

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'14 \$	ACTUAL FY'15 \$	BUDGET FY'16 \$	MANAGER RECOMMEND FY'17 \$	COMMITTEE APPROVED FY'17 \$	COUNCIL ADOPTED FY'17 \$	PROJECTED FY'18 \$
Program Generated Resources	<u>4,280,387</u>	<u>4,512,843</u>	<u>4,305,925</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,545,704</u>
Total Resources	<u>4,280,387</u>	<u>4,512,843</u>	<u>4,305,925</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,545,704</u>
Requirements							
Management Services	635,483	629,096	706,313	701,222	701,222	701,222	706,214
Finance Services	1,467,088	1,541,383	1,738,814	1,717,435	1,717,435	1,717,435	1,736,404
Legal Services	232,924	243,288	310,271	313,576	313,576	313,576	314,204
Human Resources	455,578	462,769	505,104	501,279	501,279	501,279	516,672
General Program Operations	<u>1,489,314</u>	<u>1,636,307</u>	<u>1,045,423</u>	<u>1,336,371</u>	<u>1,336,371</u>	<u>1,336,371</u>	<u>1,272,210</u>
Total Requirements	<u>4,280,387</u>	<u>4,512,843</u>	<u>4,305,925</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,545,704</u>

Program: Administrative Services – Program Summary

Services Delivered:

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

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 FY'14 \$	ACTUAL FY'15 \$	BUDGET FY'16 \$	MANAGER RECOMMEND FY'17 \$	COMMITTEE APPROVED FY'17 \$	COUNCIL ADOPTED FY'17 \$	PROJECTED FY'18 \$
Beginning Balance	<u>1,148,662</u>	<u>1,301,374</u>	<u>770,508</u>	<u>1,029,846</u>	<u>1,029,846</u>	<u>1,029,846</u>	<u>909,491</u>
Current Resources							
Activity Generated							
Interest	9,020	9,511	8,000	10,000	10,000	10,000	10,000
Other Revenue	3,169	7,675	3,000	3,000	3,000	3,000	3,000
Administrative Charges	<u>3,119,536</u>	<u>3,194,283</u>	<u>3,524,417</u>	<u>3,527,037</u>	<u>3,527,037</u>	<u>3,527,037</u>	<u>3,623,213</u>
<i>Total Current Revenues</i>	<u><i>3,131,725</i></u>	<u><i>3,211,469</i></u>	<u><i>3,535,417</i></u>	<u><i>3,540,037</i></u>	<u><i>3,540,037</i></u>	<u><i>3,540,037</i></u>	<u><i>3,636,213</i></u>
Total Resources	<u>4,280,387</u>	<u>4,512,843</u>	<u>4,305,925</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,545,704</u>

Requirements	ACTUAL FY'14 \$	ACTUAL FY'15 \$	BUDGET FY'16 \$	MANAGER RECOMMEND FY'17 \$	COMMITTEE APPROVED FY'17 \$	COUNCIL ADOPTED FY'17 \$	PROJECTED FY'18 \$
Management Services	603,078	597,020	671,584	666,493	666,493	666,493	671,485
Finance Services	1,411,226	1,480,531	1,669,734	1,657,840	1,657,840	1,657,840	1,676,809
Legal Services	225,021	234,960	302,099	305,404	305,404	305,404	306,032
Human Resources	442,877	449,377	491,971	488,146	488,146	488,146	503,539
General Program Operations	112,717	105,421	187,844	187,300	187,300	187,300	186,300
Direct Charges	174,141	178,694	203,894	202,809	202,809	202,809	203,409
Capital Outlay	9,953	11,800	40,000	8,000	8,000	8,000	8,000
Indirect Charges	0	59,328	71,340	84,400	84,400	84,400	85,400
Transfers Out	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<u><i>2,979,013</i></u>	<u><i>3,117,131</i></u>	<u><i>3,788,466</i></u>	<u><i>3,660,392</i></u>	<u><i>3,660,392</i></u>	<u><i>3,660,392</i></u>	<u><i>3,640,974</i></u>
Contingencies	0	0	517,459	909,491	909,491	909,491	904,730
Ending Balance	<u>1,301,374</u>	<u>1,395,712</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>4,280,387</u>	<u>4,512,843</u>	<u>4,305,925</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,569,883</u>	<u>4,545,704</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	2013-14		2014-15		2015-16	2016-17	2017-18
	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	1	2	3	3	3	3	3
Percent of timely City Manager monthly reports	100%	100%	98%	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)	77%	85%	76%	85%	85%	85%	85%
Efficiency	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Cost of Service per Citizen	\$19.72	\$18.23	\$17.25	\$18.40	\$18.40	\$18.97	\$18.97

FY'17 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.

