

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'12 \$ | ACTUAL FY'13 \$ | BUDGET FY'14 \$ | MANAGER RECOMMEND FY'15 \$ | COMMITTEE APPROVED FY'15 \$ | COUNCIL ADOPTED FY'15 \$ | PROJECTED FY'16 \$ |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|--------------------------|
| Program Generated Resources | <u>3,428,491</u> | <u>3,673,773</u> | <u>3,883,852</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,963,043</u> |
| Total Resources | <u>3,428,491</u> | <u>3,673,773</u> | <u>3,883,852</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,963,043</u> |
| Requirements | | | | | | | |
| Management Services | 622,751 | 686,830 | 645,123 | 671,851 | 671,851 | 671,851 | 704,218 |
| Finance Services | 1,333,376 | 1,386,348 | 1,639,839 | 1,671,751 | 1,671,751 | 1,671,751 | 1,761,036 |
| Legal Services | 258,685 | 243,730 | 295,552 | 310,954 | 310,954 | 310,954 | 313,566 |
| Human Resources | 398,302 | 443,309 | 485,452 | 525,172 | 525,172 | 525,172 | 538,517 |
| General Program Operations | <u>815,377</u> | <u>913,556</u> | <u>817,886</u> | <u>800,714</u> | <u>800,714</u> | <u>800,714</u> | <u>645,706</u> |
| Total Requirements | <u>3,428,491</u> | <u>3,673,773</u> | <u>3,883,852</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,963,043</u> |

Program: Administrative Services – Program Summary

Mission Statement:

“The mission of the Administrative Services Department is to provide efficient and effective administration and management services for the City Council, City Departments and Programs, City Staff and the Citizens of Grants Pass.”

Services Delivered:

This program is responsible for administrative and fiscal management of the City. This includes management, financial, legal and human resource services. Administrative Services also provides for expenditures that support the entire City, such as postage, copying and general staff training.

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”**. A major focus will be coordination of increased and improved communication and enhanced utilization of technology.

Program: Administrative Services– Program Summary

Program Financial Summary

| Resources | ACTUAL | ACTUAL | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|-------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Beginning Balance | <u>485,399</u> | <u>603,610</u> | <u>554,598</u> | <u>554,598</u> | <u>554,598</u> | <u>554,598</u> | <u>450,779</u> |
| Current Resources | | | | | | | |
| Activity Generated | | | | | | | |
| Redwood Sewer District | 50,005 | 55,230 | 0 | 0 | 0 | 0 | 0 |
| GP Redevelopment Agency | 5,762 | 3,402 | 0 | 0 | 0 | 0 | 0 |
| Revenue Other Agencies | 10,964 | 14,613 | 25,100 | 16,800 | 16,800 | 16,800 | 14,100 |
| Interest | 6,729 | 6,515 | 6,800 | 6,800 | 6,800 | 6,800 | 6,800 |
| Other Revenue | 26,230 | 46,418 | 42,000 | 42,000 | 42,000 | 42,000 | 42,000 |
| Administrative Charges | 2,248,602 | 2,328,633 | 2,614,100 | 2,704,721 | 2,704,721 | 2,704,721 | 2,793,841 |
| Direct Charges | <u>594,800</u> | <u>615,352</u> | <u>641,254</u> | <u>655,523</u> | <u>655,523</u> | <u>655,523</u> | <u>655,523</u> |
| Total Current Revenues | <u>2,943,092</u> | <u>3,070,163</u> | <u>3,329,254</u> | <u>3,425,844</u> | <u>3,425,844</u> | <u>3,425,844</u> | <u>3,512,264</u> |
| Total Resources | <u>3,428,491</u> | <u>3,673,773</u> | <u>3,883,852</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,963,043</u> |

| Requirements | ACTUAL | ACTUAL | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Management Services | 596,831 | 660,910 | 612,718 | 639,781 | 639,781 | 639,781 | 672,148 |
| Finance Services | 1,267,500 | 1,329,007 | 1,583,977 | 1,599,597 | 1,599,597 | 1,599,597 | 1,688,882 |
| Legal Services | 249,797 | 236,022 | 287,649 | 302,621 | 302,621 | 302,621 | 305,233 |
| Human Resources | 386,690 | 431,697 | 472,751 | 511,780 | 511,780 | 511,780 | 525,125 |
| General Program Operations | 142,523 | 128,299 | 191,000 | 191,500 | 191,500 | 191,500 | 192,500 |
| Direct Charges | 170,063 | 171,635 | 184,761 | 205,364 | 205,364 | 205,364 | 205,564 |
| Capital Outlay | 11,477 | 817 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Indirect Charges | <u>0</u> | <u>0</u> | <u>0</u> | <u>69,020</u> | <u>69,020</u> | <u>69,020</u> | <u>71,990</u> |
| Subtotal Expenditures | <u>2,824,881</u> | <u>2,958,387</u> | <u>3,342,856</u> | <u>3,529,663</u> | <u>3,529,663</u> | <u>3,529,663</u> | <u>3,671,442</u> |
| Contingencies | 0 | 0 | 540,996 | 450,779 | 450,779 | 450,779 | 291,601 |
| Ending Balance | <u>603,610</u> | <u>715,386</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Requirements | <u>3,428,491</u> | <u>3,673,773</u> | <u>3,883,852</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,980,442</u> | <u>3,963,043</u> |

Program: Administrative Services – Management Services

Mission Statement:

“The mission of the Administrative Services Department is to provide efficient and effective administration and management services for the City Council, City Departments and Programs, City Staff and the Citizens of Grants Pass.”

