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**Proposed No.** 2002-0433.2

### KING COUNTY

1200 King County Courthouse 516 Third Avenue Seattle, WA 98104

### Signature Report

October 15, 2002

### **Motion 11558**

**Sponsors** Sullivan and Phillips

A MOTION outlining the criteria that will be used to define 1 2 the performance measures and customer service measures 3 gauging the effectiveness of the reorganization. 4 5 WHEREAS, the development, implementation and tracking of agency 6 7 performance measures is a valid and beneficial evaluation tool in determining operational 8 effectiveness, and 9 WHEREAS, benchmarking agency performance is frequently a component of 10 such performance and customer service measures, and 11 WHEREAS, surveying the public and customers on a periodic basis to determine 12 their satisfaction with county services and access to such services is also a frequent 13 component of such performance and customer services measures; 14 NOW, THEREFORE, BE IT MOVED by the Council of King County:

measures to gauge the effectiveness of the services of the department of executive

services and department of natural resources and parks relative to public access to

The criteria to be used to define the performance measures and customer service

18	services and public and customer satisfaction with county services, are as follows:
19	A. Measures shall align with each department's stated mission, goals and
20	objectives; and
21	B. Measures shall be presented in context with a department's strategic plan and
22	business plan, and measures to be aligned with core services for which the county is
23	responsible and over which the county has control;
24	C. Measures to be stated predominantly as outcomes and shall also include
25	process and customer satisfaction measures;
26	D. Measures to be simply stated and easily understood;
27	E. Measures to be limited in number so as to be manageable and supportable
28	within existing resources;
29	F. Measures to include establishing targets, benchmarks and surveying;
30	G. Measures to include feedback an/or data that can be gathered/identified easily
31	and routinely and cost effectively;
32	H. Measures to be useful to and used by decision makers, citizens, staff,
33	directors, managers and supervisors;
34	I. Measures to be evaluated and modified to evolution based on experience,
35	feedback and data gathered;

36	J. Measures to be unbiased, either in data gathered or feedback induced, and
37	K. Measures to be useful/meaningful over time.
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	Motion 11558 was introduced on 9/9/2002 and passed by the Metropolitan King County Council on 10/14/2002, by the following vote:
•	Yes: 12 - Ms. Sullivan, Ms. Edmonds, Mr. von Reichbauer, Ms. Lambert, Mr. Phillips, Mr. Pelz, Mr. McKenna, Mr. Constantine, Mr. Pullen, Mr. Gossett, Ms. Hague and Ms. Patterson No: 0 Excused: 1 - Mr. Irons
	KING COUNTY COUNCIL KING COUNTY, WASHINGTON
	Eynthia Sullivan, Chair
	ATTEST:
	Quenois_

Anne Noris, Clerk of the Council

A. Department of Executive Services/Department of Natural Resources and Parks, Post-Implementation Evaluation, August 30, 2002

11558

Attachment A 2002 433

# Department of Executive Services/ Department of Natural Resources and Parks

**Post-Implementation Evaluation** 

### **DES/DNRP Post Implementation Evaluation Report**

### **Background**

In January 2001, King County Executive Ron Sims convened his executive cabinet for the purpose of discussing the financial status of county government. What emerged from those conversations was a picture of a Current Expense (CX) financial plan facing extreme difficulty. In short, CX expenditures were outpacing revenue growth. The Executive instructed the cabinet to develop a set of reduction options that would minimize the impact on direct public services and provide an ongoing source of CX expenditure relief.

The first major CX expenditure reduction scenario outlined by the County Executive was a reorganization involving six departments. The Department of Information and Administrative Services, the Department of Finance, the Department of Construction and Facilities Management and the Office of Human Resource Management were combined into a Department of Executive Services (DES). The Department of Natural Resources and the Department of Parks and Recreation were combined into a Department of Natural Resources and Parks (DNRP). The 2002 Executive Proposed Budget projected an overall savings of \$11 million dollars, CX savings of \$6.4 million, and 126.25 full time positions were proposed for reduction. On September 4, 2001 the King County Council adopted Ordinance 14199 reorganizing the Executive Branch of King County government. In 2002, the Executive Branch implemented the ordinance as established in Ordinance 14199 and as adopted in the 2002 budget. The six departments have been consolidated into two - the Department of Executive Services and the Department of Natural Resources and Parks. The 2002 Adopted Budget created an overall savings of \$10.4 and a CX savings of \$6.5 with a total of 119.5 full-time positions being eliminated.

As part of the final approval ordinance, the Council required the County Administrative Officer (CAO) to conduct an evaluation and prepare a preliminary and final post-implementation report. The purpose of this report is to respond to the first of these two requests and evaluates operating efficiencies, service improvements, and provides a crosswalk reconciling cost savings, cost avoidances and FTE staffing changes including the impact on the use of overtime, temporary and term-limited temporary positions.

Additionally, the report outlines the criteria to be used to develop performance and customer service measures. A motion for council approval of the criteria accompanies this report

### Cost Savings, Cost Avoidances, FTE Staffing Changes

A report reconciling the difference between costs savings and FTE reductions identified in the 2002 executive proposed budget and those savings actually realized in the adopted budget.

See attached Excel spreadsheet - Consolidation Crosswalk spreadsheet (Appendix 1) for detailed breakdown of savings associated with the reorganization and related spreadsheet listing those executive proposed reductions which were restored by council (Appendix 2).

In May of 2001, the Executive forwarded to council a proposal to consolidate six departments into two to help balance the CX revenue shortfall and address revenue constraints in DNR. As part of that proposal, the Executive estimated that the combined impact of the reorganization and budget reduction proposals would result in a net reduction of 132 FTE's, and a net savings of just under \$12 million overall and a CX savings of \$6.2 million. In October of 2001, per council request, the Executive forwarded the Budget, Customer Service and Natural Resources Report, which, among other things, detailed the actual dollars submitted as part of the Executive Proposed Budget. As noted in the report, the Executive Proposed Budget projected a slightly reduced reduction of 126.25 full time positions, and an overall savings of approximately \$11 million dollars with a slight increase in CX savings to \$6.4 million. The 2002 Adopted Budget, after reconciliation of actual cost savings, FTE reductions and add backs, resulted in a net reduction of 119.05 full time positions, overall savings of approximately \$10.4 million, and CX savings of approximately \$6.5 million. A detailed breakdown of the add backs are included in Appendix 4 - CONSOLIDATION CROSSWALK - ADD BACKS.

### FTE Staffing Changes By Year: 1998 - 2002

The table below notes a slight reduction trend in DES agencies prior to the reorganization and shows the significant reductions in 2002 due to the reorganization. It is the net of decreases/increases in staff. What it does not portray is the reduction(s) in direct service staff in agencies (especially CX funded) that have occurred. The impact on service provision has been larger than the trend portrayed below.

Division	1998	1999	2000	2001	2002
HR	119.5	123.5	123.5	122	95
Finance	199	209	210.5	217.5	191.5
Facilities	346.2	364.5	386.25	392.75	319.75
DIAS	433.68	443.13	453.36	432.48	380.23
Overall	1098.38	1140.13	1173.61	1164.73	986.48

### USE OF OVERTIME, TEMPORARY AND TET'S

Per council request, below is a reconciliation of impact on use of overtime (OT), temporary and term-limited temporary (TLT) employees for both DES and DNRP. Given that only six months of data was available for 2002 at the time this report was prepared, data provided includes a comparison of OT, temporary and TLT usage for the period January through June for both 2001 and 2002. Overall usage in all three categories shows a slight decline (\$7.35 million in 2001 and \$7.24 million in 2002). A detailed breakdown by division is included in Appendix 3.

•		2001		2002	% Annual Change in Usage
Department of Exc	cüti	ve Service	5.1	N. S. S.	Maria Walani
Overtime	\$	691,940	\$	564,212	81.54%
Temporary	\$	935,091	\$	844,830	90.35%
Term Limited	\$	1,748,207	\$	1,530,318	87.54%
DESTolal	\$	3,375,238	G	2,939,360	87.09%
Department of Na	luja	Resource	sai	(il Parks)	Market St.
Overtime	\$	696,026	\$	590,328	84.81%
Temporary	\$	1,180,399	\$	1,379,346	116.85%
Term Limited	\$	2,100,948	\$	2,335,964	111.19%
adnike hobb	\$	3,977,373	\$	4) 305, 638	108/25%
Overall Total: */		7 352 611		7/2/44/998	98/54%

For DES, overall expenditures of OT, TLT and temporary help have decreased by \$435,878. This reduction is due in part to the overall reduction in budgets realized as part of the 2002 reorganization and in part to the completion of projects and/or one time costs in 2001, with the most notable reduction in TLT costs expended in 2001 to stabilize FSRP. In the HRD there have been increases in both their usages of TLT and OT. However, these increases are primarily a direct result of both the classification/compensation and records decentralization projects. The only cost which has been directly linked to the reorganization is \$14,000 in temporary help expenditures used to transition the workload of an accountant in HRD. That transition is anticipated to be completed at the end of August and the position terminated.

For those divisions and sections of DNRP affected by the reorganization, the use of overtime is \$100,000 lower (-15%) during the first half of 2002 as compared to 2001; the use of temporary help is up by about \$200,000 (+17%); and the use of TLT's is up by about \$235,000 (+11%). The increased use of temporary help has resulted from two reorg-related factors — (1) the use of interns to assist the Water & Land Resources Division in inventorying the new natural resource land parcels transferred from Parks and to begin to develop appropriate site management plans for these parcels; and (2)the DNRP Director's Office hiring of an extra help employee to staff the Metropolitan Parks Task Force and develop a business plan transition strategy for Parks. The increased cost of TLT's is entirely accounted for in the Wastewater Treatment Division, where the number of TLT's has remained unchanged, but the salaries for the TLT's budgeted in 2002 are significantly higher. These TLT's are unrelated to the reorganization, and are used almost exclusively to support the large capital program in the Wastewater Treatment Division.