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'16 Activity Review:

Strategic Planning – The City Manager facilitated the Grants Pass 2016-2017 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'15/16: Criminal Justice Sales Tax, Strategic Planning Community Input, Downtown Parking, Branding and Made on Main Street.

High Performing Organization – The LEADS Team, which consists of the Management Staff, had focused three day training on what makes a High Performing Organization (HPO). This training provided insight on how we, as an organization, can enhance performance and improve the work experiences of employees. The training concentrated on the interactions among organizational units, staff, customers, partners, and other stakeholders and focused on the improvement of organizational processes and systems that can impede performance.

Our future focus will be to determine the right path for our organization to implement the following foundational principles:

- Leadership can be exercised by every individual at every level of the organization.
- The “right” systems, processes, and structures can contribute to organizational performance, rather than impede it.
- Stewardship and engagement of all can lead to higher performance of the individual, the work team, and the organization.
- The need to address both the “vision” and “values” of an organization in order to reach higher performance.
- Taking time to do the work of leadership.

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'14	FY'15	FY'16	FY'17	FY'17	FY'17	FY'18
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	567,725	555,867	624,985	601,463	601,463	601,463	597,841
Materials & Supplies	6,682	9,120	13,500	8,500	8,500	8,500	7,000
Contractual/Prof Services	28,671	32,033	33,099	56,530	56,530	56,530	66,644
Direct Charges	<u>32,405</u>	<u>32,076</u>	<u>34,729</u>	<u>34,729</u>	<u>34,729</u>	<u>34,729</u>	<u>34,729</u>
Total Requirements	<u>635,483</u>	<u>629,096</u>	<u>706,313</u>	<u>701,222</u>	<u>701,222</u>	<u>701,222</u>	<u>706,214</u>

Program: Administrative Services – Management Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'14	FY'15	FY'16	FY'17	FY'17	FY'17	FY'18
	#	#	#	#	#	#	#
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>						
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)	(0.150)	0.000	0.000	0.000	0.000
Office Assistant							
To: General Insurance	0.000	0.000	0.000	(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	(0.400)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Property Management	(0.350)	(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	(0.050)	(0.150)	(0.150)	0.000	0.000	0.000	0.000
Department Support Technician							
From: Legal	<u>0.125</u>						
<i>Subtotal Distributed</i>	<i>(1.425)</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>
Total Positions	<u>4.575</u>	<u>5.075</u>	<u>5.075</u>	<u>5.225</u>	<u>5.225</u>	<u>5.225</u>	<u>5.225</u>
Total Un-Funded Positions	(0.015)	0.000	0.000	0.000	0.000	0.000	0.000
Total Funded Positions	<u>4.560</u>	<u>5.075</u>	<u>5.075</u>	<u>5.225</u>	<u>5.225</u>	<u>5.225</u>	<u>5.225</u>
Temporary/Seasonal Hours	<u>375</u>						

*Recap of Unfunded Positions by Fiscal Year:

Office Assistant I/II	0.015	0.000	0.000	0.000	0.000	0.000	0.000
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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	2013-14		2014-15		2015-16	2016-17	2017-18
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Number of receipts (in 100s)	1,550	1,500	1,688	1,600	1,600	1,600	1,600
Accounts payable disbursements	6,510	7,000	5,851	7,000	7,000	7,000	7,000
Payroll disbursements	6,288	6,600	6,572	6,600	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	9	<10	*	<10	<10	<10	<10
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	29.6%	25%	28.4%	25%	25%	25%	25%
Cost of Utility Customer Service per utility customers	\$4.56	<\$5.00	\$4.44	<\$5.00	<\$5.00	<\$5.00	<\$5.00

*Data unavailable due to system conversion.