Services Delivered:

This activity provides professional leadership in the administration of the goals and policies formulated by the Council. The City Manager also coordinates and directs all City operations. 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. In addition to direct City administration, the management staff will provide community service by coordinating the painting of at least 5 homes in the 26th year of the Paint Your Heart Out Program.

Performance Measurements:

Management Performance Measures

| Indicator | 2011-12 | | 2012-13 | | 2013-14 | 2014-15 | 2015-16 |
|---|---------------|-------------|---------------|-------------|-------------|-------------|-------------|
| | Actual | Est | Actual | Est | Est | Est | Est |
| Outputs | | | | | | | |
| Number of community forums held | 4 | 2 | 5 | 2 | 2 | 2 | 2 |
| Number of leadership training opportunities held for Council and committee members | 4 | 2 | 1 | 2 | 2 | 2 | 2 |
| Number of joint workshops held with County Commissioners | 15 | 28 | 4 | 4 | 4 | 4 | 4 |
| Number of meetings held with District 7 representatives | 2 | 4 | 0 | 4 | 4 | 4 | 4 |
| 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) | 80% | 85% | 79% | 80% | 85% | 85% | 90% |
| Efficiency | Actual | Goal | Actual | Goal | Goal | Goal | Goal |
| Cost of Service per Citizen | \$21.26 | N/A | \$19.77 | \$21.97 | \$18.40 | \$18.40 | \$18.97 |

FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Provide leadership training.
- Implement community communication strategies.
- Ensure efficiency and effectiveness in City Operations.
- Provide outstanding customer service in all areas of operations.

Program: Administrative Services – Management Services

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.

FY'14 Activity Review:

Strategic Planning – The City Manager facilitated the Grants Pass 2014-2015 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. The following community forums were held in FY' 13/14:

Transient/Homeless, Tractor Trailer Parking, Goal Setting, Development Permitting and Processes, and Temporary Jail Bed Contract.

Customer Service focus – One of the City's organizational values is quality customer service. One focus area within customer service is developing an understanding on how the City delivers the service to the customer and how we can improve our processes. A process improvement focus helps introduce process changes to improve the quality of our services, to better match customer needs.

PAVE – Management proposed some changes to the City's audit process. The adopted changes built on the success of the Audit Committee and included visioning and enhancement, which created the Performance Audit, Visioning and Enhancement (PAVE) Committee.

City Employee and Citizen Newsletters - 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.

Program: Administrative Services – Management Services

Financial Summary

| Requirements | ACTUAL | ACTUAL | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Personnel Services | 565,435 | 628,954 | 574,651 | 601,843 | 601,843 | 601,843 | 633,530 |
| Materials & Supplies | 9,683 | 8,889 | 7,700 | 7,100 | 7,100 | 7,100 | 7,100 |
| Contractual/Prof Services | 21,713 | 23,067 | 30,367 | 30,838 | 30,838 | 30,838 | 31,518 |
| Direct Charges | <u>25,920</u> | <u>25,920</u> | <u>32,405</u> | <u>32,070</u> | <u>32,070</u> | <u>32,070</u> | <u>32,070</u> |
| Total Requirements | <u>622,751</u> | <u>686,830</u> | <u>645,123</u> | <u>671,851</u> | <u>671,851</u> | <u>671,851</u> | <u>704,218</u> |