### OPERATING EFFICIENCIES: DES

The revenue shortfall facing the county required agencies to take a critical look at services, and offer up reductions so that remaining resources could be focused on how best to provide core services given reduced revenues. In an effort to minimize the impact on direct service, the majority of reductions were taken in management and administrative positions. For DES, 83.5 FTE's, 53.5 of which were supervisory/administrative positions were eliminated as part of the 2002 reorganization budget process. The breakout of reductions by former departments are as follows:

	Full Tim	e Equivalent
	Employe	e Reductions
		Supervisor/
Department	Total	Admin.
Information and Administrative Services	28	19
Office of Human Resource Management	20	10
Finance	20	13
Facilities Management	15.5	11.5
TOTAL	83.5	53.5

\*Note: Actual net reduction was 82.5 due to add of 1 FTE for the County Administrative Officer in the newly formed department.

These cuts have not been without cost. 2002 has brought about many changes for staff at all levels of the newly formed organization. The first several months of this year have been spent defining new staffing roles and responsibilities, developing processes and/or implementing programs with reduced staffing levels. Staff and remaining supervision have been asked to take on more and/or different duties to accommodate the loss in personnel. Additionally, agencies across the department have been working collaboratively to find new, more efficient ways of leverage their shared resources to conduct daily business. Overall, efforts have focused primarily in three areas: (1) integrating programs; (2) centralized administrative support; and (3) changes in service delivery models. Below is breakdown of some of the efforts which have been realized, or are in progress:

### Integrating Programs

- Vehicle Vessel Licensing and the Animal, Business, and Marriage Licensing sections within the old LARS
  Division have been combined and a supervisor position was eliminated.
- Pet Partnership, Pet Licensing and Animal Control programs were combined to form the Animal Services Section resulting in reduction of a supervisory position and better coordination of services.
- Benefits staff from the former Office of Human Resource Management and payroll operations staff from the former Department of Finance were combined under the newly formed Finance and Business Operations Division to provide more integrated and efficient delivery of services.

### Centralizing Admin Support

- Licensing and Regulatory Services and Records and Elections were consolidated into one Division, reducing
  and reclassifing administrative positions and allowing for the consolidation of accounting and payroll functions
  for the former divisions.
- Administrative functions for Radio were absorbed by ITS, allowing the elimination of an administrative position.
- Disability Access staffing (Civil Rights Specialists) reductions was possible because informational materials are now available on the web and through previous training of County staff.
- Consolidation of Contract Compliance with OCR allowed for the reduction of 2 FTE's when the duties of the
  positions were redistributed among existing staff and two positions transferred from Finance.

### **DES/DNRP Post Implementation Evaluation Report**

### Change in Service Delivery Models

- Eastside Animal Shelter Implemented a new FTE shelter staffing model, eliminated one Animal Control
  Officer position with only a slight reduction in public service hours.
- Mail Services Reduced service levels for interoffice mail distribution and collection, eliminating five FTEs.
- ITS Help Desk Service delivery model has been redesigned so that staff will now predominantly refer callers to other technical specialists rather than solving calls at the point of contact.
- Extra-help to staff phones on election day has been eliminated, with a portion of the work being absorbed by existing staff and information being available via the web and via automated phone system.
- HR decentralized personnel records to agencies to eliminate redundant MSA system personnel files and to
  designate employee's current employer as the point of contact for personnel records. This allowed the
  elimination on one clerical FTE and elimination of redundant MSA personnel files. Reduction did create some
  loss of service to Transit/Water Quality (PeopleSoft personnel files) which they have absorbed.
- The surface parking lot at Fifth and Jefferson, previously staffed by FMD staff, is now being managed by a professional parking management company, Ampco System Parking. They will not only manage the lot during the normal business day, but also after hours, on weekends, and holidays, which will produce more revenue for the County. Freed from having to attend to the lot, existing staff can now monitor the parking garage more effectively, ensuring that there is no misuse of the lot such as "card sharing" for access. This should also increase revenue.

Staff and management are stepping up to these challenges. However, the reductions resulting from the reorganization, and historically for direct service staff, are at such levels that further reductions mean that core services would have to be eliminated.

### SERVICE IMPROVEMENTS : DES

The primary purpose of the DES reorganization was to develop reductions that would minimize the impact on direct public service and provide for an on-going source of CX expenditure relief. The reductions taken as part of the reorganization were designed to meet that goal. As such, the reorganization was not designed to create significant service improvements, and in some instances, has actually reduced the level of service due to changes in service delivery models (see Efficiencies above) and/or requests for services are distributed over a small number of staff. Despite these reductions, DES staff are committed to providing the highest quality service within existing resources. Below are examples of some efforts, both large and small, that the department has initiated in 2002 to provide improved services to customers despite dwindling resources:

- Human Resources Division has embarked on a project in partnership with other executive branch
  departments to enhance, unify and integrate the County's HR system. The goal of the project is to design,
  implement, and maintain a human resource system that will more effectively be aligned to meet the business
  needs of its customers, and simultaneously ensure the strength integrity, and accountability of the county's
  HR policies.
- ITS has negotiated and implemented Service Level Agreements (SLA) with all ADSS and Network Engineering customers.
- The day custodial crew in FMD, which used to relieve the parking lot attendant during breaks, lunch, vacation
  and sick days, is now free (since the lot is managed by Ampco) to spend more time cleaning in the
  Courthouse complex including making sure each day that public restrooms are clean.
- Information and Telecommunication Services Division (ITS) has posted graphics/branding standards to the
  web site which will allow internal and external customers (vendors) to get this information easily and helps
  ensure their work is completed according to County standards.
- DES is exploring ways to leverage the consolidation of finance, human resource and information technology to find how services can be provided more effectively to meet the business needs of our customers.

#### OPERATING EFFICIENCIES - DNRP

The creation of DNRP resulted in three categories of operating efficiencies – those efficiencies resulting from reducing layers of supervision and administrative support, those efficiencies resulting from integrating program management (i.e. of natural resource lands and of environmental marketing efforts), and those resulting from centralizing administrative support functions. These are described in more detail below:

Reducing Layers of Supervision/Admin.

- Reduced one layer of supervision in the Parks & Recreation Division's Maintenance Section, allowing six positions to be eliminated.
- Consolidated programs in Water & Land Resources (WLR) Division resulting in elimination of one section manager and three administrative support positions.
- Eliminated one customer service supervisor in WLR's Environmental Lab by delegating to technical staff more customer service and project control responsibilities.

### Integrating Programs

- Eliminated dedicated staff to Wildlife Program by integrating wildlife education and protection activities into the Scientific and Technical Support Section's work.
- Integrated Marketing Commission staff and programs into the Solid Waste Division's Waste Reduction & Recycling Section, resulting in 50% reduction in program costs for promoting recycled materials.
- Consolidated natural resource lands stewardship in WLR (including parcels previously managed by Parks & Recreation), allowing reductions in Parks land management staff and expected to result in more efficient development of site management plans consistent with Surface Water Management (SWM) utility needs, since the SWM fee revenues have replaced CX in supporting the parcels previously managed by Parks.

#### Centralizing Admin Support

- Consolidated the accounting/payroll staff for Parks into the Solid Waste Division's Fiscal Services Section, allowing for more efficient operations over time due to standardization of processes and cross-training.
- Absorbed certain administrative functions for Parks into the DNRP Director's Office, allowing two
  administrative positions to be eliminated.

### SERVICE IMPROVEMENTS: DNRP

Although the primary purpose for the reorganization creating DNRP was to achieve efficiencies and CX costs savings, in a few areas the reorganization was also designed to achieve service improvements. These include:

- The accounts receivable staff who collect the sewer capacity charge were transferred from the old Finance
  Department to the Wastewater Treatment Division's fiscal services unit. As a result of this transfer, as well as
  the addition of two positions to address a backlog that had developed over time, customer service and
  responsiveness have improved significantly.
- The consolidation of natural resource lands stewardship in WLR has resulted in significant progress in
  developing efficient and effective site management plans for these properties. All parcels have been
  inventoried and categorized; and staff are now developing site management plans designed to consolidate
  similar properties under appropriate land management strategies, avoiding the need for site-specific planning
  efforts.
- The consolidation of GIS data and management functions within DNRP has resulted in improved cartographic standards, tighter data procedures, better coordination of work plans and system changes, and improved management of the data warehouse.

- The consolidation of Parks and Solid Waste fiscal staff has allowed for an increased level of staff resources
  available to support these functions in Parks. As Parks transitions to a more entrepreneurial business plan,
  this consolidation is expected to allow for the improved expenditure and revenue accounting systems and
  practices that will be needed to support such a business plan.
- The transfer of two staff from the old Marketing Commission for Recyclable Materials to the DNRP Director's
  office is expected to promote better integration of environmental marketing activities and resources across the
  department.

### PERFORMANGE & GUSTOMER SERVICE MEASURES DES

#### Outline of criteria to be used to define the performance measures and customer service measures

In February, DES formed a department wide workgroup consisting of a department lead and representatives from each of the divisions/offices. This group was tasked with developing, coordinating and aligning agency business plans and performance measures in a consistent and coordinated fashion. Given the newness of department, initial efforts went into developing and reaching consensus both within the group and with department/division management on an overarching vision and mission for the agency and related goals.

Below is a list of criteria/questions that was used to assist agencies in evaluating and defining performance measures for each of their programs.

