

ADMINISTRATIVE SERVICES

ACTIVITIES

*Management Services

*Finance Services

*Legal Services

*Human Resources

*General Program Operations

DESCRIPTION

This program provides direct and indirect administrative services to the various programs and activities.

Revenues for the activities are based upon the application of an administrative charge. A fixed rate of 8% is applied to all operating activities and 2% is applied to capital project construction. These rates have remained unchanged since FY'88.

	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Program Generated Resources	<u>4,512,843</u>	<u>4,576,694</u>	<u>4,569,883</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>5,180,006</u>
Total Resources	<u>4,512,843</u>	<u>4,576,694</u>	<u>4,569,883</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>5,180,006</u>
Requirements							
Management Services	629,096	640,332	701,222	723,653	723,653	723,653	749,164
Finance Services	1,541,383	1,632,529	1,717,435	1,809,120	1,809,120	1,809,120	1,859,537
Legal Services	243,288	284,717	313,576	317,670	317,670	317,670	318,773
Human Resources	462,769	460,176	501,279	512,286	512,286	512,286	532,335
General Program Operations	<u>1,636,307</u>	<u>1,558,940</u>	<u>1,336,371</u>	<u>1,477,171</u>	<u>1,477,171</u>	<u>1,477,171</u>	<u>1,720,197</u>
Total Requirements	<u>4,512,843</u>	<u>4,576,694</u>	<u>4,569,883</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>5,180,006</u>

Program: Administrative Services – Program Summary

Services Delivered:

The Administrative Services Department provides efficient and effective administration and management services for the City of Council, City Departments and Programs, City Staff and the citizens of Grants Pass.

This program supports Council's Strategic Plan and all of Council's goals throughout the entire City organization with particular emphasis on the Council's goal of **"Provide Cooperative, Shared Leadership Involving Council, Staff and Community"**.

The program is responsible for administrative and fiscal management of the City. Through these various divisions, Finance, Management Services, Human Resources, Legal, Information Technology (IT) and Risk Management, the Administrative Department strives to maintain the City's economic stability and organizational culture in concert with City Management and Council strategies.

The Administrative Services Department carries out functions that facilitate the operation of other City Departments and is responsible for oversight of: dissemination of information concerning City activities and programs, administration of the City's risk management program, financial management and control, budget development and preparation, emergency preparedness, safety and municipal insurance programs, City franchises, contract services administration, and other support functions for Council and the departments. Administrative Services also provides for expenditures that support the entire City, such as postage, copying and general staff training.

Program: Administrative Services– Program Summary

Program Financial Summary

Resources	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Beginning Balance	<u>1,301,374</u>	<u>1,395,712</u>	<u>1,029,846</u>	<u>909,491</u>	<u>909,491</u>	<u>909,491</u>	<u>1,124,341</u>
Current Resources							
Activity Generated							
Interest	9,511	12,024	10,000	10,000	10,000	10,000	10,000
Other Revenue	7,675	3,692	3,000	3,000	3,000	3,000	3,000
Administrative Charges	<u>3,194,283</u>	<u>3,165,266</u>	<u>3,527,037</u>	<u>3,917,409</u>	<u>3,917,409</u>	<u>3,917,409</u>	<u>4,042,665</u>
Total Current Revenues	<u>3,211,469</u>	<u>3,180,982</u>	<u>3,540,037</u>	<u>3,930,409</u>	<u>3,930,409</u>	<u>3,930,409</u>	<u>4,055,665</u>
Total Resources	<u>4,512,843</u>	<u>4,576,694</u>	<u>4,569,883</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>5,180,006</u>

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Management Services	597,020	605,604	666,493	688,924	688,924	688,924	714,435
Finance Services	1,480,531	1,561,961	1,657,840	1,749,525	1,749,525	1,749,525	1,799,942
Legal Services	234,960	276,545	305,404	309,498	309,498	309,498	310,601
Human Resources	449,377	447,048	488,146	499,153	499,153	499,153	519,202
General Program Operations	105,421	118,251	187,300	156,000	156,000	156,000	157,000
Direct Charges	178,694	181,507	202,809	197,359	197,359	197,359	206,809
Capital Outlay	11,800	35,160	8,000	28,000	28,000	28,000	8,000
Indirect Charges	59,328	71,340	84,400	87,100	87,100	87,100	89,100
Transfers Out	<u>0</u>	<u>150,000</u>	<u>60,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal Expenditures	<u>3,117,131</u>	<u>3,447,416</u>	<u>3,660,392</u>	<u>3,715,559</u>	<u>3,715,559</u>	<u>3,715,559</u>	<u>3,805,089</u>
Contingencies	0	0	909,491	1,124,341	1,124,341	1,124,341	1,374,917
Ending Balance	<u>1,395,712</u>	<u>1,129,278</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>4,512,843</u>	<u>4,576,694</u>	<u>4,569,883</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>4,839,900</u>	<u>5,180,006</u>

