for capital improvement projects.

**Program Summary**

Business Services

Program: Facilities Management

	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 ADOPTED	+/- %
<b>RESOURCES</b>					
Charges for Services	505,981	515,439	430,223	199,134	-53.71%
Admin Cost Recovery	2,881,479	2,871,407	3,221,893	3,252,033	0.94%
Other Fund Transfers	0	0	7,410	0	-100.00%
<b>TOTAL RESOURCES</b>	<b>3,387,460</b>	<b>3,386,847</b>	<b>3,659,526</b>	<b>3,451,167</b>	<b>-5.69%</b>
<b>REQUIREMENTS</b>					
Personal Services					
Salaries and Wages	1,689,964	1,725,116	1,686,934	1,617,054	-4.14%
Fringe Benefits	922,452	932,294	920,578	953,219	3.55%
<b>Total Personal Services</b>	<b>2,612,416</b>	<b>2,657,410</b>	<b>2,607,512</b>	<b>2,570,273</b>	<b>-1.43%</b>
Materials and Services					
Supplies	129,753	108,558	144,050	136,850	-5.00%
Materials	41,738	33,322	31,073	25,950	-16.49%
Communications	12,888	13,025	11,970	14,800	23.64%
Utilities	1,572	1,369	300	22,738	7,479.33%
Contracted Services	92,312	1,958	47,355	39,060	-17.52%
Repairs and Maintenance	205,147	250,528	282,950	282,400	-0.19%
Rentals	213,297	201,913	201,237	63,281	-68.55%
Miscellaneous	17,039	9,963	18,287	15,240	-16.66%
<b>Total Materials and Services</b>	<b>713,746</b>	<b>620,637</b>	<b>737,222</b>	<b>600,319</b>	<b>-18.57%</b>
Administrative Charges	41,200	108,800	308,197	280,575	-8.96%
Capital Outlay	20,098	0	6,595	0	-100.00%
<b>TOTAL REQUIREMENTS</b>	<b>3,387,460</b>	<b>3,386,847</b>	<b>3,659,526</b>	<b>3,451,167</b>	<b>-5.69%</b>
<b>FTE</b>	40.00	38.50	36.50	35.50	-2.7%

MARION COUNTY FY 2011-12 BUDGET  
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BUSINESS SERVICES

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**FTE By Position Title By Program**

<b>Program: Facilities Management</b>	
<b>Position Title</b>	<b>FTE</b>
Building Maintenance Specialist	7.00
Building Maintenance Specialist Sr	2.00
Custodial Supervisor	1.00
Custodial Worker 1	12.00
Custodial Worker 2	2.00
Electrician 1	2.00
Electrician 2	1.00
Facilities Analyst	1.00
Facilities Division Manager	1.00
Facilities Maintenance and Systems Coordinator	1.00
Facilities Project Coordinator	1.00
Groundskeeper	1.50
Mail Courier	1.00
Maint Control Clerk	1.00
Maintenance Supervisor	1.00
<b>Program Facilities Management FTE Total:</b>	<b>35.50</b>

**Facilities Management Program Budget Analysis**

There is a reduction in Charges for Services revenue due to the closure of Courthouse Square that affected custodial services, parking revenue, and user fees for services provided to other agencies.

There is a reduction of one Building Maintenance Specialist position due to the Courthouse Square closure and departments moving into leased space.

Elimination of the position results in a Personal Services savings of \$60,488.

There is a reduction in Materials and Services due to Courthouse Square closure and reduced operations expenses anticipated. There are increases for building lease costs and utility costs previously accounted for through administrative charges. There are some minor line item adjustments between accounts to more accurately reflect anticipated expenditures.

There are no decision packages or capital outlay requests for this program.



MARION COUNTY FY 2011-12 BUDGET  
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**Risk Management Program**

- Manages auto, general liability and workers' compensation claims.
- Consults with and guides all departments on loss prevention and employee safety.
- Analyzes and adjusts the balance in risk retention and risk transfer.
- Procures appropriate insurance coverage.
- Ensures adequate funding to recover from accidental loss.
- Reviews contracts to identify risk and appropriate transfer of risk.
- Provides resources to assist employees in achieving optimal physical and mental health.
- Administers employee benefit plans, including medical, vision, dental, employee assistance program, life and long-term disability insurance, deferred compensation, unemployment, PERS and pre-tax plans.