FY'17 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

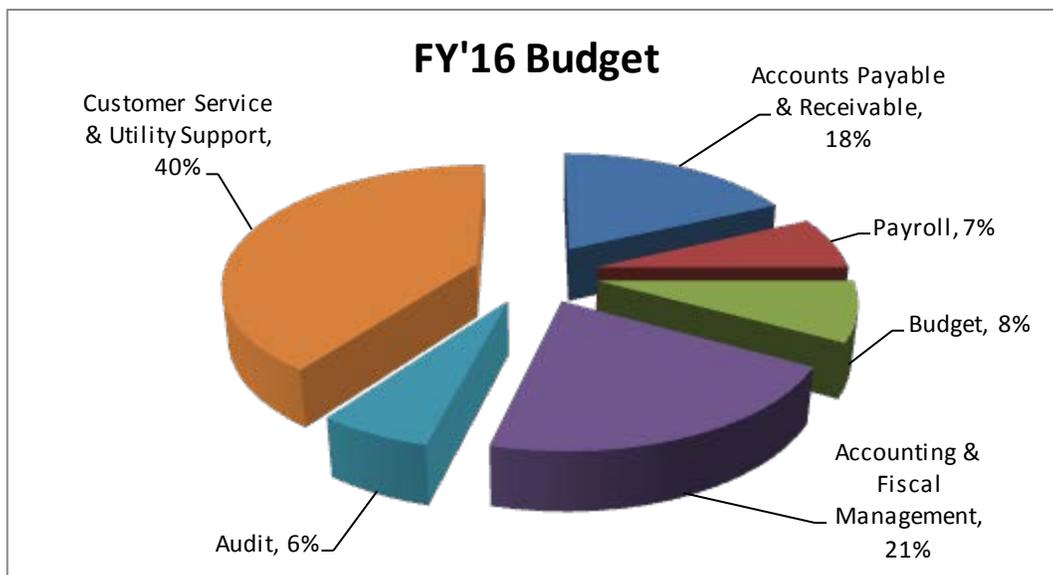
- **Action 8:** Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.*

Program: Administrative Services – Finance Services

Budget Highlights:

The Finance budget for FY'17 is down slightly from FY'16, primarily a result of the change in budgetary treatment of certain liabilities. Challenges facing the Department in FY'17 will include the revenues implementation phase 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 utility billing tables and codes, convert and validate customer records and learn a new system. The team will also be responsible for communicating and collaborating with citizens about changes to the utility bills and new online customer service tools.

Services Provided



FY'16 Activity Review:

- ✓ Received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the 33rd consecutive year.
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 31st 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 Water and Wastewater performance audit and strategic planning project.
- ✓ Implemented Payroll/HR module of the new Tyler Munis software.

Program: Administrative Services – Finance Services

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'14	FY'15	FY'16	FY'17	FY'17	FY'17	FY'18
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	1,148,353	1,197,142	1,339,615	1,316,840	1,316,840	1,316,840	1,353,210
Materials & Supplies	14,679	22,515	22,750	24,250	24,250	24,250	24,500
Contractual/Prof Services	248,194	260,874	307,369	316,750	316,750	316,750	299,099
Direct Charges	<u>55,862</u>	<u>60,852</u>	<u>69,080</u>	<u>59,595</u>	<u>59,595</u>	<u>59,595</u>	<u>59,595</u>
Total Requirements	<u>1,467,088</u>	<u>1,541,383</u>	<u>1,738,814</u>	<u>1,717,435</u>	<u>1,717,435</u>	<u>1,717,435</u>	<u>1,736,404</u>

Program: Administrative Services – Finance Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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	0.00	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	2.00	1.00	2.00	3.00	3.00	3.00	3.00
Department Support Technician	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Lead Accounting Technician	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Accounting Technician	<u>9.00*</u>	<u>9.00*</u>	<u>8.00*</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)	(0.10)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: To Equipment Replacement	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Admin. Support Specialist							
From: Garage Operations	0.30*	0.35*	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>0.10</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<i>Subtotal Distributed</i>	<i>0.25</i>	<i>0.30</i>	<i>0.05</i>	<i>(0.05)</i>	<i>(0.05)</i>	<i>(0.05)</i>	<i>(0.05)</i>
Total Positions	<u>17.25</u>	<u>17.300</u>	<u>17.050</u>	<u>16.950</u>	<u>16.950</u>	<u>16.950</u>	<u>16.950</u>
Total Un-Funded Positions	(2.53)	(2.535)	(2.500)	(2.500)	(2.500)	(2.500)	(2.500)
Total Funded Positions	<u>14.72</u>	<u>14.765</u>	<u>14.550</u>	<u>14.450</u>	<u>14.450</u>	<u>14.450</u>	<u>14.450</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	1.500	1.500	1.500	1.500	1.500	1.500
Admin. Support Specialist	0.03	0.035	0.000	0.000	0.000	0.000	0.000
Assistant Finance Director	1.00	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 and 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), 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	2013-14		2014-15		2015-16	2016-17	2017-18
	Actual	Est	Actual	Est	Est	Est	Est
Outputs	Actual	Est	Actual	Est	Est	Est	Est
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'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