- Does the measure align with defined county, department and division vision, mission, and goals?
- Does it measure an important aspect of the agencies core service and/or program?
- Is the measure phrased as an outcome whenever possible?
- Will the measure be easily understood?
- Can reliable data be gathered easily and cost effectively?
- Is the measure representative of the overall effectiveness/efficiency of the program?
- Does it measure something we have direct control over and for which we are responsible?
- Will the measure be meaningful over time?
- Does the measure demonstrate how well we are providing our core services/programs?

Once this foundation was established, divisions began preparing business plans which aligned with the departments newly established vision, mission and goals, as well as developing performance measures based on agreed upon criteria.

It is clear that benchmarking and surveying will have to occur in some of the agencies and that consultant expertise will assist in this effort in the reorganized DES and DNRP. Other departmental efforts in this regard will also be coordinated with and reviewed for possible application here.

### PERFORMANCE & CUSTOMER SERVICE MEASURES DNRP

### Outline of criteria that will be used to define the performance measures and customer service measures

Over the last several years, the Department of Natural Resources (subsequently merged into the Department of Natural Resources and Parks) has been in the process of developing a mission and vision statement, goals and performance measures as part of Executive Sims' business planning initiative. The King County Council was briefed in July 2002 on the status of this effort, including the framework, department-wide goals and criteria being used to define division-specific performance measures and customer service measures ("Our Roadmap for Success" and "DNR Strategic Planning – From Vision to Action"). A copy of those briefing materials is provided with this report (Appendix 4 and 5).

### **DES/DNRP Post Implementation Evaluation Report**

With the incorporation of the parks function into the department, the department's mission statement has been revised to reflect this reorganization, and a new department-wide goal has been added to the six developed for the old DNR. This new goal is: "Community Investment – Contribute to healthy communities by providing recreation, education, and sound land management."

However, due to the current fiscal crisis facing the King County Parks System, stemming from the Current Expense deficit, and the resulting uncertainty about the future funding and expectations of the County Parks System, it is premature to develop division-specific performance measures and customer service measures for the Parks System. Following an expected public vote on dedicated funding for a revised County Parks System in 2003, it will be appropriate to develop such measures, consistent with the core businesses for which the public approves dedicated funding and consistent with the framework and criteria described in the attached materials describing DNRP's approach to developing division-specific goals and performance measures.

### **Attachments**

- 1. Consolidation Crosswalk All Reductions
- 2. Consolidation Crosswalk Executive Proposed Reductions Restored by Council
- 3. Overtime TLT Extra-help Usage (January through June 2001 and 2002)
- 4. Our Roadmap for Success
- 5. DNR Strategic Planning From Vision to Action

CONSOLIDATION CROSSWALK - ALL REDUCTIONS - INCLUDING POST EVALUATION

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	8387 ADMINISTRATIVE SPEC II	1.00				s	42,028 \$	13,869		s,	41,301	8	41,301	Same
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	8387 ADMINISTRATIVE SPEC II	1.00				S	42,809 \$	14,127		49	42,061	₽\$	42,061	Same
ന മ ബ									Same reduction (Estimated CX Savings Recalculate d)	on ings ings				
4 100	8386 ADMINISTRATIVE SPEC I	1.00	CC. C.	- OC Extraction	II DO CHARLESTON	S		\$ 14,389	189	896	42,835		42,835	Same
RSE		moie	0.00	nn culling	no o	2	204,078	344//VC	i i i	?	254,125	, 0	413,079	Ą

REFILARS	RREIMARS	14.25		00.81		1,086,117	1,086,117	Z   Z		1,086,386	828	227
RISK	0181 MICROCOMPUTER SPECIALIST	1.00				\$ 55,037	\$ 28,564	Same	s	55,443	\$ 28	28.775 Same
RISK	8386 ADMIN. SPECIALIST I	1.00				\$ 44,259	\$ 22.970	0 Same	es	44,290	\$ 22	22,987 Same
RISK XX	0702 CLAIMS OFFICER	1.00				\$ 56,206	. €≎	1. Same	89	56,206	\$ 29	29,171 Same
RISK	0632 PROGRAM ANALYST II	1.00				\$ 64,008	33,219	9 Same	69	62,540	\$ 32,44	,458 Same
PISK DIAS DIAS	Total Eliminated Positio			0	(12.00)	SSS 788						50
FACILITIES	0025 CONFIDENTIAL SECRETARY I	1.00				\$ 52.881	• •			54.581	\$ 18	18.012 Same
FACILITIES	HOS YROTINE NIN BCCO		00,0					Same		40 841		
FACILITIES	0229 INVENTORY SP 0229 INVENTORY SP		00.0				9 W W	3 Same	9 69 6	43,108	, w	
FACILITIES	9998 TERM LIMITED TEMPORARY 0230 PERSONAL PROPERTY SUPV		00.1	1,00		\$ 39,803	\$ 13,135	Same 1 Same	y 69 69	40,244	S	13,281 Same 22,023 Same
FACILITIES	0788 ADMIN ASSISTANT	1,00				\$ 65,199	\$ 37,163	33 Same	ь	66,704	38	021 Same
								TO SEE SHOW I WAS A SECOND				
EXOLUTIES	ALUMINISER Y FOREIGER II BRANKER FERMINISER II BRANKER FERMINISER II BRANKER					45/280	3.00	Added 1				
FACILITIES	0183 LAN ADMINISTRATOR (\$\$\$)	1.00				\$ 62,520	\$ 35,636	s6 Same	₩	62,698	\$ 35	35,738 Same
FACILITIES	MAINTENANCE PLANNING MGR	1.00				\$ 66.379	37.836	Same	€9	73.935	\$	42.143 Same
FACILITIES	5005 CUSTODIAL SUF						s		€	54,485	64	
FACILITIES FACILITIES	5008 CUSTODIAN TRA						<sub>89</sub> 89		es es	33,172	69 69	908 Sa
FACILITIES FACILITIES	5008 CUSTODIAN TRAINEE 5008 CUSTODIAN TRAINEE					\$ 31,873 \$ 31,873	\$ 18,168	8 Same 8 Same	<b>м</b> м	33,172	es es	18,908 Same 18,908 Same
FACILITIES FACILITIES	0030 OFFICE COORDINATOR 8426 SECURITY CHIEF	0.50				\$ 24,205	\$ 13,797	7 Same	es es	25,958	\$ 14	14,796 Same 44,779 Same
FACILITIES	-	1.00			97,07	\$ 86,705 \$ 44,674	\$ 49,422		ы	88,528	\$ 50,	461 Same 551 Same
FACILITIES		1.00			63		69		159	89,413	\$ 50	965
FACILITIES	2065 MGR-CIP PROJECTS DIV	1.00				\$ 104,984	\$ 59,841	1 Same	25	106,580	\$ 60	60,751 Same
FACILITIES	_	1.00	-				69		۰	55,606		
FACILITIES FACILITIES	8387 ADMINISTRATIVE S 8380 FISCAL SPECIALIST	1.00			,,,,,	\$ 39,490		9 Same 1 Same	<del>s, s,</del>	51,657	\$ 33	29,444 Same 33,026 Same
FACILITIES	8380 FISCAL SPECIALIST III	1.00				\$ 49,909	\$ 28,448	8 Same	ss	51,899	\$ 29	29,582 Same
FACILITIES	FACILITIES 0685 DIR - CONST & FACILITY MGMT FACILITIES 0234 PROPERTY LEASING SPECIALIST	1.00			SS	118,674	\$ 67,644 \$ 39,326	4 Same 6 Same	ω ω	120,403	\$ 23	68,630 Same 23,276 Same
FACILITIES FACILITIES	ions: (2.2%)						雑さりていなる種を	34.54.54.54.54.54.54.54.54.54.54.54.54.54			· · · · · · · · · · · · · · · · · · ·	1 2
IEACILITIES DCFM/Airpoi		5788-45 50	1,00		00:0	85 62.486 62.486	F.S. ((1) F. 1824:63	Same	S 5	\$ 62,486	Z78 % % XS	Same