**Program Summary**

Business Services	Program: Risk Management				
	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 ADOPTED	+/- %
<b>RESOURCES</b>					
Intergovernmental State	0	0	16,768	21,589	28.75%
Charges for Services	77,688	92,820	66,652	60,730	-8.88%
Admin Cost Recovery	628,220	673,302	795,680	817,704	2.77%
<b>TOTAL RESOURCES</b>	<b>705,907</b>	<b>766,122</b>	<b>879,100</b>	<b>900,023</b>	<b>2.38%</b>
<b>REQUIREMENTS</b>					
Personal Services					
Salaries and Wages	357,632	374,772	395,416	390,590	-1.22%
Fringe Benefits	164,670	165,850	171,550	185,490	8.13%
<b>Total Personal Services</b>	<b>522,303</b>	<b>540,622</b>	<b>566,966</b>	<b>576,080</b>	<b>1.61%</b>
Materials and Services					
Supplies	4,220	18,128	21,425	17,580	-17.95%
Materials	4,128	8,069	1,600	7,300	356.25%
Communications	4,216	4,271	4,850	4,880	0.62%
Contracted Services	126,285	130,711	175,468	171,569	-2.22%
Repairs and Maintenance	11,017	23,833	10,750	250	-97.67%
Rentals	5,288	5,667	7,350	32,544	342.78%
Miscellaneous	26,149	31,620	27,025	32,045	18.58%
<b>Total Materials and Services</b>	<b>181,304</b>	<b>222,300</b>	<b>248,468</b>	<b>266,168</b>	<b>7.12%</b>
Administrative Charges	2,300	3,200	63,666	57,775	-9.25%
<b>TOTAL REQUIREMENTS</b>	<b>705,907</b>	<b>766,122</b>	<b>879,100</b>	<b>900,023</b>	<b>2.38%</b>
<b>FTE</b>	6.00	6.00	6.00	6.00	0.0%

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 BUSINESS SERVICES

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**FTE By Position Title By Program**

<b>Program: Risk Management</b>	
<b>Position Title</b>	<b>FTE</b>
Benefits Manager	1.00
Employee Services Manager	0.50
Human Resources Specialist	2.50
Loss Control Manager	1.00
Safety & Wellness Coordinator	1.00
<b>Program Risk Management FTE Total:</b>	<b>6.00</b>

**Risk Management Program Budget Analysis**

There is a slight decrease in Charges for Services services to other agencies due to reduced FTE counts in Housing Authority and Mid-Valley Behavioral Care Network. There is an increase in Intergovernment State revenues for year two of the Oregon Health & Science University Shield grant.

The Risk Manager position was reclassified in FY 10-11 to Employee Services Manager, and manages both the Risk and Human Resources programs. This position is now split between both programs. 0.5 FTE of a Human Resources Specialist in the Human Resources Program has been assigned to the Risk Program to support the new Oracle Advanced Benefits module, which was implemented in December 2010.

Increases to Materials and Services are due to building lease costs and contractual services costs for an intern to assist the safety and wellness coordinator with the law enforcement study funded by the Shield grant. Maintenance costs associated with the claims management software program have been moved to the self insurance fund. There are some minor adjustments between accounts to more accurately reflect anticipated expenditures.

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**Human Resources Program**

- Provides employee relations, investigations and assistance in the interpretation of the personnel rules and county policies.
- Provides compensation, classification and organizational analysis.
- Maintains the Human Resources Management System (HRMS-Oracle module).
- Manages contract negotiations, training and handling of unfair labor practice complaints, grievances, unit clarifications, mediation and arbitration proceedings.
- Conducts pre-employment testing and assessments.
- Provides training and resources for county management and line staff.
- Provides training and support for county staff to effectively manage volunteer resources and cultivate opportunities for the public to participate in meaningful volunteer experiences.