Program: Administrative Services – Management Services

Services Delivered:

This activity provides professional leadership in the administration of the goals and policies formulated by the Council. The City Manager is the official purchasing agent, personnel officer, superintendent of the utility system and budget officer for the City. The City Manager is responsible for the coordination of all operations of the City, including capital investments and support for all operating divisions.

Performance Measurements:

Management Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18	2018-19
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Percent of timely weekly updates	98%	100%	98%	100%	100%	100%	100%
Number of leadership training opportunities held for Council and committee members	3	3	4	3	3	3	3
Percent of timely City Manager monthly reports	98%	100%	100%	100%	100%	100%	100%
Percent of timely quarterly review of work plan	100%	100%	100%	100%	100%	100%	100%
Effectiveness	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Satisfaction with overall quality of City services to residents (measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual community survey)	76%	85%	N/A	85%	85%	85%	85%
Efficiency	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Cost of Service per Citizen	\$17.25	\$18.40	\$17.27	\$18.40	\$18.40	\$18.97	\$18.97

FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Develop and implement community communication strategies.
- Ensure efficiency and effectiveness in City operations.
- Evaluate/ensure financial stability of Utility funds.
- Equitable share of marijuana tax revenue.

Budget Highlights:

The budget provides effective staffing levels to afford comprehensive, unbiased expertise and valued assistance to the City Council and staff in terms of thorough staff reports, strategic recommendations, effective presentations and administrative support.

Program: Administrative Services – Management Services

FY'17 Activity Review:

Strategic Planning – The City Manager facilitated the Grants Pass 2017-2018 Strategic Planning Session. A strategic plan helps an organization perform at a high level by defining expectations and aligning resources. It provides a clear course of action for achieving positive results. A strategic plan also provides an opportunity for Council, the community and staff to all see the routes to be taken to achieve our goals; providing an opportunity for an alignment of resources to achieve a common goal.

Community Forums – The City held a number of forums to seek input from the community on a number of important issues. The idea of the open forums is to provide an opportunity for citizens to speak out about issues that mutually affect the City and the community. It also allows residents to have influence in their communities by giving them an additional venue to express their concerns and provide an opportunity to suggest solutions to those issues. Community forums held in FY'16/17: ECO Northwest Charrette – Economic Strategic Plan, Strategic Planning, Transient Vagrancy Issues, Water, Wastewater, Stormwater Master Plans, Parking Enforcement, Downtown Merchant and Development Financing Forum.

High Performing Organization (HPO) – The LEADS Team developed our Leadership Philosophy and Productive Behaviors associated with a HPO culture. Our Leadership Philosophy should permeate the organization and should state the beliefs about the nature of the people in the organization and their attitudes toward work, what makes people choose to be motivated, the distribution of knowledge and creativity (and therefore how we choose to make decisions), and how work is defined.

Team Vision (TV) was created to help Grants Pass focus on the organizational mechanisms required at every level for moving from problem-solving in an autocratic style by few individuals to a more collaborative style by teams.

TV is a participative leadership team that leads in cross-organizational issues that have significant, long-term impact. TV performs problem-solving and improvement-oriented activities and recommends mechanisms that allow the Organization to live our Leadership Philosophy, thereby accomplishing our Mission and Vision.

Activities involve building a collective leadership mentality focused on the City's Leadership Philosophy, assuming responsibility for linking units into a whole, and creating "parallel organizational structures" where the thinking/leadership work can be done before returning ideas to the Executive Team for implementation.

Employee and Citizen Outreach – Administrative Services utilizes newsletters as one part of an educational strategy for the employees and citizens. The newsletters create increased awareness and provide basic information on current projects, new ideas or general concepts. Also utilized are the monthly KAJO radio show, the City Manager's monthly and weekly reports, Facebook and the City's website.