DCFM/Airport  Electriclan	Electriclan i		1.00		89	78,207		Same		78,207	Ѕате
DCFM/Airport	Utility Worker II	1	1.00		59 6	65,528		Same	\$ 55,	828	Same
OCFM/Almort	July Worker Assistant				2	40,640		Same		74	Same
DOEWAITPOR Electrician	Security 1		00.1		9 6	40,474		Same		4.4	Samo
TOCHWANDON OF THE POOL	Shottoning Commission Forth		.00.		9 6	65,736	Ů	Same		00	Same
DOEWAINOUT OF	Aeckapinal Automotive Machinist I HO		90		9 64	R7 R74		Samo		9.4	Same
DOEM/Aimort			100		8	49 812		Same		112	Same
DCFM/Aimort 8	DCFM/Aimort Storekeeper		1,00		69	60.943		Same	\$ 60.5	43	Same
DCFM/Airport	Jillty Worker II	Ī	0.50		\$	26,999	***************************************	Same		66	Same
DCFM/Airport	Jility Worker II		1,00		S	53,339		Ѕате		39	Same
DCFM/Airport	Plumbing & Mechanical I		1.00		\$	69,160		Same		09	Same
DCFM/Airport &	Senior Engineer (Underfill)		1.00		8	191,751		Same		151	Same
DCFM/Airport	Jility Worker II		1.00		ьэ	53,339		Same		139	Same
DCFM/Airport	Jtillty Worker II		1.00		ь	63,339		Same		39	Same
DCFM/Airport F	Painter 1		1.00		69	62,486		Same		86	Same
DCFM/Airport A	Mechanical Automotive Machinist I HD		1.00		₩	58,851		Same		151	Same
DCFM/Airport	Jility Worker II		1.00		157	56,622		Same		522	Same
DCFM/Airport	Equipment Operator		1.00		69	62,486		Same		981	Same
DCFM/Airport (	Srew Chief		1.00		59	62,485		Same	ŀ	85	Same
DCFM/Airport	Jillity Worker Assistant		1,00		69	42,366		Same		991	Same
DCFWAirport L	Jülity Worker II		1.00		69	53,339		Same		39	Same
DCFM/Airport E	equipment Operator		1.00		\$	62,486		Same		86	Same
DCFM/Airport A	Assistant Airport Maintenance Manager		1.00		69	75,185		Same		85	Same
DCFM/Airport	7		1.00		S	73,849		Same		149	Same
DCFM/Airport /	Accountant II		1.00		\$	61,002		Same		705	Same
DCFM/Airport I	Manager Policy & Technology		1.00		<del>67</del> )	99,184		Same		84	Same
DCFM/Airport /	Administrative Specialist II		1.00		\$	44,295		Same		95	Same
DCFM/Airport	Program Analyst II		1.00		<b>9</b>	69,236		Same		36	Ѕате
DCFM/Airport /	Administrative Specialist II		1.00		₽	44,295		Same		395	Same
DCFM/Airport	Administrative Specialist I		1,00		8	46,048		Same		148	Same
DCFM/Airport	Airport Manager		1,00		ક	117,583		Same	\$ 117,	583	Same
DCFM/Airport (	Sustomer Service Specialist III		1.00		69	50,810		Same		110	Same
DCFM/Airport (	Confidential Secretary		1.00		₩.	51,770		Same	\$ 51,	02,	Same
DCFM/Airport	Assistant Airport Manager		1.00		69	73,830	,	Same		130	Same
DCFM/Airport F	Program Analyst III		1.00		s	63,615		Same		515	Same
DCFM/Airport &	Supervising Engineer		1.00		\$	78,437		Same		137	Ѕате
DCFM/Airport	ngineering Aide		0.50		S	47,076		Same	\$ 47,	176	Same
DCFM/Airport	HVAC Engineer II		1.00		s	75,773		Same		73	Same
DCFM/Airport F	Plumber !		1.00		ક	69,149		Same		48	Same
DCFM/Airport	Electrician Helper		1.00		69	45,773		Same		773	Same
DCFWAIrport A	Airport Maintenance Worker		1.00		4	47,531		Same		131	Same
DCFW/Airport	Program Analyst IV		1.00		49	69,236		Same		36	Same
DCFM/Airport F	Program Analyst II		1.00		\$	57,327		Same		127	Same
DCFM/Airport	Program Analyst III		1,00		8	63,615		Same		115	Same
DCFM/Airport	Program Analyst IV		1,00		\$	69,238		Same		36	Same
DCFM/Airport	Administrative Assistant IV		1.00		69	70,729		Same		.29	Same
DCFM/Airport F	Program Analyst III		1,00		0.5	63,615		Same	\$ 63,	316	Same
DCFM/Airport	WAN Administrator		1.00		\$	59,749		Same	\$ 59,	48	Same
DCFM/Airport	Program Analyst I		1.00		49	51,770		Same		7.0	Sате
DCFM/Airport	DCFM/Airport Supervisor I		1.00		B	64,033		Same	\$ 64,033	133	Same
DCFM/Airport >	Airport Maintenance Manager		1.00		\$	73,596		Same	\$ 73,	98	Ѕате
FACILITIES	AIRPORT	Selection of the select	DO 25			3,256,502			100000000000000000000000000000000000000	30Z	
FACIOTIES		12:50	97.00	1.00	5	4,825,764	\$ 500 824 634		\$ 50.00	5921 5 47.64	5 K 1 C 1 C
FINANCE	1336 ADMIN ASST - FINANCE	1.00		-	69	82.232	\$ 16.446	Ѕаще	80.5	501 \$ 16.100	Same
FINANCE	272500 COOR DATA MGMT										
		1.00			69	62,431	\$ 12,488	Sате	\$ 61,	03   \$ 12,24	1 Same
SEINANDE SE	403700 SANATASTINEO SYSTAMORE ISE				200						
						200 000	\$ 22,696	Removed			
7 Supplied States	4COAD DESCRIPTION OF A TRIVER IN REPORT OF THE PARTY OF T	100111						Added Sam	100	000	15 Same
FINANCE	0336 ADMIN ASST-FINANCE										
		_							•		
		8			€9	84.099	\$ 16.820	Same	\$ 83.732	32 \$ 16,746	Same
FINANCE	313 FINANCE RECORD/MAILROOM				-						
	SUPV		•	•							
_		1.00			8	77,135	\$ 74,821	same	\$ 77,0	,028 \$ 74,717	7 Same
FWANGE	FINANSE SEGINANSENANIASES										
								Kenowadsa	<b>经验的基础</b>		

THANGE	NAKOR   INSESTITION CENTRA GERMAN NAKOETA (OOKKO FITOETEDA) SATOETA (OOKKO FITOETEDA)				0.97	(E) (05	74 A41680 K81	jedina noved	98 (19) [4]		6   Sure #
FINANCE	0325 COUNTY REVENUE OFFICER I	001)						an ago			
IFINANCE CONTRACTOR CO	FINANCE: DOYZOERGENERALINE TO THE TOTAL OF T	1.00			58.544	9	39,969 Remo	pe/ou		0	142 Same
FINANCE	500700 SUPV, PURCH/ACCT TEAM										
FINANCE	404300 SPEC, CONTRACTS II	3 8			94,420	e .	10,040 Same			6 27.01	o callie
FINANCE	0212 SENIOR BUYER	8 6			\$ 65,245	» v <sub>2</sub>	13,049 Same		\$ 65,399	9 69	Same Same
FINANCE	0025 CONFIDENTIAL SECRETARY I	1.00				<b>59</b>				₩.	
łI	0744 CIVIL RIGHTS SPEC. I	1.00				s	11,787 Same	П	\$ 59,291	8	58 Same
FINANCE	A COLS SERVICIANO DI LE SERVICIO A COLOR DE LA COLOR D		001			1 S 1 S	8 676   50	moved in		888	Sameter
• 1	7519 COORDINATOR II	1.00				56,687 \$	11,337 Same		\$ 55,646 \$		11,129 Same
TON SALES	TILLY NOTE THE SECUCION OF THE PROPERTY OF THE						rejulia (Marien)				o Same
FINANCE	404200 SPEC, CONTRACTS III	1.00			\$ 109,547	60	21,909 Same	$\top$	\$ 106,373	ام	21,275 Same
- 1	III 0 300 1 430 10 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		1.00			50	19,149 Same			<del>69</del>	59 Same
FINANCE	404200 SPEC, CONTRACTS III		1.00		\$ 84,095	<b>\$9</b> 6	16,819 Same		\$ 82,317	\$ 16,463	33 Same
1	404200 SPEC, CONTRACTS III		1.00			9 69	16.527 Same			9 64	Same
	9998 TERM-LIMITED TEMPORARY		1.00	1.00		5	11,941 Same		\$ 58,587	69	7 Same
1 1	0012 OFFICE TECHNICIAN I		1.00			₽9	8,974 Same			₩.	18 Same
FINANCE	404400 SPEC, CONTRACTS I		1.00			. 69	15,397 Same			co.	7 Same
FINANCE	404400 SPEC, CONTRACTS I		1.00			s				€9	9 Same
FINANCE	404400 SPEC, CONTRACTS I		1.00			69				s	57 Same
HINANGER	TOTALDO SINEO ICONTRICACIONICA EL CALLO DE LA CALLO DEL CALLO DE LA CALLO DE LA CALLO DE LA CALLO DEL CALLO DE LA										W. W. a. Section 1.1
里 第 8 8 8 8 8							B. (2.10)	MOVED TO THE PROPERTY OF THE P			
FINANCE	Apartic Service Contract Contr										
FINANCE	404300 SPEC, CONTRACTS II		1.60		\$ 79,86	891 \$	15,978 <b>R</b> an	Reved \$	78,219	\$ 15,644	4 Same
FINANCE	ubszippocram kw. sji E				81/4		999 LI	HEER			
FINANCE	0324 COLLECTION ENF PROG SUPV	E F					A A C	(60.4 kg/s	100	T	Some
		1.00			76 <sup>'</sup> 28 \$		17,589 San	Ф.	87,522	\$ 17,504	4 Same
EUNANDE	OBSCIENCER STILL						90 160	L DEAG			
FINANCE	541300 SPEC, ACCOUNTING		1.00		\$ 51,618	18 \$	Same	ne \$	5 52,119	\$	10,424 Same