**Program Summary**

Business Services	Program: Human Resources				
	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 ADOPTED	+/- %
<b>RESOURCES</b>					
Charges for Services	34,833	28,593	26,296	20,651	-21.47%
Admin Cost Recovery	1,331,385	1,189,218	1,357,930	1,392,545	2.55%
General Fund Transfers	0	56,174	0	0	n.a.
<b>TOTAL RESOURCES</b>	<b>1,366,218</b>	<b>1,273,985</b>	<b>1,384,226</b>	<b>1,413,196</b>	<b>2.09%</b>
<b>REQUIREMENTS</b>					
Personal Services					
Salaries and Wages	775,433	766,682	712,966	685,349	-3.87%
Fringe Benefits	364,576	347,131	318,621	358,053	12.38%
<b>Total Personal Services</b>	<b>1,140,009</b>	<b>1,113,813</b>	<b>1,031,587</b>	<b>1,043,402</b>	<b>1.15%</b>
Materials and Services					
Supplies	13,329	8,089	18,150	5,750	-68.32%
Materials	9,558	3,716	41,650	1,610	-96.13%
Communications	4,476	4,204	4,400	3,218	-26.86%
Contracted Services	160,852	99,976	145,971	137,632	-5.71%
Repairs and Maintenance	3,074	4,809	18,148	17,664	-2.67%
Rentals	6,628	5,258	4,300	57,257	1,231.56%
Miscellaneous	17,292	23,017	15,375	45,470	195.74%
<b>Total Materials and Services</b>	<b>215,209</b>	<b>149,071</b>	<b>247,994</b>	<b>268,601</b>	<b>8.31%</b>
Administrative Charges	11,000	11,100	104,645	101,193	-3.30%
<b>TOTAL REQUIREMENTS</b>	<b>1,366,218</b>	<b>1,273,985</b>	<b>1,384,226</b>	<b>1,413,196</b>	<b>2.09%</b>
<b>FTE</b>	13.00	13.00	11.00	11.00	0.0%

MARION COUNTY FY 2011-12 BUDGET  
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BUSINESS SERVICES

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**FTE By Position Title By Program**

<b>Program: Human Resources</b>	
<b>Position Title</b>	<b>FTE</b>
Department Specialist 3	1.00
Employee Services Manager	0.50
Human Resources Analyst Sr	3.00
Human Resources Manager	1.00
Human Resources Specialist	2.50
Human Resources Supervisor	1.00
Labor Relations Specialist	1.00
Volunteer Services Coordinator	1.00
<b>Program Human Resources FTE Total:</b>	<b>11.00</b>

**Human Resources Program Budget Analysis**

There is a slight decrease in Charges for Services services to other agencies due to reduced FTE counts in Housing Authority and Mid-Valley Behavioral Care Network.

0.5 FTE of the Employee Services Manager is now in this program. The Human Resources Manager position has been reclassified as a Human Resources Program Manager who will manage employee relations and training. 0.5 FTE of a Human Resources Specialist has been assigned to the Risk Program to support employee benefits.

The Human Resources Manager position reclassification reduced the position by two classifications, resulting in a reduction of \$25,500 in personal services costs.

Increases to Materials and Services are due to building lease costs. There are adjustments between line items based on changes to account descriptions at the request of the finance department.

MARION COUNTY FY 2011-12 BUDGET  
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 BUSINESS SERVICES

**FUNDS**

The Business Services Department budget consists of one fund, which is the Central Services Fund.

*Department Budget by Fund*

Fund Name	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 2011-12 ADOPTED	% of Total
<b>RESOURCES</b>					
FND 580 Central Services	6,435,686	6,352,659	6,807,608	6,607,553	100.00%
<b>TOTAL RESOURCES</b>	<b>6,435,686</b>	<b>6,352,659</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>100.0%</b>
<b>REQUIREMENTS</b>					
FND 580 Central Services	6,435,686	6,352,659	6,807,608	6,607,553	100.00%
<b>TOTAL REQUIREMENTS</b>	<b>6,435,686</b>	<b>6,352,659</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>100.0%</b>

MARION COUNTY FY 2011-12 BUDGET  
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BUSINESS SERVICES

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**KEY DEPARTMENT ACCOMPLISHMENTS**

- Oversaw development of remediation report by outside consultants addressing structural deficiencies in Courthouse Square, and coordinated the move of 300 employees and related furniture and equipment out of the building within the 60-day deadline. This included space planning, tenant improvements and move coordination to seven different sites.
- Oversaw completion of replacement of the heating-cooling system and all exterior windows at the Courthouse.
- Multiple programs participated in the Oracle Human Capital Management Reconfiguration and Benefits Implementation Project.
- Coordinated 5,165 active community volunteers during the year, resulting in a contribution value of \$2,014,652.
- Completed more than 118 recruitments with 2,609 applications.
- Conducted a complete analysis of the classifications and organization of the Information Technology department.
- Secured participation in the Oregon Health & Science University Shield program, a first of its kind study of safety and health in law enforcement funded by grant funds.
- Implemented comprehensive ergonomic redesigns for 68 employees in four 24/7 operations and provided various workshops and training opportunities in safety and wellness topics.
- Negotiated collective bargaining agreements with three of the five county employee associations.
- Implemented enhanced liability claims and incident tracking system.