Program: Administrative Services – Management Services

Personnel

| | BUDGET | BUDGET | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | # | # | # | # | # | # | # |
| 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 | 0.000 | 0.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| Administrative Coordinator | 1.000 | 1.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Department Support Technician | 1.000 | 1.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Office Assistant | 2.000* | 2.000* | 3.000* | 3.000 | 3.000 | 3.000 | 3.000 |
| Grant Specialist | <u>0.850</u> | <u>1.000</u> | <u>0.000</u> | <u>0.000</u> | <u>0.000</u> | <u>0.000</u> | <u>0.000</u> |
| <i>Subtotal</i> | <i>6.850</i> | <i>7.000</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 | 0.000 | 0.000 | (0.025) | (0.025) | (0.025) | (0.025) | (0.025) |
| To: Information Technology | 0.000 | 0.000 | (0.150) | (0.150) | (0.150) | (0.150) | (0.150) |
| To: Property Management | 0.000 | 0.000 | (0.100) | (0.100) | (0.100) | (0.100) | (0.100) |
| To: Tourism | 0.000 | 0.000 | (0.025) | (0.025) | (0.025) | (0.025) | (0.025) |
| To: Workers Comp | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| City Recorder | | | | | | | |
| To: General Insurance | 0.000 | 0.000 | (0.200) | (0.200) | (0.200) | (0.200) | (0.200) |
| To: Workers Comp | 0.000 | 0.000 | (0.150) | (0.150) | (0.150) | (0.150) | (0.150) |
| Administrative Coordinator | | | | | | | |
| To: General Insurance | 0.000 | (0.200) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| To: Workers Comp | 0.000 | (0.150) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Office Assistant | | | | | | | |
| To: General Insurance | (0.050) | (0.050) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| To: Legal | (0.050) | (0.050) | (0.050) | (0.050) | (0.050) | (0.050) | (0.050) |
| To: Information Technology | 0.000 | 0.000 | (0.400) | (0.050) | (0.050) | (0.050) | (0.050) |
| To: Property Management | 0.000 | 0.000 | (0.350) | (0.100) | (0.100) | (0.100) | (0.100) |
| To: Tourism | 0.000 | 0.000 | (0.050) | (0.050) | (0.050) | (0.050) | (0.050) |
| To: Workers Comp | 0.000 | 0.000 | (0.050) | (0.150) | (0.150) | (0.150) | (0.150) |
| Department Support Technician | | | | | | | |
| From: Legal | <u>0.106</u> | <u>0.425</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>0.006</i> | <i>(0.025)</i> | <i>(1.425)</i> | <i>(0.925)</i> | <i>(0.925)</i> | <i>(0.925)</i> | <i>(0.925)</i> |
| Total Positions | <u>6.856</u> | <u>6.975</u> | <u>4.575</u> | <u>5.075</u> | <u>5.075</u> | <u>5.075</u> | <u>5.075</u> |
| Total Un-Funded Positions | (0.250) | (0.500) | (0.015) | 0.000 | 0.000 | 0.000 | 0.000 |
| Total Funded Positions | <u>6.606</u> | <u>6.475</u> | <u>4.560</u> | <u>5.075</u> | <u>5.075</u> | <u>5.075</u> | <u>5.075</u> |
| Temporary/Seasonal Hours | <u>375</u> |

*Recap of Unfunded Positions by Fiscal Year:

| | | | | | | | |
|-----------------------|-------|-------|-------|-------|-------|-------|-------|
| Office Assistant I/II | 0.250 | 0.500 | 0.015 | 0.000 | 0.000 | 0.000 | 0.000 |
| Seasonal Hours | 225 | 225 | 225 | 225 | 225 | 225 | 225 |

Program: Administrative Services – Finance Services

Mission Statement:

“The Finance Department will provide fiscal integrity and efficient service through communication, technology and teamwork.”

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.

Performance Measurements:

Finance Performance Measures

| Indicator | 2011-12 | | 2012-13 | | 2013-14 | 2014-15 | 2015-16 |
|---|---------------|-------------|---------------|-------------|-------------|-------------|-------------|
| | Actual | Est | Actual | Est | Est | Est | Est |
| Outputs | | | | | | | |
| Number of receipts (in 100s) | 1,544 | N/A | 1,403 | N/A | 1,500 | 1,500 | 1,500 |
| Accounts payable disbursements | 6,920 | N/A | 6,993 | N/A | 7,000 | 7,000 | 7,000 |
| Payroll disbursements | 6,472 | N/A | 6,618 | N/A | 6,600 | 6,600 | 6,600 |
| Effectiveness | Actual | Goal | Actual | Goal | Goal | Goal | Goal |
| Average number of workdays to reconcile cash after receipt of bank statements | N/A | N/A | 13 | <10 | <10 | <10 | <10 |
| Write-Offs as % of Current Year Billing | N/A | N/A | 0.01% | <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 | N/A | N/A | 24.2% | 25% | 25% | 25% | 25% |
| Cost of Utility Customer Service per utility customers | \$4.63 | \$4.63 | \$4.95 | <\$5.00 | <\$5.00 | <\$5.00 | <\$5.00 |

FY'15 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

- **Action 1:** Oversee implementation of Tyler software.
- **Action 2:** Continue to provide quarterly financial summary reports.
- **Action 5:** Evaluate pros and cons of City Debt Free Financial policy, “Debt Free 2030”.