a Nove	SARTOWER HOLORNIAR CONTINUES				8		(5)	Remover				
FINANCE	541300 SPEC. ACCOUNTING		1 00		,	ENC 0N		Same		43.552. F3.876	4 10 775	Same
FINANCE	541300 SPEC. ACCOUNTING		00 -	To the state of th	, ,	48 171		S S	, ,			
FINANCE	EQUIPMENT REPLACEMENT		2		9	100,000	s	20,000 Same	9 69	100,000		
FINANCE	HR/Payroll Position Savings				65	300,000	s	Same	₩?			60,000 Same
FINANCE	500600 SUPV,ACCOUNTING	1 00			- <del>-</del>	93 499	<b>↓</b>	Samo				18 296 Same
FINANCE	Admin Assistant IV				-	201,00	,		,			2
	-		(1.00)		S	(85,548)	\$ (27,803)	Same	ø	(85,548)	\$ (27,803)	Same (
FINANCE	Program Analyst III		(1.00)		\$	(73,833)	6/3	) Same	59	(73,833)	\$ (23,996)	) Same
FINANCE	Program Analyst III Renefits Technician		(1.00)		69 6	(76,975)	s,	(25,017) Same	φ, 6	(76,975)		Same
FINANCE	Benefits Technician		100		9 65	(57,668)	, .	Same	۰ د	(57,668) \$		(18,742) Same
FINANCE	Benefits Technician		(1.00)		8	(61,580)		(20,014) Same	9 89			) Зате
FINANCE	Benefits Technician		(1.00)		49	(57,668)	\$	(18,742) Same	\$	(57,668) \$		(18,742) Same
FINANCE	Admin Spec. I		(1.00)		\$	(43,606)	\$	(14,172) Same	8	(43,606) \$		(14,172) Same
FINANCE	Benefits Techniclan (special duty as Program Analyst II)		(1.00)		es.	(87,039)		(21,788) Same	89	(67,039)		(21,788) Same
FINANCE	Benefits Techniclan (special duty as Program Analyst II)		(1.00)			(62,039)	s,	) Same	69	(67,039)		) Same
FINANCE	Total Eliminated Positions	Control of the Contro	A Company of the company of		100	2	1000	5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5		10.39		1
FINANCE	stotal Newly.created:Positions	7.000	20,00   5% 600	1007		E	327.27.5		2	2,584,000	Sept. 684.879.	
Ä	0025 CONFIDENTIAL SECRETARY I	1.00			s	58,621	s	19,345 same	ક્ર	52,317	\$ 17,265	same
H.	0026 CONFIDENTIAL SECRETARY II	1.00			49	63,716	\$ 21,026	same	es.	61,331	\$ 20,239	same
	0809 MANAGEMENT ANALYST II	1.00			جي	55,835	ь	Same	s		\$ 18,55	Same
H.	0629 DIR-HUMAN RESOURCES	1.00			\$ 3	129,248	s 2	42,652 Same 34/733 Remove	2	122,327	\$ 40,368	Same
	9998 PROGRAM MANAGER			1.00	υ»	40,302	s	Same	\$	1	\$ 21.279	Same
HR				1.00	\$	36,171	\$ 11,936	Die:	\$	57,124	\$ 18,851	Same
HR	=	3:				61,959	8	20,446 Same	\$	8	\$ 20,000	20,003 Same
¥	631300 ANALYST, EEO	1.00			φ	74,548	\$ 24,601	Same	₩	74,465	\$ 24,573	Ѕате
뜻	0622 PERSONNEL ANALYST II	1.00			44	99'99	\$ 21,978	Same	69	66,711	\$ 22,01	22,015 Same
HR.	0632 PROGRAM ANALYST II (Low org 148	1.00			ь	860'89	\$ 22,472	Same	ьэ	67,851	\$ 22,391	Same
16	Bassabilistra il Elecoassita Bassabilistra il Elecoassita					.96 P3	11,539	Remove		100.00		e Legy
RH	631500 SPEC TRAINING	1.00			ь	86,612	\$ 28,582	Same	. ε	86,222	\$ 28,453	Ѕате
뜻	631500 SPEC TRAINING	1.00			69	86,612	\$ 28,582	Same	69	86.222	\$ 28,453	28,453 Ѕате
Ħ	631500 SPEC TRAINING	1.00			ь	86,612	\$ 28,582	28,582 Same	s	86,222	\$ 28,453	28,453 Same
Ŧ	8387 ADMINISTRATIVE SPEC. II	1.00			69	45,487	\$ 15,011	15,011 Same	s	46,415	\$ 15,317	15,317 Same

										·····			***	
또	8402 CUSTOMER SVCS SPEC II	1.00			69	52,114	4	17,198	Same	8	52,603	ь	17,359 S	Same
£	631500 SPEC TRAINING	1.00			8	81,663	8	26,949	Same	\$	81,399	<b>6</b>	26,862	Same
£	COMMUNICATIONS SPECIALIST	1.00			69	89,455	8	29,520	зате	69	89,364	s	29,490 s	same
	0128 PROGRAMMER ANALYST II	1.00			ఈ				Same	es.	79,542	€9		зате
	0649 MGR SAFETY AND CLAIMS	1.00			89 60				Ѕаше	so 6	98,413	€9 €		Same
£	600700 MGR - BENEFITS	1,00			9 69	107,004	9 63	34,776	Same	9 59	107,004	جي ۾	34,776 8	Same
					•		٠	24 000			i i	٠	200 20	
五	Program Analyst III		90.		9 69	73,833	9 <del>69</del>	23,996	Same	000	73,833	e s	23,996 5	Same
	Program Analyst III		1.00		59	76,97		25,017	Same	s	76,975	8	25,017	эше
	Benefits Technician		9.8		\$ 6	57,66		18,742	Same	s e	57,668	S	18,742	Same
	Benefits Technician		1.00		9 69	61,580		20,014	Same	9 69	61,580	S	20,014 5	Same
	Benefits Techniclan		1.00		9	57,66		18,742	Same	43	57,668	9	18,742 \$	Same
Ť	Admin Spec. I Renefits Technician (special duty as		1.00		P	43,60		14,1/2	Same	9	43,606	,	14,172	ame
壬	Program Analyst II)		1.00		S)	67,039	€9	21,788	Same	€9	62,039	69	21,788 S	Same
£	Benefits Technician (special duty as Program Analyst II)		00 +		65	650 79	υ. σ	21.788	Same	64	67 039	€/	21 788  S	Same
뜻	Total Eliminated Positions		201		•	201		_	2000	•	800,10			9
HR	Total Newly: Created Positions	00.04	A STATE OF	05.6		PANDC CANADA	1	- 725 ARE		C-1 ST SO SEC	366.832		79 48 77 48 X	A STATE OF S
DES TOTAL	S	82.50	0018	24.50	3:	12,368,882		3,326,851		\$ 12	12,841,840	2	879/838	\$ 2.5
PARKS	ADMIN ASST IV (SECTION MANAGER)	1.00			ω.	98,928	εs	98,928	same	s,	85,389	· <b>69</b>	85,389 S	Same
PARKS	ADMIN SVCS OFFICER (HR Manager)	1.00			w	89,317	49	89,317	same	w	83,705	ь	83,705 S	Same
	FINANCIAL SPEC IV (HR/Pavroll)	6:			69	62.193		52,193	same	<b>6</b> 9	50.712	<sub>6</sub> 9		Same
	FINANCIAL SPEC II (Payroll)				69 b	46,023	49		same	65 6	42,835	69 0		Same
PARKS	FINANCIAL SPEC II (AR/AP)		00.0		9 69 6	49,417			same	9 69 6	45,277	9 69 b	45,277 8	Same
	משוויי פר בכן (מימידי)		0.1		9	D'i	+		PILIPA	9	100,000	,		Bulle
PARKS	ADMIN SPECT (TLT)			6	\$	37,602	8	37,602	same	s	38,447	S	38.447	Same
PARKS	INFO SYSTEMS ANLAYST III		1.00		\$ 0	84,302	225	84,302	same	<b>69</b> 6	79,308	55 6	79,308 S	Same
24000	TENNING COLUMN C		0. 0.		, 6			3	Balling	9 6	0/0/0		0,0,70	9 3
200	10		0.7		•	2007			201100	9	0,0		200	BUILD
PARKS	PROGRAM ANALYST III	1.00	·		8	82,335	8	82,335	same	s	70,800	69	70,800	Same
PARKS	PROGRAM COORDINATOR (YOUTH)	1.00			69	73,899	8	73,899	same	₩.	70,800	v)	70,800 S	Same
PARKS	VOLUNTEER COORDINATOR		1.00		69	63,012	69	63,012	same	69	70,800	₩.	70.800 S	Same
PARKS	MAINTENANCE SPEC II	3.00			• •>	186,447		186,447	same	. 69	170,728	8	170,728 S	Same
0 0 0	CHOOL	000						107 211	9	v	73 206		2008	e e
11	SUPERVISOR SPECE 200 8	2.00			9 69 6	141,264 \$	9 69 6	141,264	same	9 60 6	138,033	9 69 6	138,033 Same	ame
-	MAINTENANCE & FACILITIES DIV MGR	1.00			9 69		200	80,313	same		57,738 82,388	e le	57,738 32,388 S	ame
1 1	CONFIDENTIAL SECT (Maint & Fac Div Mg	1.00			69 6	П	\$	53.928	same		57.738	69	57,738 S	аты
- 1 - 1	RECKEATION & ACCASINGS DIV MEN	1.00			9 69		64 e	89,325	same		88,885	, lo	38,885	ame
PARKS	FACILITIES PROJ MGR PROSRAW AVARVETI II WORKING SPIBILIBELI	1,00			8		\$ 14 S	80,567 same	same		77,329	s	77,329 S	ame
31	TERESTANDA DE LA COMPANION DELA COMPANION DELA COMPANION DE LA COMPANION DE LA	Short Parties	White and the property of the same of	Children Management	Chicago and the second second		Sec. Williams	White Teleport and and	National Assessment	Think the Kangar	The second second	200	Contraction of the last	A SOME OF A