MARION COUNTY FY 2011-12 BUDGET  
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BUSINESS SERVICES

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**KEY INDICATORS**

**# 1: Days Away, Restricted or Transferred (DART) Rate**

**Definition and Purpose**

The DART rates are days away, restricted or transferred from work. It is used to compare occupational injury rates.

**Significance**

To protect the health and safety of Marion County employees by reducing the number of workplace injuries. This indicator ties to the county strategic priority for Operational Efficiency and Quality Service. Keeping employees on the job helps avoid delays, keeps employees productive, and provides continuity of service.

**Data Units Fiscal Year**

DART rates kept below Oregon's occupational safety rates reported for public entities.

<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>
Marion County 2.53	Marion County 3.70
Public Entities 5.40	Public Entities 5.70

**Explanation of Trends and Changes**

Two factors contribute to the increased rate in FY 09-10: There were more injuries than the previous year, and a higher FTE account due to an increase in temporary employees. The FTE count is a factor in calculating the occupational safety rate.

**# 2: Ratio of Preventative Maintenance Hours to Repair Hours**

**Definition and Purpose**

Effective preventative maintenance programs help reduce facilities operating costs (utilities and repairs) while extending the life of building systems. Failure to perform adequate preventative maintenance increases the hours required to repair building systems.

**Significance**

This indicator will demonstrate whether or not adequate preventative maintenance is being performed. This indicator ties to the county strategic priority for Operational Efficiency and Quality Service. Reduction in operating costs, utilities, and reduction of hours required to repair building systems.

MARION COUNTY FY 2011-12 BUDGET  
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BUSINESS SERVICES

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**Data Units Calendar Year**

Ratio of repair hours to preventative maintenance hours:

CY 2008 Actual	CY 2009 Actual	CY 2010 Actual
2.4:1	2.8:1	2.1:1

**Explanation of Trends and Changes**

Data from prior years is somewhat suspect as there was no consistency in recording hours on work orders. Facilities is standardizing the methodology by which it records preventative maintenance and repair work. As this procedure is standardized, data will be analyzed to determine causal effects and strategies will be developed to improve effectiveness of preventative maintenance.

**# 3: Employee Retention Rate**

**Definition and Purpose**

Measure the stability of the Marion County workforce. A stable workforce usually results in lower costs and improved customer service.

**Significance**

Retention rates measure the stability of the workforce. Low employee retention rates may indicate the need for evaluation and remediation to decrease turnover rates. This indicator ties to the county strategic priority for Operational Efficiency and Quality Service. High retention rates reflect employee satisfaction and morale and ensures continuity of services and expertise.

**Data Units Fiscal Year**

FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual
88.16%	90.44%	93.57%

**Explanation of Trends and Changes**

Retention rates are high and have continued to trend upward in the first two quarters of FY 10-11.