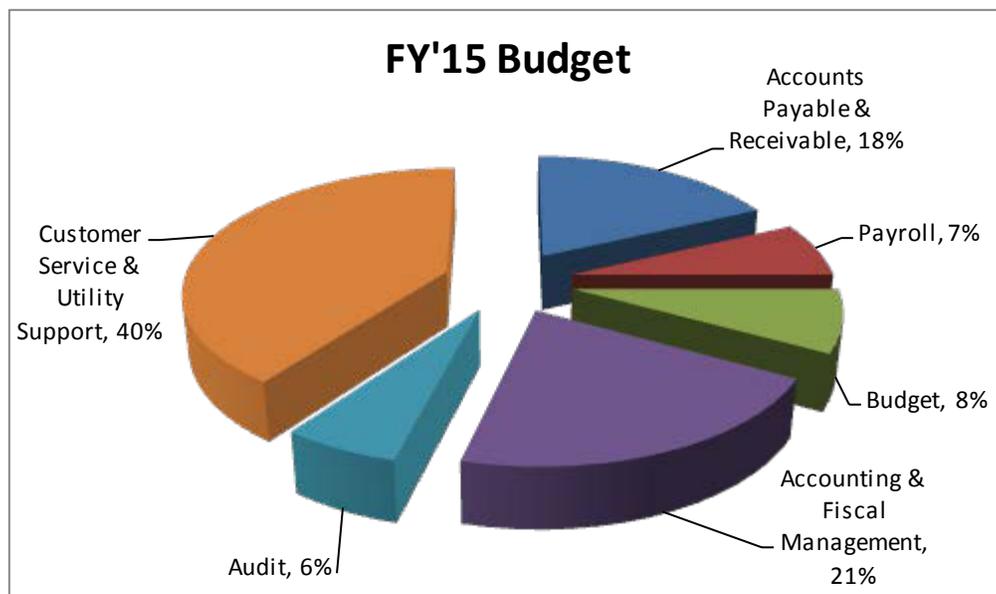
Program: Administrative Services – Finance Services

Budget Highlights:

The primary change for FY'15 is an additional \$11,300 in square footage charges for the relocation and expansion of the customer service office. Currently, during peak service times customers have to line up outside the office. Additionally, there is no space to provide customers somewhere to sit down and fill out paperwork. The remainder of the increase is a result of increases in personnel expenses.

Challenges facing the Department in FY'15 will include the phase one implementation of the new Tyler Munis financial software. While still maintaining outstanding customer service and day-to-day operations the team will have to set up new tables and codes, convert and validate financial data and learn a new system. The team will also be responsible for training City staff on key modules including budget and accounts payable as well as working with Council to establish new reporting formats.

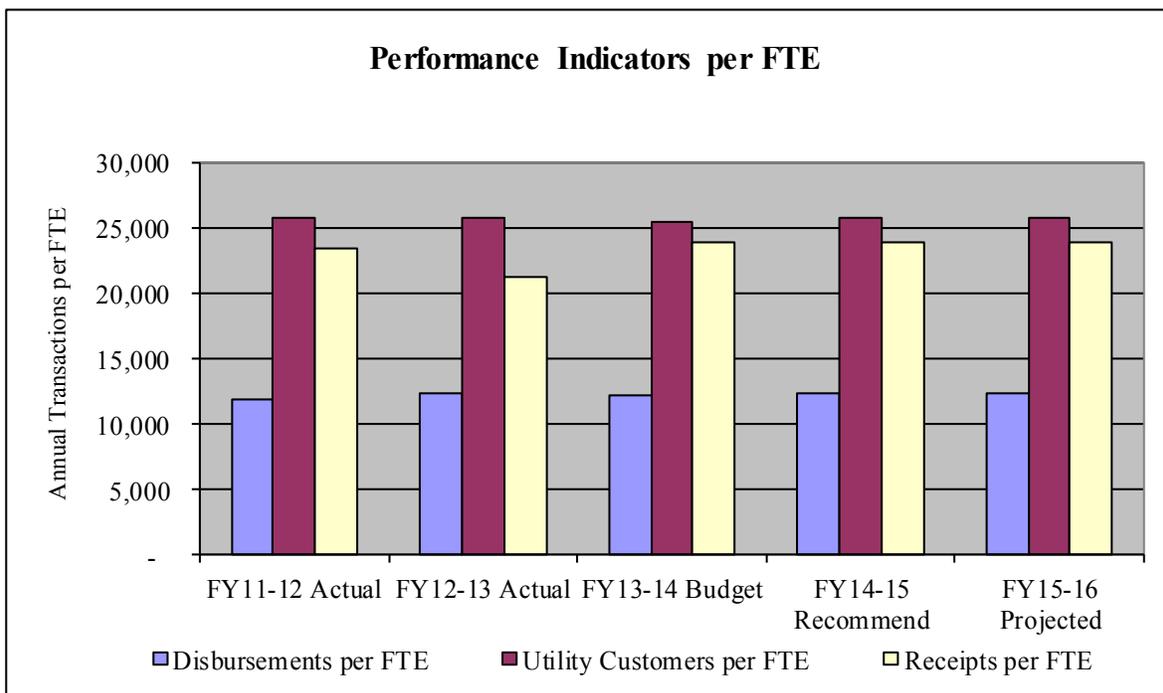
Services Provided



Program: Administrative Services – Finance Services

FY'14 Activity Review:

- ✓ Received the Government Finance Officers Association’s Certificate of Achievement for Excellence in Financial Reporting for the 30th consecutive year.
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 29th 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 Audit Committee’s engagement for a performance audit of IT security.
- ✓ Facilitated the ERP selection process culminating in Council’s authorization to contract with Tyler Technologies.