PARKS PARKS PARKS PARKS PARKS	IRBINS MERCECEANANCING BINGS KITTER BEING PARKS PLANNER III PARKS ADMIN SPECII BARKS ADMIN SPECII BARKS RENGARAMANIANS IN OKUITES PRECEDIA	1,00			\$ 77 \$ 4	77,134 \$ 49,208 \$ .67,3578 \$	77,134 49,208	ard Same Same (enjove	\$ 75,854 \$ 75,854 \$ 46,129	54 \$ 29 \$	69293 76,954 Si 46,129 Si	Same Same Same
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	Constitution of the second of							Adried	(A)			Sellies
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WLR	RLOS SECTION MANAGER	1.00			о Э	92,000 \$	92,000	same	\$ 88,497	97 \$	88,497 s	same
WLR	ADMIN SPEC III	1.00			es Čt	54,000 S	54,000	same	\$ 53,458	58 8	53,458 s	same
WLR	PLANNER II	1.00			\$ 7.	72 000 \$	72,000	зате	\$ 71,339	\$ 65	71,339 \$	same
WLR	PROGRAM ASST	1.00	8 DESCRIPTION OF THE PERSON OF		\$ 50	50,000 \$	50,000	same	S	\$	S	зате *пе
L L						2,000	2000	10 HGS				TE STORED
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	PROGRAM ANALYST III WATERSHED UNIT SECTION MGR	00:	1:00		& &	\$ 57,000 \$ 85,000 \$	57,000	same	\$ 56,064	8 8	56,064 \$	same
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	COMMISSED IN EVENTABLE OF THE PROPERTY.			0.00	£	7,000		ewes		<i>y</i>	R	asjóred
WLR	ELANNER III	100		1.00	8 8	3,000 \$		Same	\$ 89.07	786-18-1-	00	Restored
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	ADMINISPECTION OF	00014				5,000		same		8	α	eslored

1 di	PRESIDENCE PROPERTY OF THE PRO						3,000 H		Sante	9160		Kes(0) 64
WLR	PROGRAM COORD	1.00				5 7	71,000 \$		samé	\$ 68,610		same
WLR	STEWARD		-	0.50		\$	25,500 \$		same	\$ 28,657		same
WLR	PROGRAM ANALYST III (Parks Volunteer Coord)	oord)	(1.00)			\$ (6)	\$ (000'69)	,	same	\$ (70,800)	\$ (00	same
WLR	COMM SPEC II			1.00		9	65,000 \$	,	same	\$ 61,590	\$ 06	same
			···	<u></u>						6		
WLR WLR	COMM SPEC II			1.00		9 8	8		same	\$ 63,205	35 8	Same
WLR	PROGRAM ANALYST II	08.0					₩-	,	same		_	заше
WLR	PROGRAM ANALYST		·	4,00		\$ . 4	42,000 \$		same		. \$ 72	same
WLR	PROGRAM ANALYST III	1.00				85	79,000 \$	;	same	\$ 77,919	. 6	same
WLR	PROGRAM ANALYST III		1.00			85	79,000 \$	•	same	\$ 77,919	8	same
W.R R.R	INFO SYSTEM ANALYST II INFO SYSTEM ANALYST II		1.0		·	8 8	69,500 \$ 51,000 \$		same	\$ 68,609 \$ 50,456		same
W.R	SENIOR ECOLOGIST	1.00					\$ 000'62	,	same			same
WLR	ECOLOGIST			1.00		9	63,000 \$		same	\$ 62,534	34 8	Same
W.R W.R	CLIENT SERVICES SUPERVISOR ENGINEER III	1,00		1.00		\$ 100	75,000 \$		same	\$ 110,450 \$ 73,048	50 & 48 &	same
	WATER QUALITY PLANNER			0.60					same			same
WLR WLR	WATER QUALITY PLANNER II SENIOR ECOLOGIST			1.00		3.	73,000 \$		same	\$ 70,512 \$ 36,285	12 \$ 35 \$	same
	EARTH SCIENTIST			1.00			_		same		_	same
WLR WLR	INFO SYSTEM ANALYST ! INFO SYSTEM ANALYST !		1.00			\$ 8	68,000 \$		same	\$ 68,609	\$ 00 \$ 00	same
WLR	PROGRAM ANALYST III		1.00			8	73,000 \$		same	\$ 72,616	\$ 91	same
	SENIOR ECOLOGIST	0.0							same			same
WLR	PROGRAM ANALYST II	8					73,500 \$		same	\$ 71,094	94.0	same
	WATERSHED RESIGNATION WORKEN	1,00		76:3				,	same			same
WLR	ADMIN SERVICES OFFICER II	0.25						,	same			same
WLR	CX O&M SAVINGS for RLOS CUTS					\$ 224	225,000 \$	225,000	same	\$ 215,957	57 \$ 215,957	same
WLR	INDUSTRIAL WASTE TRANSFER OUT		20.50			\$ 1,520	,520,410		same	\$ 1,430,546	94	same
WLR WIE	W.R. SWEES TRANSFER IN WITH BEGGENWESSERWESSER KILL KILL WEET PROGENIKAN ALKSTANK RELECTION OF		(46.80) (1.00)			\$ (3,946	(3,946,117)		same africer aprikes equino	\$ (3.494.844)	(4) (5) (7) (8)	eames Onless Selfic
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-	·					····							,
MC	EXECUTIVE DIRECTOR				1.00	s <sub>2</sub>	89.543 \$	iñ.	зате	\$ 89,5	543	san	same
MC	CONFIDENTIAL SECRETARY I	1,00				\$ 59	59,849 \$		same	\$ 59,849	. 69	San	same
Σ Q	PROGRAM ANALYST		1.00			8 80	\$ 889'08		зате	\$ 80,588	₩	san	зате
MC	PROGRAM ANALYST PROGRAM ANALYST		1.00			\$ 69.	69,272 \$ 61,031 \$		same	\$ 69,272 \$ 61,031	72 \$ 31 \$	same same	same same
ΔÖ	PROGRAM ANALYST		1.00			83	63,643 \$		same	\$ 63,643	& E	same	a. Bu
W W O	PROGRAM ANALYST PROGRAM ANALYST	1.00		``		\$ 63	63,676 \$ 80,586 \$		same	\$ 63,676 \$ 80,586	76 86 8	San	same
N O	COMM RELATIONS SPEC!		1,00				47,797 \$	,	same	\$ 47,797	8 Ze	same	ше
MC	PROGRAM ANALYST	3,000	200%	1,00	1.00	\$ 59,772	\$	. si	same	\$ 59,772	72 \$ -		same periodo
	FINANCIAL SPEC IV (HR/Payroll)					- 69	ŧρ			1	€9		Пе
SW	FINANCIAL SPEC II (Payroll)		(1.00)			\$ (46	(46,023) \$		same	\$ (46,023)	23) \$	same	me
SW	FINANCIAL SPEC III (AR/AP)		(1.00)			\$ (51,	(51,817) \$			\$ (51,817)	(7) \$	sau	Jie
	ADMIN SPEC 1 (AR/AP)		(1.00)				.857) \$		same		57) \$	same	9 9
SW	PROGRAM ANALYST III		(1.00)			\$ (80)	\$ (80,588)	- 8	зате	\$ (80,588)	\$ (88	same	пе
MS MS	PROGRAM ANALYST III		(1.00)			\$ (69,272) \$	272) \$	18 10			(69,272) \$	- 1	96
	COMMUNITY RELATIONS SPEC I		(1.00)	100 %		\$ (47	\$ (282)			\$ (47.7)		same	Jie
	PROGRAM ANALYST II	1	(8,00)	(1.00)		(59)		(50,200)	same		72) \$		same
								·					
DNRP ADMIN	RESOURCE RECOVERY UNIT MANAGER				(1.00)	\$	(89,843) \$	,	заше	\$ (89,843)	\$ (8)	same	7.6
DNRP ADMIN	PROGRAM ANALYST		(1.00)			\$ (63,	(63,643) \$	- 18	same	\$ (63,643)	\$ (61	Same	ae P
ONRP ADMIN	NFO SYSTEMS		1,00.			\$ 82,	006	28	same	\$ 82.90	006	same	ne
	PROFESSION STATES OF THE STATE								authora e e e e e e e e e e e e e e e e e e e				g
DNRP GIS	CENTRAL GIS GROUP FROM ITS		(11.00)	(4.00)		\$ (1,130,536)	536)	8	same	\$ (1,130,536)	(9)	Same	ще
DNRP GIS	INFO SYSTEMS ANALYST III		(1.00)			\$ (82,	(82,900)	- 8	зате	\$ (82,900)	(Q	Same	ле

DNRP GIS	INPO SYSTEMS ANALYST III	(1.00)			(84,302)		same	67	(84,302)	
ONRP GIS	NEO SYSTEMS ANALYST II	(007)		6	(71,095)		same Same		(71,095)	
DNRP GIS	PLANNING SUPPORT TECH II	(1.00)			(67.083)		same		(67,083)	
DNRP GIS	INFO SYSTEMS ANALYST!	(1.00)		89	(076,07)		same	49	(70,970)	
DNRP GIS	INFO SYSTEMS ANALYST II	(1.00)		es.	(69,093)		same	8	(69,093)	
DNRP GIS	ENGINEERING TECH	(1.00)		မာ	(61,263)		зате		(61,263)	
DNRP GIS	INFO SYSTEMS ANALYST II	(4.00)	_	69	(256,000)		same	\$	(256,000)	
DNRP GIS	INFO SYSTEMS ANALYST !	(2.00)		ья	(136,000)		same	8	(136,000)	
o do no	NEO SYSTEMS ANALYST I	(00 6)		<del></del>	(120 500)		E		(120 500)	
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ONE DARE		(26:00)	(4)000							
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WWT	INFO SYSTEMS ANALYST II	4.00		₩	256,000		зате	89	256,000	
WWT	INDUSTRIAL WASTE TRANSFER IN	(20.50)		89	(1,520,410)		same	\$ (1,4	,430,546)	
WWT	SWEES TRANSFER OUT	46.60		è	3,946,117		same	3,4	494,844	
100							Aoded		00000	
MWT TT	Total Eliminated Positions	(2)			2,478,803				77.240# (87.7.83)#	
NR S	DNR** DNR	24	6.		1,036,754	647,8005			98 902	581.286
CFM/Airport	Equipment Operator Electrician I	(1.00)		8 8	(62,486)			8 0	(62,486) (78,207)	
CFM/Airport	Utility Worker II	(1.00)		us u	(55,528)				(55,528)	
CFM/Airport	Electrician I	(1.00)		9 69 6	(48,474)				48,474)	
CFW/Airport	Carpenter i Electronics Communications Tech	(1.00)		e es	(52,236)				52,236)	
CFW/Airport	Mechanical Automotive Machinist I HD Administrative Specialist II	(1.00)		s s	(49,812)				(67,821) (49,812)	
CFW/Airport	Storekeeper Utility Worker II	(1.00)		89 89	(60,943)				(60,943)	
OF WAIrport	Utility Worker II	(1.00)		eo ei	(53,339)				53,339)	
OF MAIrport	Fluitoling & Medianican	(1.00)		, v, t	(81,751)				81,751)	
OCFWAIRPORT OCFWAIRPORT	Utility Worker II	(1.00)		9 69 6	(53,339)				(63,339)	
OCF M/Airpon	Painter	(nn'i)		9	(04,400)				62,486)	