Program: Administrative Services – Management Services

Financial Summary

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	555,867	564,376	601,463	609,964	609,964	609,964	635,245
Materials & Supplies	9,120	10,255	8,500	6,500	6,500	6,500	6,500
Contractual/Prof Services	32,033	30,973	56,530	72,460	72,460	72,460	72,690
Direct Charges	<u>32,076</u>	<u>34,728</u>	<u>34,729</u>	<u>34,729</u>	<u>34,729</u>	<u>34,729</u>	<u>34,729</u>
Total Requirements	<u>629,096</u>	<u>640,332</u>	<u>701,222</u>	<u>723,653</u>	<u>723,653</u>	<u>723,653</u>	<u>749,164</u>

Program: Administrative Services – Management Services

Personnel

	BUDGET FY'15 #	BUDGET FY'16 #	BUDGET FY'17 #	MANAGER RECOMMEND FY'18 #	COMMITTEE APPROVED FY'18 #	COUNCIL ADOPTED FY'18 #	PROJECTED FY'19 #
City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assistant City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000
City Recorder	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Assistant	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>
<i>Subtotal</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>
Assistant City Manager							
To: Downtown	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
To: Information Technology	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
To: Property Management	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
City Recorder							
To: General Insurance	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
To: Workers Comp	(0.150)	(0.150)	0.000	0.000	0.000	0.000	0.000
Office Assistant							
To: General Insurance	0.000	0.000	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
To: Legal	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Information Technology	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Property Management	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Workers Comp	(0.150)	(0.150)	0.000	0.000	0.000	0.000	0.000
Department Support Technician							
From: Legal	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>
<i>Subtotal Distributed</i>	<i>(0.925)</i>	<i>(0.925)</i>	<i>(0.775)</i>	<i>(0.775)</i>	<i>(0.775)</i>	<i>(0.775)</i>	<i>(0.775)</i>
Total Positions	<u>5.075</u>	<u>5.075</u>	<u>5.225</u>	<u>5.225</u>	<u>5.225</u>	<u>5.225</u>	<u>5.225</u>
Temporary/Seasonal Hours	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>

Program: Administrative Services – Finance Services

Services Delivered:

This activity is responsible for fiscal management of the City. This includes utility billing, accounting and record keeping; payroll, accounts payable and receivable; licensing, business and occupancy tax administration; cash and debt management as well as planning, controlling and reporting City finances. Other fiscal responsibilities include coordination and compilation of the budget document and preparation of the annual financial report. This activity also provides oversight and management of the financial record retention systems. The Finance Department strives to provide fiscal integrity and efficient service through communication, technology and teamwork.

Performance Measurements:

Finance Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18	2018-19
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Number of receipts (in 100s)	1,688	1,500	1,604	1,600	1,600	1,600	1,600
Accounts payable disbursements	5,851	7,000	5,298	7,000	7,000	7,000	7,000
Payroll disbursements	6,572	6,600	6,865	6,600	6,600	6,600	6,600
Effectiveness	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Write-Offs as % of Current Year Billing	0.00%	<1%	0.00%	<1%	<1%	<1%	<1%
Maintain credit rating of Aa- (or S&P equivalent)	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-
Efficiency	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Percentage of disbursements processed electronically	28.4%	25%	31.8%	25%	25%	25%	25%
Cost of Utility Customer Service per utility customers	\$4.44	<\$5.00	\$4.36	<\$5.00	<\$5.00	<\$5.00	<\$5.00

FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 1: Evaluate/ensure financial stability of Utility Funds**

- **Action 1:** Comprehensive Water Treatment/Wastewater funding strategy. **

Objective 3: Ensure efficiency and effectiveness in City Operations

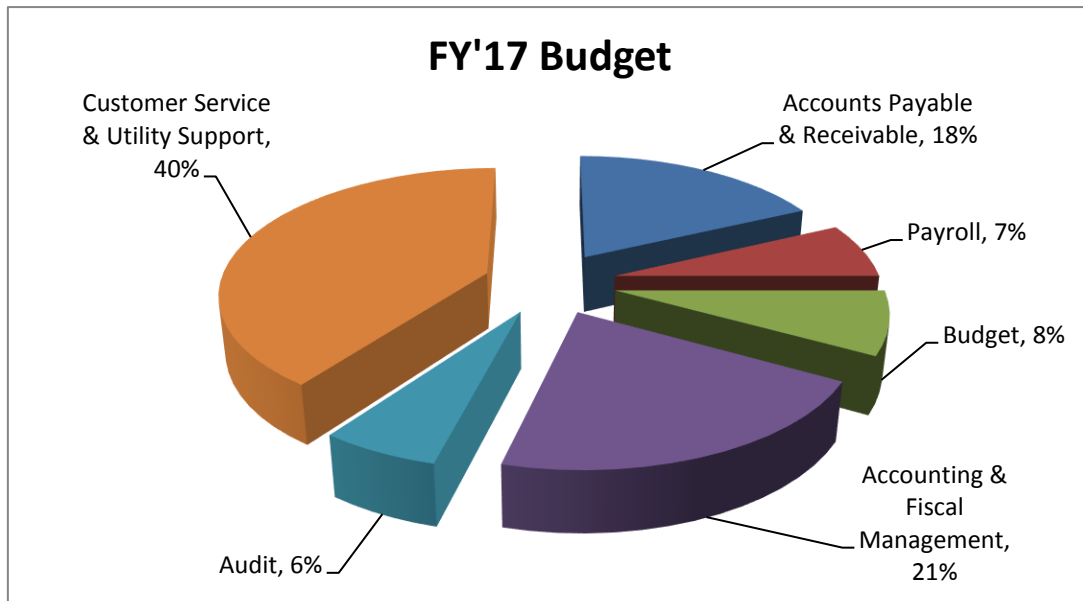
- **Action 4:** Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.*
- **Action 7:** Continue progress reflecting recommendations from strategic plans developed through PAVE.*