Program: Administrative Services – Finance Services

Financial Summary

| Requirements | ACTUAL | ACTUAL | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Personnel Services | 1,035,945 | 1,075,676 | 1,288,481 | 1,293,583 | 1,293,583 | 1,293,583 | 1,361,449 |
| Materials & Supplies | 23,447 | 9,153 | 21,000 | 21,000 | 21,000 | 21,000 | 21,000 |
| Contractual/Prof Services | 208,108 | 244,178 | 274,496 | 285,014 | 285,014 | 285,014 | 306,433 |
| Direct Charges | 54,399 | 56,524 | 55,862 | 72,154 | 72,154 | 72,154 | 72,154 |
| Capital Outlay | <u>11,477</u> | <u>817</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Requirements | <u>1,333,376</u> | <u>1,386,348</u> | <u>1,639,839</u> | <u>1,671,751</u> | <u>1,671,751</u> | <u>1,671,751</u> | <u>1,761,036</u> |

Personnel

| | BUDGET | BUDGET | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|------------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | # | # | # | # | # | # | # |
| 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 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Accountant | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Financial Analyst | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grant Specialist | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Department Support Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Support Specialist | 2.00 | 2.00 | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Accounting Technician | <u>9.00*</u> | <u>9.00*</u> | <u>9.00*</u> | <u>9.00*</u> | <u>9.00*</u> | <u>9.00*</u> | <u>9.00*</u> |
| <i>Subtotal</i> | <i>16.00</i> | <i>16.00</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 | 0.00 | 0.00 | (0.10) | (0.10) | (0.10) | (0.10) | (0.10) |
| To: To Equipment Replacement | 0.00 | 0.00 | (0.05) | (0.05) | (0.05) | (0.05) | (0.05) |
| Admin. Support Specialist | | | | | | | |
| From: Garage Operations | 0.00 | 0.00 | 0.30* | 0.35* | 0.35* | 0.35* | 0.35* |
| Department Support Technician | | | | | | | |
| From: Garage Operations | <u>0.00</u> | <u>0.00</u> | <u>0.10</u> | <u>0.10</u> | <u>0.10</u> | <u>0.10</u> | <u>0.10</u> |
| <i>Subtotal Distributed</i> | <i>0.00</i> | <i>0.00</i> | <i>0.25</i> | <i>0.30</i> | <i>0.30</i> | <i>0.30</i> | <i>0.30</i> |
| Total Positions | <u>16.00</u> | <u>16.00</u> | <u>17.25</u> | <u>17.300</u> | <u>17.300</u> | <u>17.300</u> | <u>17.300</u> |
| Total Un-Funded Positions | (2.50) | (2.50) | (2.53) | (2.535) | (2.535) | (2.535) | (2.535) |
| Total Funded Positions | <u>13.50</u> | <u>13.50</u> | <u>14.72</u> | <u>14.765</u> | <u>14.765</u> | <u>14.765</u> | <u>14.765</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 | 1.50 | 1.50 | 1.50 | 1.500 | 1.500 | 1.500 | 1.500 |
| Admin. Support Specialist | 0.00 | 0.00 | 0.03 | 0.035 | 0.035 | 0.035 | 0.035 |
| Assistant Finance Director | 1.00 | 1.00 | 1.00 | 1.000 | 1.000 | 1.000 | 1.000 |

Program: Administrative Services – Legal Services

Mission Statement:

“The mission of the Administrative Services Department is to provide efficient and effective administration and management services for the City Council, City Departments and Programs, City Staff and the Citizens of Grants Pass.”

Services Delivered:

The legal staff provides services to the municipal corporation including the Council, City Manager, Urban Area Planning Commission (UAPC), 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 | 2011-12 | | 2012-13 | | 2013-14 | 2014-15 | 2015-16 |
|---|---------------|-------------|---------------|-------------|-------------|-------------|-------------|
| | Actual | Est | Actual | Est | Est | Est | Est |
| Outputs | | | | | | | |
| Accessible and Timely Legal Information/Action | N/A | 100% | 100% | 100% | 100% | 100% | 100% |
| Effectiveness | Actual | Goal | Actual | Goal | Goal | Goal | Goal |
| % of time quarterly reports on land acquisition services were submitted | N/A | 100% | 100% | 100% | 100% | 100% | 100% |
| Efficiency | Actual | Goal | Actual | Goal | Goal | Goal | Goal |
| High Satisfaction within Budget | N/A | 100% | 100% | 100% | 100% | 100% | 100% |

FY'15 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

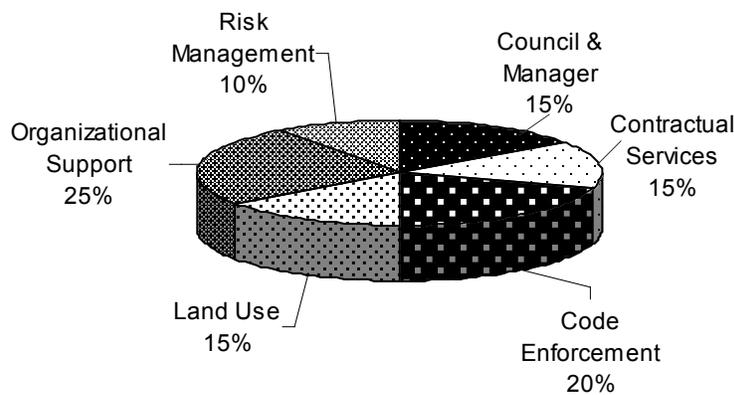
- The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value.