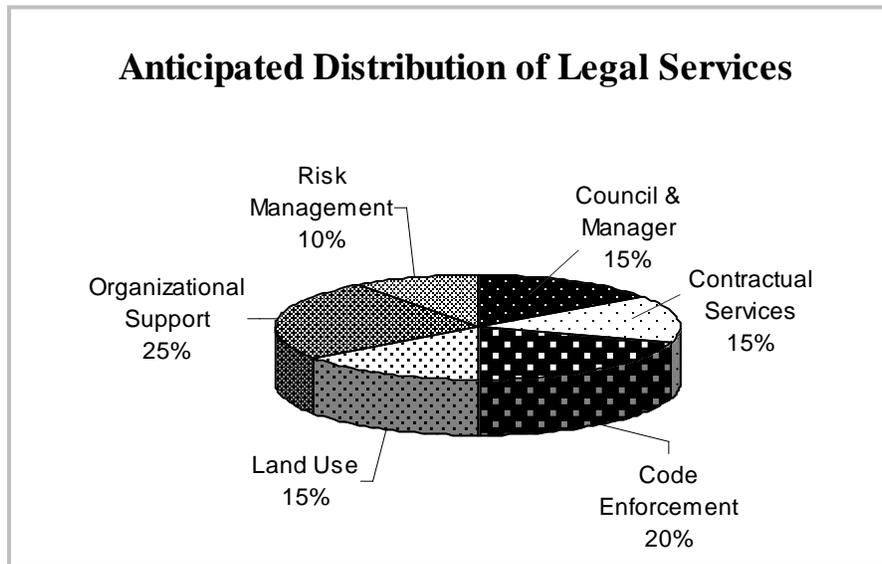
Objective 3: Ensure efficiency and effectiveness in City Operations

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

Program: Administrative Services – Legal Services

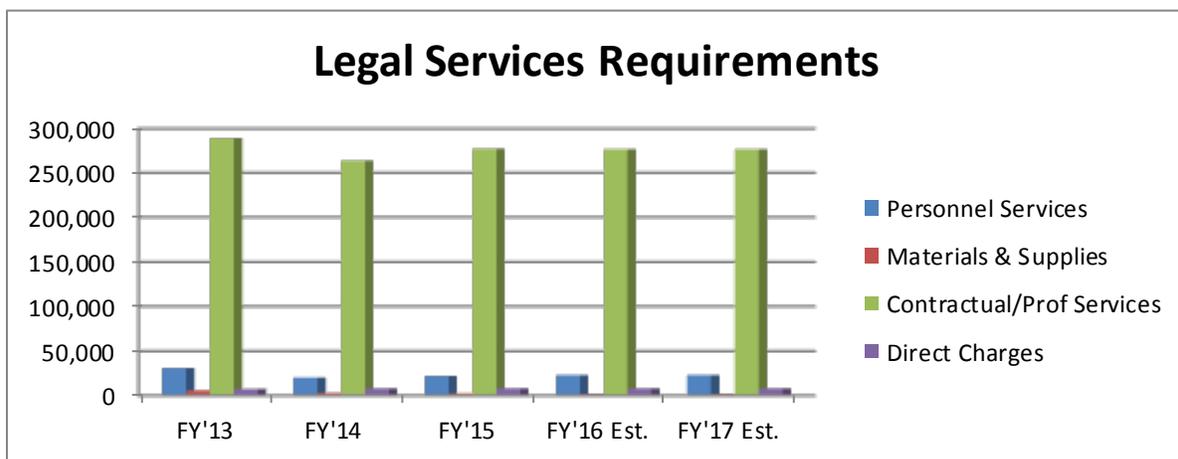
Budget Highlights:

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.