Program: Administrative Services – Finance Services

Budget Highlights:

The Finance budget for FY'18 is up slightly from FY'17, primarily a result of the refunding of half a position that has been approved but unfunded in previous years. There remains 2.0 FTE unfunded positions in the FY'18 budget. Challenges facing the Department in FY'18 include learning the new utility billing financial software and making process changes to utilize the new program more efficiently and effectively. The refunded 0.50 FTE will help ensure maintenance of outstanding customer service and day-to-day operations as the City's customer base and population continues to grow.

Services Provided



FY'17 Activity Review:

- ✓ Received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the 34th consecutive year.
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 32nd year in a row. These awards demonstrate the Department's efforts to ensure not only accurate financial reports, but reports that facilitate transparent and open communication with citizens.
- ✓ Facilitated the PAVE Committee's engagement for the Parks & Community Development performance audit and strategic planning project.
- ✓ Implemented Utility Billing module of the new Tyler Munis software.

Program: Administrative Services – Finance Services

Financial Summary

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	1,197,142	1,237,382	1,316,840	1,419,597	1,419,597	1,419,597	1,467,349
Materials & Supplies	22,515	16,896	24,250	24,350	24,350	24,350	24,350
Contractual/Prof Services	260,874	307,683	316,750	305,578	305,578	305,578	308,243
Direct Charges	60,852	57,768	59,595	59,595	59,595	59,595	59,595
Capital Outlay	<u>0</u>	<u>12,800</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,541,383</u>	<u>1,632,529</u>	<u>1,717,435</u>	<u>1,809,120</u>	<u>1,809,120</u>	<u>1,809,120</u>	<u>1,859,537</u>

Program: Administrative Services – Finance Services

Personnel

	BUDGET FY'15 #	BUDGET FY'16 #	BUDGET FY'17 #	MANAGER RECOMMEND FY'18 #	COMMITTEE APPROVED FY'18 #	COUNCIL ADOPTED FY'18 #	PROJECTED FY'19 #
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
Cust. Svc.- Utility Billing Supvr.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Services Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Grant Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Support Specialist	1.00	2.00	3.00	3.00	3.00	3.00	3.00
Department Support Technician	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Accounts Payable Specialist	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Accounting Technician	<u>9.00*</u>	<u>8.00*</u>	<u>7.00*</u>	<u>7.00*</u>	<u>7.00*</u>	<u>7.00*</u>	<u>7.00*</u>
<i>Subtotal</i>	<i>17.00</i>	<i>17.00</i>	<i>17.00</i>	<i>17.00</i>	<i>17.00</i>	<i>17.00</i>	<i>17.00</i>
Finance Director							
To: Garage Operations	(0.10)	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)
To: To Equipment Replacement	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Admin. Support Specialist							
From: Garage Operations	0.35*	0.00	0.00	0.00	0.00	0.00	0.00
Department Support Technician							
From: Garage Operations	<u>0.10</u>	<u>0.10</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<i>Subtotal Distributed</i>	<i>0.30</i>	<i>0.05</i>	<i>(0.05)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>
Total Positions	<u>17.300</u>	<u>17.050</u>	<u>16.950</u>	<u>17.000</u>	<u>17.000</u>	<u>17.000</u>	<u>17.000</u>
Total Un-Funded Positions	(2.535)	(2.500)	(2.500)	(2.000)	(2.000)	(2.000)	(2.000)
Total Funded Positions	<u>14.765</u>	<u>14.550</u>	<u>14.450</u>	<u>15.000</u>	<u>15.000</u>	<u>15.000</u>	<u>15.000</u>
Temporary/Seasonal Hours	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>

***Recap of Unfunded Positions by Fiscal Year:**

Accounting Technician	1.500	1.500	1.500	1.000	1.000	1.000	1.000
Admin. Support Specialist	0.035	0.000	0.000	0.000	0.000	0.000	0.000
Assistant Finance Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000

Program: Administrative Services – Legal Services

Services Delivered:

The legal staff supports the mission of the Administrative Services Department by providing efficient and effective administration and management services for the City Council, City Departments, City Programs, City Staff and the Citizens of Grants Pass.