MARION COUNTY FY 2011-12 BUDGET  
BY DEPARTMENT  
BUSINESS SERVICES

**Resources by Fund Detail**

<b>580 - Central Services</b>	<b>Actual FY 08-09</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Proposed FY 11-12</b>	<b>Approved FY 11-12</b>	<b>Adopted FY 11-12</b>
<b>Intergovernmental State</b>						
332990 Other State Revenues	0	0	16,768	21,589	21,589	21,589
<b>Intergovernmental State Total</b>	<b>0</b>	<b>0</b>	<b>16,768</b>	<b>21,589</b>	<b>21,589</b>	<b>21,589</b>
<b>Charges for Services</b>						
341170 Witness Fees	20	0	0	0	0	0
341490 Ferrous Metal Fees	1,598	0	0	0	0	0
341620 User Fees	128,761	137,828	125,000	125,000	125,000	125,000
342200 Property Leases	70,440	78,635	7,092	4,800	4,800	4,800
342300 Department Parking Charges	54,065	52,690	55,400	18,480	18,480	18,480
342310 Parking Permits	182,960	189,011	180,000	50,160	50,160	50,160
344300 Restitution	0	50	0	0	0	0
344800 EAIP Reimbursement	4,080	2,400	9,350	500	500	500
344999 Other Reimbursements	8,074	27,729	0	0	0	0
347101 Central Svcs to Other Agencies	0	74,823	97,129	33,050	33,050	33,050
347998 Services to Other Depts Closed	2,800	3,640	0	0	0	0
347999 Svcs to Other Agencies Closed	116,604	21,089	0	0	0	0
348700 Wellness Program	52,527	52,420	52,600	50,925	50,925	50,925
<b>Charges for Services Total</b>	<b>621,928</b>	<b>640,314</b>	<b>526,571</b>	<b>282,915</b>	<b>282,915</b>	<b>282,915</b>
<b>Admin Cost Recovery</b>						
411200 Business Services Allocation	0	0	765,753	724,810	724,810	724,810
411210 Facilities Mgt Allocation	2,405,271	2,375,647	2,298,467	2,280,524	2,280,524	2,280,524
411220 Custodial Allocation	992,512	988,573	852,472	924,276	924,276	924,276
411230 Courier Allocation	76,854	91,010	70,954	47,233	47,233	47,233
411250 Risk Management Allocation	435,138	467,773	498,753	817,704	817,704	817,704
411255 Benefits Allocation	0	0	296,927	0	0	0
411260 Human Resources Allocation	1,903,983	1,733,168	1,357,930	1,392,545	1,392,545	1,392,545
411800 MCBEE Allocation	0	0	115,603	115,957	115,957	115,957
<b>Admin Cost Recovery Total</b>	<b>5,813,758</b>	<b>5,656,171</b>	<b>6,256,859</b>	<b>6,303,049</b>	<b>6,303,049</b>	<b>6,303,049</b>
<b>General Fund Transfers</b>						
381100 Transfer from General Fund	0	56,174	0	0	0	0
<b>General Fund Transfers Total</b>	<b>0</b>	<b>56,174</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

MARION COUNTY FY 2011-12 BUDGET  
 BY DEPARTMENT  
 BUSINESS SERVICES

<b>580 - Central Services</b>	<b>Actual FY 08-09</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Proposed FY 11-12</b>	<b>Approved FY 11-12</b>	<b>Adopted FY 11-12</b>
<b>Other Fund Transfers</b>						
381455 Transfer from Facility Renovation	0	0	7,410	0	0	0
<b>Other Fund Transfers Total</b>	<b>0</b>	<b>0</b>	<b>7,410</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Central Services Total</b>	<b>6,435,686</b>	<b>6,352,659</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>6,607,553</b>	<b>6,607,553</b>
<b>Business Services Grand Total</b>	<b>6,435,686</b>	<b>6,352,659</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>6,607,553</b>	<b>6,607,553</b>