FY'16 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	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'14	FY'15	FY'16	FY'17	FY'17	FY'17	FY'18
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	14,745	15,549	23,196	25,077	25,077	25,077	25,385
Materials & Supplies	2,842	1,868	2,000	2,000	2,000	2,000	2,000
Contractual/Prof Services	207,434	217,543	276,903	278,327	278,327	278,327	278,647
Direct Charges	<u>7,903</u>	<u>8,328</u>	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>
Total Requirements	<u>232,924</u>	<u>243,288</u>	<u>310,271</u>	<u>313,576</u>	<u>313,576</u>	<u>313,576</u>	<u>314,204</u>

Program: Administrative Services – Legal Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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 and effectively. 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 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	2013-14		2014-15		2015-16	2016-17	2017-18
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Number of positions processed for recruitment or promotion	25	20	38	20	25	25	25
Number of employment applications received and processed	1166	700	1525	900	1000	1000	1000
Number of applicants hired	57	45	73	50	50	50	50
Effectiveness		Goal			Goal	Goal	
New FT employee turnover rate within one year of employment	21%	<10%	37%	<10%	<10%	<10%	<10%
Working Days for HR Review of Applications and Selection Process	6	6	7	5	5	5	5
Time to process an applicant from date of offer to date of final acceptance	2.5 wks.	2.5 wks.	2.4 wks.	2.5 wks.	2.5 wks.	2.5 wks.	2.5 wks.
Efficiency		Goal			Goal	Goal	
Ratio of employees to HR staff	1:67	1:69	1:66	1:64	1:64	1:64	1:64

FY'17 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

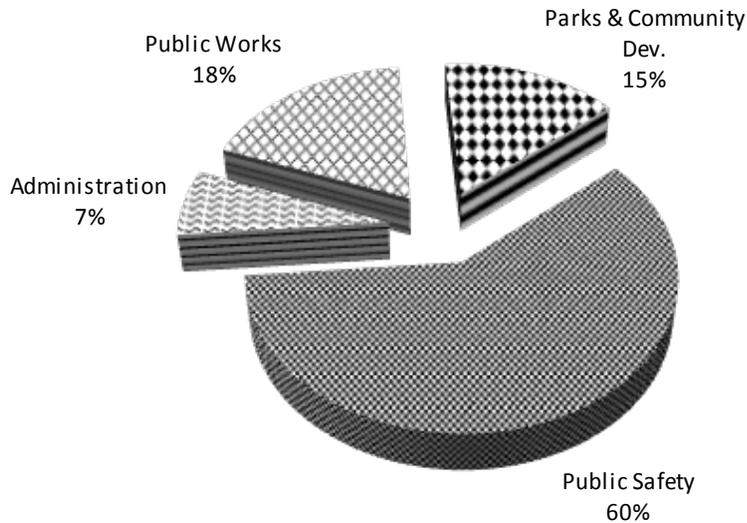
- The contracts with GPEA and Teamsters will expire December 31, 2016. Negotiations will most likely begin in the late summer of 2016 for both groups.
- Recruitments will be ongoing for Police, Reserve Police and Dispatcher to fill vacancies and to create hiring lists.
- Updates and revisions of Administrative Directives and personnel rules will continue.
- Updates to the City classification plan are ongoing with job description changes being finalized for all GPEA positions.
- Tyler Munis HR/Payroll expansion to allow for online benefit enrollment processing and greater levels of self-service.

Program: Administrative Services – Human Resources

Budget Highlights:

The line items for legal and negotiations for FY'17 remain static. Expenditures for pre-employment continue to rise and the line item was increased to cover required expense. A new Safety Supply account was created to allow for a more proactive approach towards improving safety in the workplace.

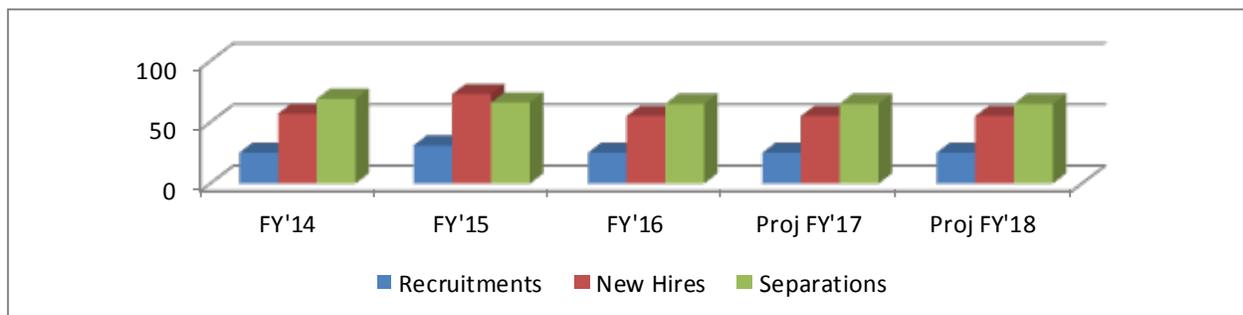
PERCENTAGE OF TIME UTILIZED BY DEPARTMENT



FY'16 Activity Review:

Contract negotiations were opened with IAFF and GPPA, whose contracts expired December 31, 2015. The City and IAFF teams met for seven negotiation sessions and a new two year agreement was reached. The City and GPPA teams met for four negotiation sessions and mediation. Negotiations are still underway. Contracts with GPEA and Teamsters will expire December 31, 2016, and negotiations will begin for new agreements.