The legal staff provides services to the municipal corporation including the Council, City Manager, Urban Area Planning Commission (UAPC), Urban Renewal Agency, City committees, department directors and staff. The legal staff also provides advice to the executive management team, drafts ordinances and resolutions, reviews and prepares contracts, researches legal questions which arise on a wide variety of topics, and interprets the Municipal Code and State statutes.

The legal staff provides legal advice on a wide variety of legal areas including land use, condemnation, liability, constitutional law, contract law, telecommunications, tort law, civil rights and litigation. In addition, the legal department handles land issues and acquisition.

Performance Measurements:

Legal Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18	2018-19
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Accessible and Timely Legal Information/Action	100%	100%	100%	100%	100%	100%	100%
Effectiveness	Actual	Goal	Actual	Goal	Goal	Goal	Goal
% of time quarterly reports on land acquisition services were submitted	100%	100%	100%	100%	100%	100%	100%
Efficiency	Actual	Goal	Actual	Goal	Goal	Goal	Goal
High Satisfaction within Budget	100%	100%	100%	100%	100%	100%	100%

FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City Operations

- The Legal Services department provides support and legal guidance for all aspects of City administration.

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

Objective 1: Plan and develop infrastructure

- Explore Public Safety Station options.

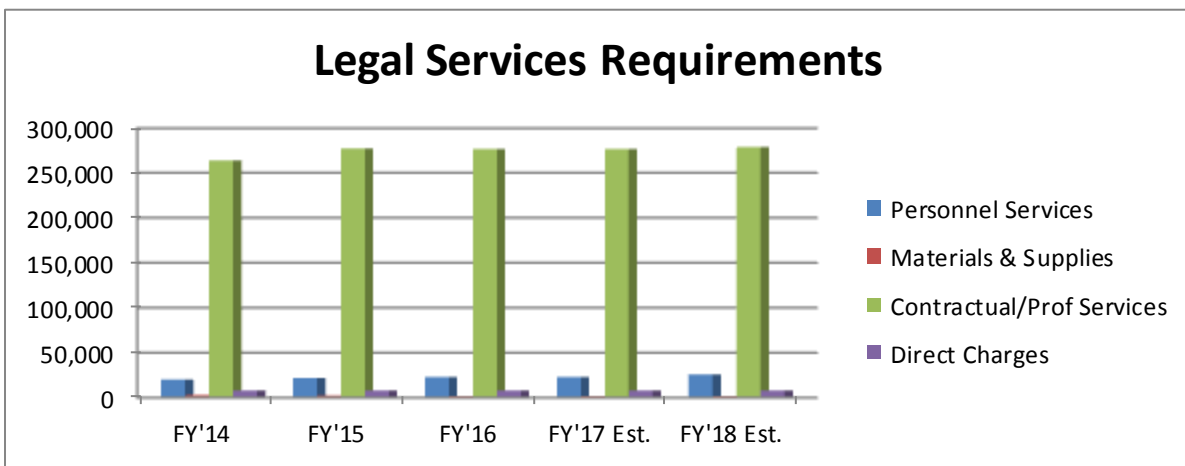
Objective 2: Ensure water infrastructure needs are met

- Build new Water Plant (Property focus).

Program: Administrative Services – Legal Services

Budget Highlights:

The City contracts with Hornecker, Cowling, Hassen & Heysell LLP, for our City Attorney services. The City contracts for Land Acquisition services, which include filing systems to be used for organizing the City's property files, and providing assistance to departments on various land issues involving: acquisition and sale of land, rights of way and easements. The Land Acquisition contractor acquires rights of way or easements for such items as sewers, water lines, pedestrian/bike paths, sidewalks and roads.



FY'17 Activity Review:

Expenses are primarily contract costs. The City contracts for City Attorney and Land Acquisition services.