MARION COUNTY FY 2011-12 BUDGET  
BY DEPARTMENT  
BUSINESS SERVICES

**Requirements by Fund Detail**

<b>580 - Central Services</b>	<b>Actual FY 08-09</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Proposed FY 11-12</b>	<b>Approved FY 11-12</b>	<b>Adopted FY 11-12</b>
<b>Personal Services</b>						
<b>Salaries and Wages</b>						
511110 Regular Wages	2,559,130	2,575,427	3,162,180	3,011,905	3,011,905	3,011,905
511120 Temporary Wages	22,683	25,591	4,508	0	0	0
511130 Vacation Pay	152,008	143,768	0	0	0	0
511140 Sick Pay	105,427	108,379	0	0	0	0
511150 Holiday Pay	128,779	129,937	0	0	0	0
511160 Comp Time Pay	18,523	23,701	15,000	16,000	16,000	16,000
511180 Differential Pay	10,607	10,538	11,000	11,380	11,380	11,380
511210 Compensation Credits	138,469	115,757	111,119	104,339	104,339	104,339
511220 Pager Pay	5,314	5,316	5,300	13,000	13,000	13,000
511240 Leave Payoff	19,599	24,739	0	0	0	0
511280 Cell Phone Pay	362	992	1,200	0	0	0
511290 Health Insurance Waiver Pay	0	1,842	3,240	3,240	3,240	3,240
511420 Premium Pay	11,396	17,354	12,000	12,000	12,000	12,000
511450 Premium Pay Temps	0	437	0	0	0	0
<b>Salaries and Wages Total</b>	<b>3,172,296</b>	<b>3,183,779</b>	<b>3,325,547</b>	<b>3,171,864</b>	<b>3,171,864</b>	<b>3,171,864</b>
<b>Fringe Benefits</b>						
512110 PERS	427,882	336,682	376,429	483,521	483,521	483,521
512120 401K	34,278	34,415	34,950	35,729	35,729	35,729
512130 PERS Debt Service	137,280	161,438	114,567	142,463	142,463	142,463
512140 PERS Rate Subsidy	0	0	0	(87,873)	(87,873)	(87,873)
512200 FICA	239,524	239,979	248,377	237,136	237,136	237,136
512310 Medical Insurance	658,404	691,048	761,893	805,273	805,273	805,273
512320 Dental Insurance	81,467	82,731	87,110	91,438	91,438	91,438
512330 Group Term Life Insurance	11,091	11,220	9,820	9,006	9,006	9,006
512340 Long Term Disability Insurance	8,899	11,922	19,541	19,334	19,334	19,334
512400 Unemployment Insurance	12,697	12,751	13,095	14,664	14,664	14,664
512520 Workers Comp Insurance	1,613	1,550	1,935	1,785	1,785	1,785
512600 Wellness Program	2,518	2,459	2,537	2,378	2,378	2,378
512610 Employee Assistance Program	1,845	1,770	1,920	1,639	1,639	1,639
512700 County HSA Contributions	7,500	9,100	0	0	0	0
<b>Fringe Benefits Total</b>	<b>1,624,999</b>	<b>1,597,064</b>	<b>1,672,174</b>	<b>1,756,493</b>	<b>1,756,493</b>	<b>1,756,493</b>
<b>Personal Services Total</b>	<b>4,797,295</b>	<b>4,780,843</b>	<b>4,997,721</b>	<b>4,928,357</b>	<b>4,928,357</b>	<b>4,928,357</b>

MARION COUNTY FY 2011-12 BUDGET  
BY DEPARTMENT  
BUSINESS SERVICES

<b>580 - Central Services</b>	<b>Actual FY 08-09</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Proposed FY 11-12</b>	<b>Approved FY 11-12</b>	<b>Adopted FY 11-12</b>
<b>Materials and Services</b>						
<b>Supplies</b>						
521010 Office Supplies	11,094	6,684	8,400	6,800	6,800	6,800
521050 Janitorial Supplies	48,811	49,434	58,000	58,100	58,100	58,100
521060 Electrical Supplies	23,649	18,707	30,000	30,000	30,000	30,000
521070 Departmental Supplies	38,550	30,153	42,400	34,100	34,100	34,100
521080 Food Supplies	1,294	770	1,600	0	0	0
521090 Uniforms and Clothing	4,566	3,771	3,500	3,500	3,500	3,500
521110 First Aid Supplies	297	9	325	150	150	150
521140 Vaccines	2,111	12,464	17,000	14,180	14,180	14,180
521170 Educational Supplies	5,994	3,935	10,200	200	200	200
521190 Publications	3,467	3,470	3,325	3,875	3,875	3,875
521210 Gasoline	10,241	8,403	11,500	11,500	11,500	11,500
521220 Diesel	276	590	500	500	500	500
521230 Propane	173	68	200	200	200	200
521240 Automotive Supplies	3	0	0	0	0	0
521300 Safety Clothing	70	96	250	200	200	200
521310 Safety Equipment	0	200	0	100	100	100
<b>Supplies Total</b>	<b>150,595</b>	<b>138,753</b>	<b>187,200</b>	<b>163,405</b>	<b>163,405</b>	<b>163,405</b>
<b>Materials</b>						
522020 Crushed Rock	0	54	0	0	0	0
522060 Sign Materials	24	109	350	250	250	250
522070 Paint	4,985	3,087	3,000	3,000	3,000	3,000
522080 Building Materials	0	62	0	0	0	0
522100 Parts	0	449	150	0	0	0
522110 Batteries	2,300	2,753	1,800	1,600	1,600	1,600
522140 Small Tools	4,513	9,323	5,695	4,500	4,500	4,500
522150 Small Office Equipment	5,239	5,071	3,600	3,000	3,000	3,000
522160 Small Departmental Equipment	26,056	12,601	13,200	20,650	20,650	20,650
522170 Computers Non Capital	10,263	11,466	5,478	1,160	1,160	1,160
522180 Software	4,859	2,053	42,000	1,650	1,650	1,650
<b>Materials Total</b>	<b>58,238</b>	<b>47,027</b>	<b>75,273</b>	<b>35,810</b>	<b>35,810</b>	<b>35,810</b>
<b>Communications</b>						
523010 Telephone Equipment	327	0	0	0	0	0
523040 Data Connections	532	1,008	700	1,000	1,000	1,000
523050 Postage	8,585	8,616	9,170	7,108	7,108	7,108
523060 Cellular Phones	11,625	11,300	10,945	15,770	15,770	15,770
523070 Pagers	1,552	1,647	1,450	0	0	0
<b>Communications Total</b>	<b>22,622</b>	<b>22,571</b>	<b>22,265</b>	<b>23,878</b>	<b>23,878</b>	<b>23,878</b>
<b>Utilities</b>						
524010 Electricity	0	0	0	10,125	10,125	10,125