Program: Administrative Services – Legal Services

Budget Highlights:

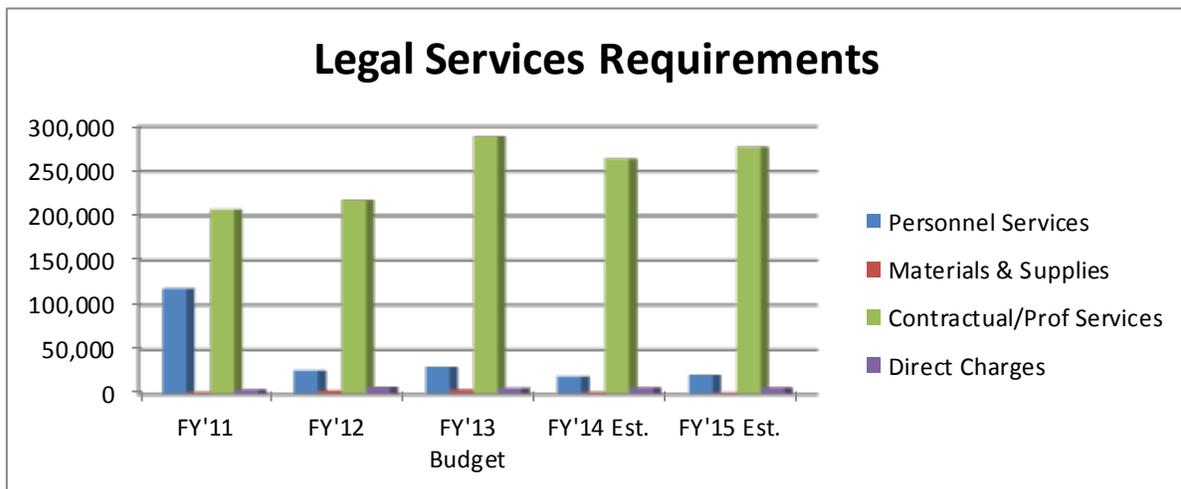
The City contracts with Hornecker, Cowling, Hassen & Heysell LLP, for our City Attorney services. The City contracts for Land Acquisition services, which include creating a file system to be used for organizing the City's property files, in addition to providing assistance to departments on various land 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.

Anticipated Distribution of Legal Services



FY'14 Activity Review:

Expenses reflect low personnel costs, but higher contract costs due to the City contracting for City Attorney and Land Acquisition services.



Program: Administrative Services – Legal Services

Financial Summary

| Requirements | ACTUAL | ACTUAL | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Personnel Services | 27,253 | 10,778 | 20,469 | 23,105 | 23,105 | 23,105 | 25,401 |
| Materials & Supplies | 4,506 | 2,919 | 3,300 | 3,100 | 3,100 | 3,100 | 3,100 |
| Contractual/Prof Services | 218,038 | 222,325 | 263,880 | 276,416 | 276,416 | 276,416 | 276,732 |
| Direct Charges | <u>8,888</u> | <u>7,708</u> | <u>7,903</u> | <u>8,333</u> | <u>8,333</u> | <u>8,333</u> | <u>8,333</u> |
| Total Requirements | <u>258,685</u> | <u>243,730</u> | <u>295,552</u> | <u>310,954</u> | <u>310,954</u> | <u>310,954</u> | <u>313,566</u> |

Program: Administrative Services – Legal Services

Personnel

| | BUDGET | BUDGET | BUDGET | MANAGER | COMMITTEE | COUNCIL | |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | RECOMMEND | APPROVED | ADOPTED | PROJECTED | | | |
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | # | # | # | # | # | # | # |
| 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 | 0.850 | 0.850 | 0.500 | 0.500 | 0.500 | 0.500 | 0.500 |
| Office Assistant II | <u>0.000</u> |
| <i>Subtotal</i> | <i>3.150</i> | <i>3.150</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) |
| Office Assistant II | | | | | | | |
| To: Workers Comp | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| To: General Ins. | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Department Support Technician | | | | | | | |
| To: Workers Comp | (0.106) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| To: General Ins. | (0.289) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| To: Management | (0.106) | (0.425) | (0.125) | (0.125) | (0.125) | (0.125) | (0.125) |
| Office Assistant II | | | | | | | |
| From: Management | <u>0.050</u> |
| <i>Subtotal Distribution</i> | <i>(0.676)</i> | <i>(0.600)</i> | <i>(0.300)</i> | <i>(0.300)</i> | <i>(0.300)</i> | <i>(0.300)</i> | <i>(0.300)</i> |
| Total Positions | <u>2.474</u> | <u>2.550</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 | 0.000 | 0.800 | 0.800 | 0.800 | 0.800 | 0.800 | 0.800 |

Program: Administrative Services – Human Resources

Mission Statement:

“The Human Resources Department is committed to working strategically with all City Departments to provide equitable administration of policies and procedures. The department will strive to attract and hire qualified personnel and foster a positive work environment.”