Program: Administrative Services – Legal Services

Financial Summary

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	15,549	14,737	25,077	25,858	25,858	25,858	26,851
Materials & Supplies	1,868	26	2,000	2,000	2,000	2,000	2,000
Contractual/Prof Services	217,543	261,782	278,327	281,640	281,640	281,640	281,750
Direct Charges	<u>8,328</u>	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>
Total Requirements	<u>243,288</u>	<u>284,717</u>	<u>313,576</u>	<u>317,670</u>	<u>317,670</u>	<u>317,670</u>	<u>318,773</u>

Program: Administrative Services – Legal Services

Personnel

	BUDGET FY'15 #	BUDGET FY'16 #	BUDGET FY'17 #	MANAGER RECOMMEND FY'18 #	COMMITTEE APPROVED FY'18 #	COUNCIL ADOPTED FY'18 #	PROJECTED FY'19 #
City Attorney	1.000*	1.000*	1.000*	1.000*	1.000*	1.000*	1.000*
Assistant City Attorney	0.500*	0.500*	0.500*	0.500*	0.500*	0.500*	0.500*
Land Acquisition Specialist	0.800*	0.800*	0.800*	0.800*	0.800*	0.800*	0.800*
Department Support Technician	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
<i>Subtotal</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>
City Attorney							
To: Workers Comp	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: General Ins.	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Assistant City Attorney							
To: Workers Comp	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
To: General Ins.	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
Department Support Technician							
To: Management	(0.125)	(0.125)	(0.125)	(0.125)	(0.125)	(0.125)	(0.125)
Office Assistant II							
From: Management	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>
<i>Subtotal Distribution</i>	<i>(0.300)</i>	<i>(0.300)</i>	<i>(0.300)</i>	<i>(0.300)</i>	<i>(0.300)</i>	<i>(0.300)</i>	<i>(0.300)</i>
Total Positions	<u>2.500</u>	<u>2.500</u>	<u>2.500</u>	<u>2.500</u>	<u>2.500</u>	<u>2.500</u>	<u>2.500</u>

*Note the following are funded under Contractual Services instead of Personnel Services:							
City Attorney	0.850	0.850	0.850	0.850	0.850	0.850	0.850
Assistant City Attorney	0.425	0.425	0.425	0.425	0.425	0.425	0.425
Land Acquisition Specialist	0.800	0.800	0.800	0.800	0.800	0.800	0.800

Program: Administrative Services – Human Resources

Services Delivered:

The Human Resources Department is committed to working strategically with all City Departments to provide equitable administration of policies and procedures and to ensure that employment matters are handled appropriately, effectively and fairly. The department will strive to attract and hire qualified personnel and foster a positive work environment.

This activity is responsible for the administration of personnel policies, classification and compensation plans, workers compensation, maintaining records, directing negotiations, and providing for employee development. It also oversees recruitment of qualified employees, provides guidance and direction regarding employee performance, administers benefits, and ensures adherence to State and Federal labor laws.

Performance Measurements:

Human Resources Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18	2018-19
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Number of positions processed for recruitment or promotion	38	20	34	25	25	25	25
Number of employment applications received and processed	1525	900	1214	900	1000	1000	1000
Number of applicants hired	73	50	66	50	50	50	50
Effectiveness		Goal		Goal	Goal	Goal	Goal
New FT employee turnover rate within one year of employment	37%	<10%	28%	<10%	<10%	<10%	<10%
Working Days for HR Review of Applications and Selection Process	7	5	5	5	3	3	3
Time to process an applicant from date of offer to date of final acceptance	2.4 wks.	2.5 wks.	4.8 wks.	2.5 wks.	3.5 wks.	3.5 wks.	3.5 wks.
Efficiency		Goal		Goal	Goal	Goal	
Ratio of employees to HR staff	1:66	1:64	1:67	1:64	1:66	1:66	1:66

FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

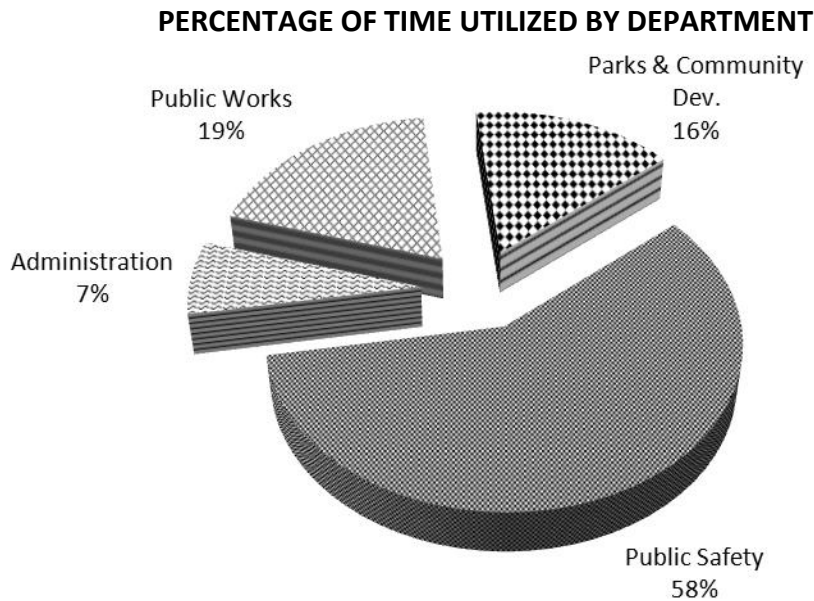
Objective 4: Ensure efficiency and effectiveness in City Operations

- The collective bargaining agreement with the International Association of Firefighters (IAFF) No. 3564 will expire December 31, 2017. Negotiations will most likely begin in the summer of 2017.
- Recruitments will be ongoing for Police, Reserve Police and Dispatcher to fill vacancies and to create hiring lists.
- Updates and revisions to Administrative Directives and personnel rules will continue.

Program: Administrative Services – Human Resources

Budget Highlights:

The budget provides for staffing sufficient to effectively recruit qualified personnel in a timely manner, coordinate and administer benefit programs, prepare classification and compensation recommendations, and assist with labor issues and negotiations.

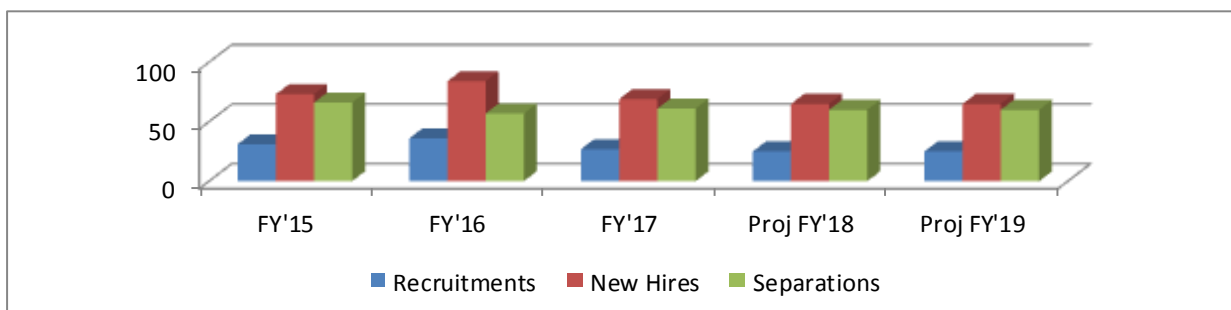


FY'17 Activity Review:

Contract negotiations were opened with Grants Pass Employee Association (GPEA) and Teamsters Local No. 223, whose contracts expired December 31, 2016. The City and GPEA teams met for four negotiation sessions and a new three year agreement was reached. The City and Teamster teams met for three negotiation sessions and mediation, and a new three year agreement was reached. Contracts with International Association of Firefighters No 3564 (IAFF) will expire December 31, 2017, and negotiations will begin for a new agreement.

Recruitment activity has continued to be high due to retirements, typical turnover and challenges with filling public safety positions. This fiscal year the department held a benefit fair and provided flu shots. The Wellness Committee hosted an "On The Move" challenge and created educational material for staff. A classification review of all GPEA job descriptions was completed. Compensation studies and review for non-bargaining positions and labor negotiations were completed.

RECRUITMENT OF FULLTIME, PARTIME, AND SEASONAL WORKERS



Program: Administrative Services – Human Resources

Financial Summary

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	316,884	326,269	307,337	319,700	319,700	319,700	337,592
Materials & Supplies	9,654	5,784	16,400	14,900	14,900	14,900	14,900
Contractual/Prof Services	122,839	114,995	164,409	164,553	164,553	164,553	166,710
Direct Charges	<u>13,392</u>	<u>13,128</u>	<u>13,133</u>	<u>13,133</u>	<u>13,133</u>	<u>13,133</u>	<u>13,133</u>
Total Requirements	<u>462,769</u>	<u>460,176</u>	<u>501,279</u>	<u>512,286</u>	<u>512,286</u>	<u>512,286</u>	<u>532,335</u>