MARION COUNTY FY 2011-12 BUDGET  
BY DEPARTMENT  
BUSINESS SERVICES

<b>580 - Central Services</b>	<b>Actual FY 08-09</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Proposed FY 11-12</b>	<b>Approved FY 11-12</b>	<b>Adopted FY 11-12</b>
<b>Materials and Services</b>						
524040 Natural Gas	0	0	0	2,457	2,457	2,457
524050 Water	198	211	0	3,562	3,562	3,562
524070 Sewer	0	0	0	4,328	4,328	4,328
524090 Garbage Disposal and Recycling	1,373	1,158	300	2,266	2,266	2,266
<b>Utilities Total</b>	<b>1,572</b>	<b>1,369</b>	<b>300</b>	<b>22,738</b>	<b>22,738</b>	<b>22,738</b>
<b>Contracted Services</b>						
525110 Consulting Services	0	429	2,300	1,750	1,750	1,750
525175 Temporary Staffing	0	0	2,000	0	0	0
525177 Employment Agencies	0	6,500	0	0	0	0
525355 Engineering Services	0	0	0	10,000	10,000	10,000
525510 Legal Services	154,008	89,356	105,471	105,000	105,000	105,000
525620 Insurance Brokers	74,165	77,693	80,570	84,600	84,600	84,600
525630 Insurance Admin Services	21,791	24,119	27,000	25,000	25,000	25,000
525710 Printing Services	4,881	2,849	7,850	4,180	4,180	4,180
525715 Advertising	13,054	1,254	2,050	2,000	2,000	2,000
525735 Mail Services	0	0	0	492	492	492
525740 Document Disposal Services	441	229	550	450	450	450
525770 Interpreters	40	1,020	1,500	0	0	0
525999 Other Contracted Services	114,011	29,823	140,543	115,519	115,519	115,519
<b>Contracted Services Total</b>	<b>382,389</b>	<b>233,270</b>	<b>369,834</b>	<b>348,991</b>	<b>348,991</b>	<b>348,991</b>
<b>Repairs and Maintenance</b>						
526010 Office Equipment Maintenance	0	0	500	500	500	500
526011 Dept Equipment Maintenance	8,003	4,872	5,000	4,800	4,800	4,800
526012 Vehicle Maintenance	2,277	2,938	0	1,700	1,700	1,700
526014 Radio Maintenance	508	0	0	0	0	0
526021 Computer Software Maintenance	52,274	62,880	52,698	60,864	60,864	60,864
526030 Building Maintenance	137,913	194,209	254,150	187,750	187,750	187,750
526031 Elevator Maintenance	19,085	100	0	0	0	0
526032 Roof Maintenance	0	0	0	5,000	5,000	5,000
526050 Grounds Maintenance	0	14,584	0	40,000	40,000	40,000
<b>Repairs and Maintenance Total</b>	<b>220,060</b>	<b>279,582</b>	<b>312,348</b>	<b>300,614</b>	<b>300,614</b>	<b>300,614</b>
<b>Rentals</b>						
527100 Vehicle Rental	238	0	0	0	0	0
527110 Fleet Leases	38,534	41,932	39,912	38,376	38,376	38,376
527120 Motor Pool Mileage	1,632	1,306	2,475	1,600	1,600	1,600
527130 Parking	0	17	0	70	70	70
527210 Building Rental Private	0	60	0	130,269	130,269	130,269
527240 Condo Assn Assessments	166,627	154,836	156,000	0	0	0