Services Delivered:

This activity is responsible for the administration of personnel policies, classification and compensation plans and 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 | 2011-12 | | 2012-13 | | 2013-14 | 2014-15 | 2015-16 |
|---|---------------|-------------|---------------|-------------|-------------|-------------|-------------|
| | Actual | Est | Actual | Est | Est | Est | Est |
| Outputs | | | | | | | |
| Number of positions processed for recruitment or promotion | 22 | N/A | 24 | 20 | 20 | 20 | 20 |
| Number of employment applications received and processed | 1208 | N/A | 920 | 800 | 700 | 700 | 700 |
| Number of applicants hired | 55 | N/A | 65 | 40 | 45 | 45 | 45 |
| Effectiveness | Actual | Goal | Actual | Goal | Goal | Goal | Goal |
| New FT employee turnover rate within one year of employment | N/A | N/A | N/A | <10% | <10% | <10% | <10% |
| Working Days for HR Review of Applications and Selection Process | N/A | N/A | 4 | 6 | 6 | 5 | 5 |
| Time to process an applicant from date of offer to date of final acceptance | N/A | N/A | 2.5 | 3 wks. | 2.5 wks. | 2.5 wks. | 2.5 wks. |
| Efficiency | Actual | Goal | Actual | Goal | Goal | Goal | Goal |
| Ratio of employees to HR staff | 1:73 | 1:75 | 1:75 | 1:75 | 1:69 | 1:64 | 1:64 |

FY'15 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

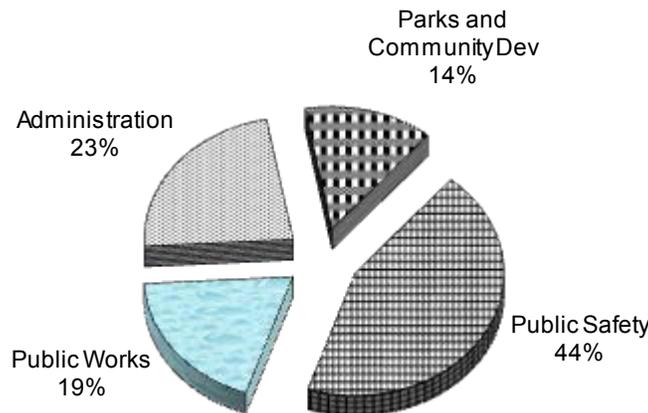
- The contracts with IAFF, GPPA and GPEA will expire December 31, 2014. Negotiations may begin in FY'13 for IAFF and in summer or fall for GPPA and GPEA.
- Recruitments will be ongoing for police, reserve police and dispatch to fill vacancies and to create hiring lists.
- Updates and revisions of Administrative Directives will continue.

Program: Administrative Services – Human Resources

Budget Highlights:

The line items for legal, negotiations, and recruitments for FY'15 remain almost static. The line items that are related to expenditures for pre-employment, which have increased over the last few years, will also remain static. There is an additional line item for the FY'15 budget to meet the City's goal to complete a compensation study of wages in accordance with the classification study to assist with employment recruitment and retention.

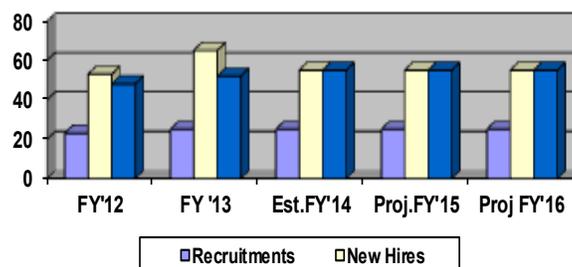
PERCENTAGE OF TIME UTILIZED BY DEPARTMENT



FY'14 Activity Review:

Contract negotiations were opened with Teamsters, whose contract expired December 31, 2013. As a part of the negotiations, a major project was begun to create new job descriptions for Teamster positions. Negotiations for wages only were opened with the GPEA. Both negotiations are ongoing.

Recruitment activity has been high due to the increase in retirements. Police recruitment processes are ongoing to fill vacancies and create a hiring list. The expenses related to the recruitment process were high in FY'14, due to the City's policy of conducting thorough background checks, predominantly in Public Safety. A compensation study was commissioned for the non-bargaining employees in the City. New Administrative Directives were created including policies for Family Medical Leave and Workplace Attire. Revisions were made in several Administrative Directives including the Workplace Smoking policy, Military Leave, Substance Abuse policy, and American with Disabilities Act Compliance policy. This fiscal year the department held another very successful Benefits Fair which included wellness testing and flu shots. The Wellness Committee was very active. The Committee organized a Healthy Living Fair in the spring which was well attended and very informative.