Program: Administrative Services – Human Resources

Personnel

	BUDGET FY'15 #	BUDGET FY'16 #	BUDGET FY'17 #	MANAGER RECOMMEND FY'18 #	COMMITTEE APPROVED FY'18 #	COUNCIL ADOPTED FY'18 #	PROJECTED FY'19 #
Human Resources Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Personnel Analyst	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Personnel Technician	0.750	1.000	1.000	1.000	1.000	1.000	1.000
Personnel Assistant	<u>0.500</u>	<u>0.600</u>	<u>0.600</u>	<u>0.600</u>	<u>0.600</u>	<u>0.600</u>	<u>0.600</u>
<i>Subtotal</i>	<i>3.250</i>	<i>3.600</i>	<i>3.600</i>	<i>3.600</i>	<i>3.600</i>	<i>3.600</i>	<i>3.600</i>
Human Resources Director							
To: Workers Comp	(0.020)	(0.020)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
Personnel Analyst							
To: Workers Comp	(0.200)	(0.200)	(0.300)	(0.300)	(0.300)	(0.300)	(0.300)
Personnel Technician							
To: Workers Comp	(0.000)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Personnel Assistant							
To: Workers Comp	<u>(0.000)</u>	<u>(0.000)</u>	<u>(0.060)</u>	<u>(0.060)</u>	<u>(0.060)</u>	<u>(0.060)</u>	<u>(0.060)</u>
<i>Subtotal Distributed</i>	<i>(0.220)</i>	<i>(0.320)</i>	<i>(0.610)</i>	<i>(0.610)</i>	<i>(0.610)</i>	<i>(0.610)</i>	<i>(0.610)</i>
Total Positions	<u>3.030</u>	<u>3.280</u>	<u>2.990</u>	<u>2.990</u>	<u>2.990</u>	<u>2.990</u>	<u>2.990</u>
Temporary/Seasonal Hours	<u>640</u>	<u>700</u>	<u>893</u>	<u>822</u>	<u>822</u>	<u>822</u>	<u>822</u>

Program: Administrative Services – General Program Operations

Services Delivered:

This activity provides for those expenditures that do not fall within a single activity, yet provide service to the entire organization and its staff.

FY'18 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

The activity provides the budget for internal support services to the entire organization. This support includes the purchase of office supplies, postage, and service and maintenance for major copy machines. This budget provides the citywide training, education reimbursement program, employee recognition and other professional services that serve the City as a whole.

Budget Highlights:

An increase to the training budget has facilitated employee training to assist in our goal of developing an organizational culture of customer service. The City will continue focusing on providing training specific to supervisors to increase their effectiveness as leaders in the organization.

Program: Administrative Services – General Program Operations

Financial Summary

Requirements	ACTUAL FY'15 \$	ACTUAL FY'16 \$	BUDGET FY'17 \$	MANAGER RECOMMEND FY'18 \$	COMMITTEE APPROVED FY'18 \$	COUNCIL ADOPTED FY'18 \$	PROJECTED FY'19 \$
Personnel Services	4,411	6,841	16,000	16,000	16,000	16,000	16,000
Materials & Supplies	15,201	23,578	21,600	24,500	24,500	24,500	24,500
Contractual/Prof Services	85,809	87,832	149,700	115,500	115,500	115,500	116,500
Direct Charges	64,046	67,711	87,180	81,730	81,730	81,730	91,180
Capital Outlay	11,800	22,360	8,000	28,000	28,000	28,000	8,000
Indirect Charges	59,328	71,340	84,400	87,100	87,100	87,100	89,100
Transfers Out	<u>0</u>	<u>150,000</u>	<u>60,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal Expenditures	<u>240,595</u>	<u>429,662</u>	<u>426,880</u>	<u>352,830</u>	<u>352,830</u>	<u>352,830</u>	<u>345,280</u>
Contingencies	0	0	909,491	1,124,341	1,124,341	1,124,341	1,374,917
Ending Balance	<u>1,395,712</u>	<u>1,129,278</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,636,307</u>	<u>1,558,940</u>	<u>1,336,371</u>	<u>1,477,171</u>	<u>1,477,171</u>	<u>1,477,171</u>	<u>1,720,197</u>

Capital Outlay/By Item

High Volume High Speed Color Copier(s)	<u>8,000</u>	<u>28,000</u>	<u>28,000</u>	<u>28,000</u>	<u>8,000</u>
Total Capital Outlay	<u>8,000</u>	<u>28,000</u>	<u>28,000</u>	<u>28,000</u>	<u>8,000</u>