Recruitment activity has continued to be high due to retirements, typical turnover and new positions. Police, Dispatch and Fire recruitment processes are ongoing to fill vacancies and create hiring lists. This fiscal year the department held wellness testing and flu shots. The Wellness Committee hosted an “On The Move” challenge and created educational material for staff. In October 2015, the Payroll/HR module of Tyler Munis was successfully implemented. Since go-live the system version has been upgraded and re-tested and staff continues to work on expanding the self-help applications. A classification review process for all job descriptions is underway and expected to be completed in FY'17.



Program: Administrative Services – Human Resources

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'14	FY'15	FY'16	FY'17	FY'17	FY'17	FY'18
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	331,094	316,884	330,776	307,337	307,337	307,337	325,078
Materials & Supplies	3,468	9,654	5,300	16,400	16,400	16,400	13,700
Contractual/Prof Services	108,315	122,839	155,895	164,409	164,409	164,409	164,761
Direct Charges	<u>12,701</u>	<u>13,392</u>	<u>13,133</u>	<u>13,133</u>	<u>13,133</u>	<u>13,133</u>	<u>13,133</u>
Total Requirements	<u>455,578</u>	<u>462,769</u>	<u>505,104</u>	<u>501,279</u>	<u>501,279</u>	<u>501,279</u>	<u>516,672</u>



Program: Administrative Services – Human Resources

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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	0.750	1.000	1.000	1.000	1.000	1.000
Office Assistant I	<u>0.500</u>	<u>0.500</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>3.250</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)	(0.020)	(0.150)	(0.150)	(0.150)	(0.150)
Personnel Analyst To: Workers Comp	(0.150)	(0.200)	(0.200)	(0.300)	(0.300)	(0.300)	(0.300)
Personnel Technician To: Workers Comp	(0.000)	(0.000)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Personnel Technician To: Workers Comp	<u>(0.000)</u>	<u>(0.000)</u>	<u>(0.000)</u>	<u>(0.060)</u>	<u>(0.060)</u>	<u>(0.060)</u>	<u>(0.060)</u>
<i>Subtotal Distributed</i>	<i>(0.170)</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>
Total Positions	<u>3.080</u>	<u>3.030</u>	<u>3.280</u>	<u>2.990</u>	<u>2.990</u>	<u>2.990</u>	<u>2.990</u>
Temporary/Seasonal Hours	<u>600</u>	<u>640</u>	<u>700</u>	<u>893</u>	<u>893</u>	<u>893</u>	<u>893</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'17 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	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'14	FY'15	FY'16	FY'17	FY'17	FY'17	FY'18
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	13,156	4,411	16,044	16,000	16,000	16,000	16,000
Materials & Supplies	18,189	15,201	22,100	21,600	21,600	21,600	20,600
Contractual/Prof Services	81,372	85,809	149,700	149,700	149,700	149,700	149,700
Direct Charges	65,270	64,046	78,780	87,180	87,180	87,180	87,780
Capital Outlay	9,953	11,800	40,000	8,000	8,000	8,000	8,000
Indirect Charges	0	59,328	71,340	84,400	84,400	84,400	85,400
Transfers Out	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<i>187,940</i>	<i>240,595</i>	<i>527,964</i>	<i>426,880</i>	<i>426,880</i>	<i>426,880</i>	<i>367,480</i>
Contingencies	0	0	517,459	909,491	909,491	909,491	904,730
Ending Balance	<u>1,301,374</u>	<u>1,395,712</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,489,314</u>	<u>1,636,307</u>	<u>1,045,423</u>	<u>1,336,371</u>	<u>1,336,371</u>	<u>1,336,371</u>	<u>1,272,210</u>

Capital Outlay/By Item

High volume high speed color copier	<u>40,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>
Total Capital Outlay	<u>40,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>