DCFM/Alroad Utility Worker II	(1.00)		\$ (56,622)		(58,622)	
DOTIVITION Equipment Operator	(1.00)					
DCFM/Airport Crew Chier	(1.00)				-	
DCFM/Airport Utility Worker Assistant	(1.00)					
DCFM/Airport Utility Worker II	(1.00)					
equipment Operator	(1.00)					]
DCFM/Airport Assistant Airport Maintenance Manager	(1.00)		\$ (75,185)			
Services O	(1.00)					
	(1.00)		(61,002)		\$ (61,002)	
DCFM/Airport Manager Policy & Technology	(1.00)					(
OCFM/Airport Administrative Specialist II	(1.00)					
DCFMAirport Program Analys( )	(1.00)					
OCFM/Amport Administrative Specialist II	(1.00)					)(
	(1.00)					
DCFM/Airport Airport Manager	(1.00)					
DCFM/Airport Customer Service Specialist III	(1.00)					
DCFM/Airport Confidential Secretary	(1.00)		\$ (51,770)			
DCFWAirport Assistant Airport Manager	(1.00)					0
DCFMAlmort Program Analyst III	(1.00)					
DCFWAirport Supervising Engineer	(1.00)					
DCFM/Airport Engineering Aide	(0.50)		\$ (47,076)			
DCFW/Airport HVAC Engineer II	(1.00)				(\$5,773)	
DCFM/Airport Plumber I	(1.00)					
DCFM/Airport Electrician Helper	(1.00)				\$ (45,773)	
DCFWAirport Airport Maintenance Worker	(1.00)					
DCFM/Airport Program Analyst IV	(1.00)					
DCFM/Airport Program Analyst il	(1.00)					
DCFM/Airport Program Analyst III	(1.00)					
DCFM/Airport Program Analyst IV	(1.00)					
DCFWAIDOR Administrative Assistant IV	(1.00)		(70,729)		\$ (70,729)	
DCFWAIrport Program Analyst III	(00.1)					
DCFWAIrport WAN Administrator	(1.00)					
DCFM/Airborn Program Analyst I	(1.00)				- 1	
Supervisor I	(1.00)				- 1	
CCFM/Airbort Airbort Maintenance Manager	(1.00)				\$ (73,596	
TACILITIES OSSESSIONENION OPECIALIS	(1.00)				- 1	
FACILITIES OZZUINVENIORY SPECIALISI	(00.1)					
PACILITIES 0009 TEDM INITED YEMPODADO	00.1	(4,00)			ı	
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IDONIA MOOF	(00:1)	2000	(05,052)	0 - 2 - 10	_ 39	The second secon
ORPP 404200 SPEC, CONTRACTS III	(1,00)				5	
ORPP 404200 SPEC, CONTRACTS III	(1.00)					
li	(1.00)					
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-		(1.00)			\$ (58,521	
	(1.00)		\$ (44,872)			
ORPP 404400 SPEC, CONTRACTS	(1,00)		(76,883)			
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OVERHEAD RATES SAVINGS		00.66		3		
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- 13	Cast (OBBB/CBCK) ANDEX		(150,000)	9 995 450	(150,000)	۾
Restored FIF's	7.201	-0.50		9		
Overall Savings		31.50	\$ 11.821.361	S 6.157.264	\$ 11 025 534	C R 446 557
200.000				ı		

				Estimated	piled			Parent H
Job Class & Tille	. TT	Transfers	TĽ	Totel Sevings by Position	CX Savings by Position	And the second s		
						Same reguction (E Savings Recalcula (E)	on (Estimated Oxider)	
				3 (2000) 3 (2000)	(746,000)			\$2,500 \$7,500 \$7,500 \$1
PLANNER III STATE				2002	S 72.000	Same Assessment		
PLANNER III AM				5. 76(00)	100 P	same		
COMMISSECTIONS OF THE STATE OF	1020		090	3,1000	\$ \$	same same		\$ 14.00
PLANNER III	8			2.000		tame		18 28
				1000 日本の		Same 2		
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RECERAN COORD	801			<b>3</b> 1.000		Same		8 69.6

CONSOLIDATION CROSSWALK . ADD BACKS

Г				APPENDIX 3
Ľ				me - TLT - Extra-help Usage (January through June 2001 and 2002)
	repartment of Exer	utive Services		
E	ivision	2001	2002	% Change
Г	CAO	-	-	
Γ				2001 Overtime due to Nisqually EQ - Reimbursed by FEMA and State at 87 1/2% - 2002
	EM .	6,832	153	Overtime used in E911 Office and is an operations issue. Backed by special revenue.
	FACILITIES	351,426	324,628	
_	HR	22,711	10,659	
	ITS	87,139	62,407	
	OCRE	-	-	
	REALS ·	124,916	79,522	
F	RISK	-	-	
7	FINANCE	98.916	86,843	
_	Oxertime Total	\$ 696,846	\$ 564,262	81:54
n.	EM /	. 1995)	2.000 2002-p.ns. /	CONTRACTOR OF THE STATE OF THE
	PACILITIES	503,398	354,595	1
	MOLETIES	505,000	304,030	2002: Special Projects: Class Comp & Records Decentralization.
				Accountant: Pickup of workload to transition reorg - will be phased out at end of August.
	HR	18,963		(Approx. \$14,000 of expense.)
_	ITS	128,274	134,393	(γημρίολ, ψ 17,000 οι ελμείισε.)
_	OCRE	120,214	134,383	
-	REALS	203,859	239,459	
-	REALS	203,039	239,439	
_	FINANCE	73,909	43,633	
				90.35
	Ceropordry	<b>. .</b>	<b>***</b> *********************************	
	FINANCE			Drop due to 1st 6 months in 2001, still working on stabalization efforts of FSRP and using TL for that purpose. Completed in 2001 so no longer needed in 2002.
_		690,624	200,000	for that purpose. Completed in 2001 so no longer needed in 2002.
_	its ·	450,649	461,472	
•	RISK		-	
_	EM	-	-	
	FACILITIES	431,837	441,663	
	OCRE	7,219	-	
_	REALS	166,393	176,542	
	HR	1,485		2002: TLTs for special projects, not related to reorg (Class Comp)
	Term Limited		\$. 1,530,318	87.54
3			\$ 2,939,360	
1	Department of Nat	tiral/Résource	and Parks as	
I	Division	2001	2002	Comments
_	SW	27,153	19,280	For WR/R and Fiscal Sections only - the two sections affected by reorg.
	Admin	100	16,854	For only the low org affected by reorg.
	Parks	98,418	95,940	
_	WLR	87,052	28,331	For all of WLR funds
_	wwr	483,303	429,923	
9	Overtime ***		\$ 590,328	<u></u>
_	SW	59,745		For WR/R and Fiscal Sections only - the two sections affected by reorg.
		==:	<u> </u>	For all of WLR funds; increase due largely to EH backfills for frozen positions in GIS and
				Finance; also due to use of student interns to support site management plan development for
	WLR	12,703	130.293	natural resource lands.
_	Parks	1,087,025	1,090,374	
-		.,,	1,500,70	Increase attributable to extra help employee brought in to assist in developing Parks Busine
	Admin	6,733	66,120	Plan Transition Strategy.
	wwt	14,193	51,593	
_	Temporary		\$ 1,379,346	116.85
	SW	71,405		For WR/R and Fiscal Sections only - the two sections affected by reorg.
	Parks	13,120		Consistent with 2001
_	. 4.11.3	13,120	10,700	Added a budgeted TLT in 2002 budget to assist in emerging environmental issues (air quality
	Admin	02.000	146 240	unrelated to the reorg.
H	, (311111)	92,909	140,319	Figures based on budgeted TLT's. Same total number of budgeted TLTs in 01 and 02 (28.0
١			l	
l	\AAA/T	607.040	007.004	but MUCH higher salaries. Many of the TLTs are fully or partially loaned out to capital. Included the first business.
_	WWT	637,610	867,964	Industrial Waste #s in both years.
_	WLR	1,285,904		For all of WLR funds
ı	Term Limited		\$ 2,335,964	
×	DNRP Total	S\$23.977.373	S 4,305,638	108:25
31		22/2/04/2017	7,244,998	

# Our Roadmap for Success DNR STRATEGIC PLANNING—From Vision to Action



appendix 4

### DNR GOALS

- Tied to vision/mission
- Strategic in nature
- Long term (2-5 years)
- Identify outcomes
- Fashioned by senior management
- Have associated outcome indicators

**DNR management team** is responsible for formulating goals. They validate these goals as they communicate them through the organization and with the Executive and key stakeholders.