MARION COUNTY FY 2011-12 BUDGET  
BY DEPARTMENT  
BUSINESS SERVICES

<b>580 - Central Services</b>	<b>Actual FY 08-09</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Proposed FY 11-12</b>	<b>Approved FY 11-12</b>	<b>Adopted FY 11-12</b>
<b>Materials and Services</b>						
527300 Equipment Rental	23,259	18,651	19,850	17,818	17,818	17,818
<b>Rentals Total</b>	<b>230,289</b>	<b>216,802</b>	<b>218,237</b>	<b>188,133</b>	<b>188,133</b>	<b>188,133</b>
<b>Miscellaneous</b>						
529110 Mileage Reimbursement	2,271	2,395	3,002	6,250	6,250	6,250
529120 Commercial Travel	2,171	3,132	3,200	3,600	3,600	3,600
529130 Meals	1,063	1,446	1,875	1,875	1,875	1,875
529140 Lodging	3,784	4,800	6,380	6,330	6,330	6,330
529210 Meetings	264	76	0	700	700	700
529220 Conferences	6,148	4,845	6,660	21,700	21,700	21,700
529230 Training	23,583	20,479	19,405	32,150	32,150	32,150
529300 Dues and Memberships	2,485	2,770	5,207	5,855	5,855	5,855
529440 Safety Grants	9,000	7,050	7,000	7,000	7,000	7,000
529650 Pre Employment Investigations	162	339	100	100	100	100
529740 Fairs and Shows	98	286	275	275	275	275
529840 Professional Licenses	1,160	260	845	645	645	645
529850 Device Licenses	937	1,478	1,500	1,500	1,500	1,500
529860 Permits	948	1,612	500	500	500	500
529910 Awards and Recognition	8,236	14,921	9,000	9,000	9,000	9,000
529999 Miscellaneous Expense	152	0	0	0	0	0
<b>Miscellaneous Total</b>	<b>62,460</b>	<b>65,889</b>	<b>64,949</b>	<b>97,480</b>	<b>97,480</b>	<b>97,480</b>
<b>Materials and Services Total</b>	<b>1,128,226</b>	<b>1,005,263</b>	<b>1,250,406</b>	<b>1,181,049</b>	<b>1,181,049</b>	<b>1,181,049</b>
<b>Administrative Charges</b>						
611100 County Admin Allocation	42,355	37,673	59,908	63,277	63,277	63,277
611110 Governing Body Allocation	19,050	20,052	0	0	0	0
611300 Legal Services Allocation	26,365	24,687	28,114	31,633	31,633	31,633
611400 Information Tech Allocation	109,768	119,553	135,505	157,097	157,097	157,097
611410 FIMS Allocation	34,860	48,941	52,511	62,236	62,236	62,236
611420 Telecommunications Allocation	20,649	45,769	47,181	26,876	26,876	26,876
611430 Info Tech Direct Charges	61,906	18,972	11,835	0	0	0
611600 Finance Allocation	49,801	46,681	49,438	49,260	49,260	49,260
611700 Utilities Allocation	66,114	64,766	75,959	0	0	0
611800 MCBEE Allocation	0	11,660	11,935	4,968	4,968	4,968
614100 Liability Insurance Allocation	22,500	49,200	23,900	27,000	27,000	27,000
614200 WC Insurance Allocation	36,700	78,600	56,600	75,800	75,800	75,800
<b>Administrative Charges Total</b>	<b>490,068</b>	<b>566,554</b>	<b>552,886</b>	<b>498,147</b>	<b>498,147</b>	<b>498,147</b>

MARION COUNTY FY 2011-12 BUDGET  
 BY DEPARTMENT  
 BUSINESS SERVICES

<b>580 - Central Services</b>	<b>Actual FY 08-09</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Proposed FY 11-12</b>	<b>Approved FY 11-12</b>	<b>Adopted FY 11-12</b>
<b>Capital Outlay</b>						
531300 Departmental Equipment Capital	20,098	0	0	0	0	0
532400 Off Road Vehicles	0	0	6,595	0	0	0
<b>Capital Outlay Total</b>	<b>20,098</b>	<b>0</b>	<b>6,595</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Central Services Total</b>	<b>6,435,686</b>	<b>6,352,660</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>6,607,553</b>	<b>6,607,553</b>
<b>Business Services Grand Total</b>	<b>6,435,686</b>	<b>6,352,660</b>	<b>6,807,608</b>	<b>6,607,553</b>	<b>6,607,553</b>	<b>6,607,553</b>

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