Program: Administrative Services – Human Resources

Financial Summary

| Requirements | ACTUAL | ACTUAL | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Personnel Services | 298,293 | 315,742 | 329,693 | 353,349 | 353,349 | 353,349 | 367,805 |
| Materials & Supplies | 4,175 | 6,671 | 3,200 | 4,200 | 4,200 | 4,200 | 2,700 |
| Contractual/Prof Services | 84,222 | 109,284 | 139,858 | 154,231 | 154,231 | 154,231 | 154,620 |
| Direct Charges | <u>11,612</u> | <u>11,612</u> | <u>12,701</u> | <u>13,392</u> | <u>13,392</u> | <u>13,392</u> | <u>13,392</u> |
| Total Requirements | <u>398,302</u> | <u>443,309</u> | <u>485,452</u> | <u>525,172</u> | <u>525,172</u> | <u>525,172</u> | <u>538,517</u> |

Program: Administrative Services – Human Resources

Personnel

| | BUDGET | BUDGET | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | # | # | # | # | # | # | # |
| 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 | 0.500 | 0.500 | 0.750 | 0.750 | 0.750 | 0.750 | 0.750 |
| Office Assistant I | <u>0.500</u> |
| <i>Subtotal</i> | <i>3.000</i> | <i>3.000</i> | <i>3.250</i> | <i>3.250</i> | <i>3.250</i> | <i>3.250</i> | <i>3.250</i> |
| Human Resources Director | | | | | | | |
| To: Workers Comp | 0.000 | (0.020) | (0.020) | (0.020) | (0.020) | (0.020) | (0.020) |
| Personnel Analyst | | | | | | | |
| To: Workers Comp | <u>(0.125)</u> | <u>(0.125)</u> | <u>(0.150)</u> | <u>(0.200)</u> | <u>(0.200)</u> | <u>(0.200)</u> | <u>(0.200)</u> |
| <i>Subtotal Distributed</i> | <i>(0.125)</i> | <i>(0.145)</i> | <i>(0.170)</i> | <i>(0.220)</i> | <i>(0.220)</i> | <i>(0.220)</i> | <i>(0.220)</i> |
| Total Positions | <u>2.875</u> | <u>2.855</u> | <u>3.080</u> | <u>3.030</u> | <u>3.030</u> | <u>3.030</u> | <u>3.030</u> |
| Temporary/Seasonal Hours | <u>0</u> | <u>480</u> | <u>600</u> | <u>640</u> | <u>640</u> | <u>640</u> | <u>640</u> |

Program: Administrative Services – General Program Operations

Mission Statement:

“The mission of the Administrative Services Department is to provide efficient and effective administration and management services for the City Council, City Departments and Programs, City Staff and the Citizens of Grants Pass.”

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’15 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.

Program: Administrative Services – General Program Operations

Financial Summary

| Requirements | ACTUAL | ACTUAL | BUDGET | MANAGER RECOMMEND | COMMITTEE APPROVED | COUNCIL ADOPTED | PROJECTED |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | FY'12 | FY'13 | FY'14 | FY'15 | FY'15 | FY'15 | FY'16 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Personnel Services | 17,397 | 12,071 | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 |
| Materials & Supplies | 18,482 | 19,504 | 27,800 | 27,800 | 27,800 | 27,800 | 28,800 |
| Contractual/Prof Services | 106,644 | 96,724 | 147,200 | 147,700 | 147,700 | 147,700 | 147,700 |
| Direct Charges | 69,244 | 69,871 | 75,890 | 79,415 | 79,415 | 79,415 | 79,615 |
| Capital Outlay | 0 | 0 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Indirect Charges | <u>0</u> | <u>0</u> | <u>0</u> | <u>69,020</u> | <u>69,020</u> | <u>69,020</u> | <u>71,990</u> |
| <i>Subtotal Expenditures</i> | <i>211,767</i> | <i>198,170</i> | <i>276,890</i> | <i>349,935</i> | <i>349,935</i> | <i>349,935</i> | <i>354,105</i> |
| Contingencies | 0 | 0 | 540,996 | 450,779 | 450,779 | 450,779 | 291,601 |
| Ending Balance | <u>603,610</u> | <u>715,386</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total Requirements | <u>815,377</u> | <u>913,556</u> | <u>817,886</u> | <u>800,714</u> | <u>800,714</u> | <u>800,714</u> | <u>645,706</u> |

Capital Outlay/By Item

| | | | | | | |
|-----------------------------|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Conference Room Upgrade | | <u>10,000</u> | <u>10,000</u> | <u>10,000</u> | <u>10,000</u> | <u>10,000</u> |
| Total Capital Outlay | | <u>10,000</u> | <u>10,000</u> | <u>10,000</u> | <u>10,000</u> | <u>10,000</u> |

WHERE THE ROGUE RIVER RUNS



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