- Tied to department goals and outcome indicators
- Relatively long term (1-3 years)
- Identify strategies that get to the goal
- Best fashioned with input from other levels in organization including employees
- Have associated performance measures

Division-level management is responsible for devising goals and strategies within and across divisions. They validate these with the DNR management team and their organizations.

### SECTION/PROGRAM OBJECTIVES

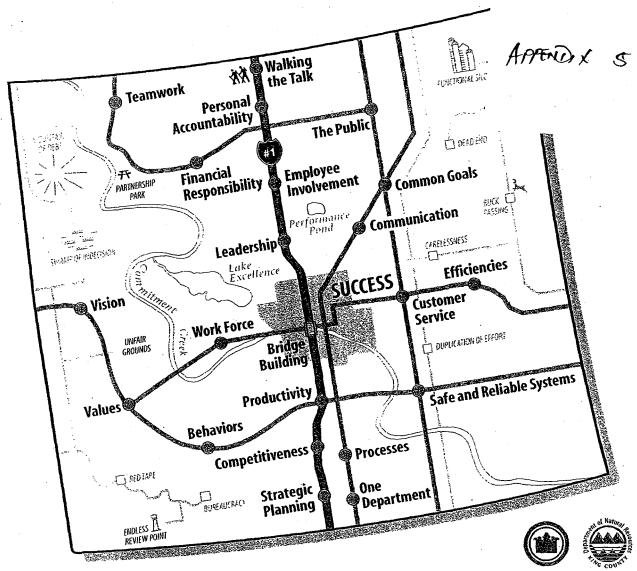


Short term (1 year to 18 months)

- ·ldentify workplans/specific activities for achieving each strategy
- Best fashioned with input from people doing the work.
- Recommend associated performance measures

Section/unit level management and employees are responsible for developing objectives. They validate these with appropriate management and unions.





# Our Roadmap for DNR Success

# The next few years will be a time of growth and transformation for DNR.

This year is the foundation building, when employees will help establish DNR as a high performance agency with a vision for a sustainable, livable, clean and healthy natural environment."If we don't imagine the future, we won't have one," explains Director Pam Bissonnette.

# So how will we achieve this vision?

DNR managers have provided part of the answer by developing a set of common goals and processes for the department. Common goals point to where we are going. The processes will help us get there. Together the goals and processes make up our "Roadmap for Success." The Roadmap will be our guide for a long time. It is our way to improved effectiveness.

# Your work group will use the roadmap as a guide for your own planning.

Each work group will translate the department goals into more specific goals and objectives directly tied to your division and your own group's responsibilities. Ultimately, the process ends with you – operators, analysts, mechanics, support staff, team leads and everyone else whose job makes this department move.

One of our greatest assets is our people, our team. Everyday I see knowledgeable and committed employees who I know will hold us on the road to success.

- Pam Bissonnette, Director

# Our Roadmap for Success

Vision, values, and behaviors serve as our foundation and guide our actions.

Goals point to where we are going.

Processes show how we are going to get there. Performance measures tell us how we are doing and if we made it.

## Vision

A sustainable, livable, clean, and healthy natural environment

### Values

Responsiveness, Leadership, Creativity, Safety, Respect, Cooperation, Initiative, Openess, Competence, Trust, Professionalism, Courtesy

# Goals

- · Environmental quality
- · Waste to resource
- · Price of service
- Customer satisfaction
- Employee involvement and morale
- · Organization

### Processes

- · Strategic business planning
- Leadership development
- Employee involvement
- Division Initiatives productivity, competitiveness, strategic planning
- Measure and track performance

# Performance Measures

Each division and work group will be identifying performance measures to track our progress.

# Behaviors

- Personal accountability
- · Thinking as one department
- Teamwork





# Goals:

# **E**nvironmental quality

Achieve a net gain in environmental quality by protecting and restoring the natural environment, ensuring public health and safety, and exceeding environmental standards.

# Waste to resource

Regard the region's waste products as resources and minimize the amount of residual waste disposed.

# Price of service

Price our services reasonably and competitively, while delivering the highest value to our citizens and maintaining safe and reliable systems.

### **Customer satisfaction**

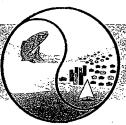
Meet the needs of our customers and our natural environment through valued, high quality and responsive services.

# Employee involvement and morale

Be a forward thinking workforce where employees are engaged in our business, involved in decisions that affect them, and understand their role in achieving the DNR vision.

# Organization

Be a high performance regional environmental management agency by providing high quality services, working in partnerships, and leading by example. **Ecosystem integrity** 



Human health and safety

# The Roadmap's Processes and How They Will Help Us Succeed

### Processes:

# ${f S}$ trategic business planning.

To be the best, you not only have to do things right - you have to do the right things. The Department is now preparing its strategic business plan for the next 3-5 years. The DNR Management Team has set our department's goals, they have pointed us in the right direction. The divisions and individual work teams will design division-specific goals, objectives and performance measures to get us there. This planning process will take place through June 2000.

### Leadership development.

Investing in our people is the best investment we can make in our department. Today's workplace requires employees with technical, interpersonal, management and leadership skills. This is especially true when developing our leaders, the supervisors and managers who direct and guide our teams. They must develop the ability to lead change and manage organizations that have undergone change.

DNR has created two programs to boost development of our leaders. The first is the quarterly Leadership Forums that provide networking and information for all supervisors in the department. The second is the DNR University that provides comprehensive training to build and maintain supervisors' leadership capacity.

### Employee involvement.

Employees' ability to contribute toward reaching our goals is directly affected by their work systems and environment. Employees who work where processes are clear and effective, and where their contributions are solicited, put to use, and recognized, will accomplish far more than those in environments that don't support creativity, initiative, and commitment.

To move forward in making employee involvement an integral part of DNR, we will be working to ensure that each

employee has the opportunity to participate in and contribute to the Roadmap processes. Specific employee involvement strategies have been developed and are being implemented within each of the divisions.

### Division Initiatives -

 $productivity, competitiveness, strategic\ planning.$ 

DNR is one organization made up of a number of businesses. The unique qualities of each division demand specialized initiatives to move us forward. These initiatives are the vehicles that each division will use to move us towards our department-wide goals.

The Wastewater Treatment Division has launched its Productivity Initiative in order to improve how it does business and ensure that its services are provided to the public at a reasonable cost. The Solid Waste Division's Competitiveness Analysis project will compare it with other utilities and look at current business practices to identify areas for improved efficiencies and effectiveness. The Water and Land Resources Division's Strategic Planning Initiative will define core businesses and develop systems to ensure accountability, cost effectiveness, and public benefit.

All of this work is happening simultaneously and is being coordinated in order to move us together down the road to success.

# Measure and track performance.

Whenever an organization sets a goal, it should have an appropriate process to measure and track progress. Measuring and tracking performance is essential to achieving the goals described in the Roadmap. It also helps us keep the commitments we make to ourselves.

Establishing performance measures will be integral to our work over the next year. Once these measures are established we will design how we track our progress over time.

# Top 10 Ways You Can Help DNR Reach Success

Here are our top 10 ways every employee can help DNR be competitive, efficient and successful. We invite you to talk with your co-workers about other ways to help DNR along the journey to success.

1. Know our goals and where we are headed.
Our aim is to become a high performance government.
Our major initiatives together with every employee's participation will move us towards accomplishing our common goals. These are our "bottom lines" to which we both individually and collectively measure our value to the community. Take time to read and listen to the information on where we are headed and how we will get there.

2. Deliver on our plans and make our budget.

All of our projects for success rest on the assumption that we will do what we said we'd do. Right down to you and me. Our organization's success depends on every one of us delivering on our plans and within budget.

3. Know our customers.

To be successful people must love what they see. We all need to understand our customers, listen to them,

need to understand our customers, listen to them, anticipate their needs and position ourselves to deliver high quality services. Whether your customers are internal (other employees) or external (citizens) take time to understand their needs.

4. Be responsive and responsible.

Always practice good customer service. Ask yourself: Do I provide superior customer service through my position whether my customers are internal or external? Do I respond quickly to meet requests? If I were on the receiving end, would I be happy with my own service?

5. Ask: "Where do I fit in?"

We all need to make sure we understand how our job links to our goals and our customers. For example, does my role help DNR provide reliable services? Do I do everything I can to help promote our services? Do I help make our organization more efficient so we can keep our rates low? Am I flexible and willing to change to ensure we are successful?

6. Speak well of our organization in our community. We've all got a lot to be proud of, so let's talk about it. Polls show that area residents care about the environment. Make the effort to ensure our customers understand the services we provide and the accomplishments we have achieved for them and the natural environment.

7. Ask ourselves the tough questions.

Am I the kind of employee I'd want to hire if I ran the organization? A soul-searching type of question, but a valid one for each of us to ask. What can we all do today to become even better?

8. Improve our productivity every day.

What can I do to be more productive today? To compete and be successful, we need to view ourselves as a one-person factory that we own. How was my output today? Did I do more or better work today than my competitor?

**9.** Offer constructive ideas.

We believe that we can always find ways to do our work better. But only if we continue to bring ideas to work every day.

10. Listen globally.

Pay attention to what is happening globally, nationally, and locally. Other governments, organizations, and businesses are going through the same changes we are. Listen for good ideas, for how others solved problems, and for ways we can promote or improve our services.

We are starting a reconstruction project to build our future and we all need to be invested, to think creatively, offer suggestions, and push the envelope. It will take time to chip away at years of bureaucratic concrete.

But we must stay positive and not get frustrated in the process. We are already seeing positive change.

- Pam Bissonnette