

# 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'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	<u>3,673,773</u>	<u>3,847,111</u>	<u>3,980,442</u>	<u>4,305,925</u>	<u>4,305,925</u>	<u>4,305,925</u>	<u>4,088,165</u>
<b>Total Resources</b>	<b><u>3,673,773</u></b>	<b><u>3,847,111</u></b>	<b><u>3,980,442</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,088,165</u></b>
Requirements							
Management Services	686,830	635,483	671,851	706,313	706,313	706,313	708,114
Finance Services	1,386,348	1,467,088	1,671,751	1,738,814	1,738,814	1,738,814	1,775,203
Legal Services	243,730	232,924	310,954	310,271	310,271	310,271	311,331
Human Resources	443,309	455,578	525,172	505,104	505,104	505,104	521,194
General Program Operations	<u>913,556</u>	<u>1,056,038</u>	<u>800,714</u>	<u>1,045,423</u>	<u>1,045,423</u>	<u>1,045,423</u>	<u>772,323</u>
<b>Total Requirements</b>	<b><u>3,673,773</u></b>	<b><u>3,847,111</u></b>	<b><u>3,980,442</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,088,165</u></b>

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## Program: Administrative Services – Program Summary

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### 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	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>603,610</u>	<u>715,386</u>	<u>554,598</u>	<u>770,508</u>	<u>770,508</u>	<u>770,508</u>	<u>517,459</u>
Current Resources							
Activity Generated							
Redwood Sewer District	50,588	0	0	0	0	0	0
Interest	6,515	9,020	6,800	8,000	8,000	8,000	8,000
Other Revenue	3,713	3,169	3,000	3,000	3,000	3,000	0
Administrative Charges	<u>3,009,347</u>	<u>3,119,536</u>	<u>3,416,044</u>	<u>3,524,417</u>	<u>3,524,417</u>	<u>3,524,417</u>	<u>3,562,706</u>
<b>Total Current Revenues</b>	<b><u>3,070,163</u></b>	<b><u>3,131,725</u></b>	<b><u>3,425,844</u></b>	<b><u>3,535,417</u></b>	<b><u>3,535,417</u></b>	<b><u>3,535,417</u></b>	<b><u>3,570,706</u></b>
<b>Total Resources</b>	<b><u>3,673,773</u></b>	<b><u>3,847,111</u></b>	<b><u>3,980,442</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,088,165</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Management Services	660,910	603,078	639,781	671,584	671,584	671,584	672,690
Finance Services	1,329,007	1,411,226	1,599,597	1,669,734	1,669,734	1,669,734	1,704,968
Legal Services	236,022	225,021	302,621	302,099	302,099	302,099	302,996
Human Resources	431,697	442,877	511,780	491,971	491,971	491,971	507,798
General Program Operations	128,299	112,717	191,500	187,844	187,844	187,844	185,644
Direct Charges	171,635	174,141	205,364	203,894	203,894	203,894	207,916
Capital Outlay	817	9,953	10,000	40,000	40,000	40,000	40,000
Indirect Charges	0	0	69,020	71,340	71,340	71,340	72,370
Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b><u>2,958,387</u></b>	<b><u>2,979,013</u></b>	<b><u>3,529,663</u></b>	<b><u>3,788,466</u></b>	<b><u>3,788,466</u></b>	<b><u>3,788,466</u></b>	<b><u>3,694,382</u></b>
Contingencies	0	0	450,779	517,459	517,459	517,459	393,783
Ending Balance	<u>715,386</u>	<u>868,098</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>3,673,773</u></b>	<b><u>3,847,111</u></b>	<b><u>3,980,442</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,088,165</u></b>

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## Program: Administrative Services – Management Services

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### 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.

### Performance Measurements:

#### Management Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Percent of timely weekly updates	100%	100%	98%	100%	100%	100%	100%
Number of leadership training opportunities held for Council and committee members	4	2	1	2	3	2	2
Percent of timely City Manager monthly reports	100%	100%	100%	100%	100%	100%	100%
Percent of timely quarterly review of work plan	90%	100%	100%	100%	100%	100%	100%
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
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)	79%	80%	79%	80%	85%	85%	90%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Cost of Service per Citizen	\$19.77	\$21.85	\$19.36	\$18.40	\$18.40	\$18.40	\$18.97

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Provide leadership training.
- Develop and implement community communication strategies.
- Ensure efficiency and effectiveness in City operations.
- Provide outstanding customer service in all areas of operations.
- Explore alternative funding options to property taxes that equitably allocates the cost of services.

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## **Program: Administrative Services – Management Services**

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### **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'15 Activity Review:**

Strategic Planning – The City Manager facilitated the Grants Pass 2015-2016 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' 14/15: Goal Setting, Development Permitting and Processes, and ICMA Open House.

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.

High Performing Organization – This year the City focused on establishing a set of core values that will be owned and lived by our employees, ultimately becoming the organization's foundational tenets of daily behavior and decision-making. Over the course of three work sessions, employees developed the organizational mission, vision and values. Employees developed the acronym IVALUE: Integrity, Vision, Accountability, Leadership, United and Excellence. It is important that we as a City are committed to the preservation of the values and integrity of a representative government and one that is focused on efficient and effective management of public services.

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.

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**Program: Administrative Services – Management Services**

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	628,954	567,725	601,843	624,985	624,985	624,985	631,546
Materials & Supplies	8,889	6,682	7,100	13,500	13,500	13,500	7,700
Contractual/Prof Services	23,067	28,671	30,838	33,099	33,099	33,099	33,444
Direct Charges	<u>25,920</u>	<u>32,405</u>	<u>32,070</u>	<u>34,729</u>	<u>34,729</u>	<u>34,729</u>	<u>35,424</u>
<b>Total Requirements</b>	<b><u>686,830</u></b>	<b><u>635,483</u></b>	<b><u>671,851</u></b>	<b><u>706,313</u></b>	<b><u>706,313</u></b>	<b><u>706,313</u></b>	<b><u>708,114</u></b>

## Program: Administrative Services – Management Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
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	1.000	1.000	1.000	1.000	1.000	1.000
Administrative Coordinator	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Department Support Technician	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant	2.000*	3.000*	3.000	3.000	3.000	3.000	3.000
Grant Specialist	<u>1.000</u>	<u>0.000</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>7.000</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	0.000	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
To: Information Technology	0.000	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
To: Property Management	0.000	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	0.000	(0.025)	(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	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
To: Workers Comp	0.000	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
Administrative Coordinator							
To: General Insurance	(0.200)	0.000	0.000	0.000	0.000	0.000	0.000
To: Workers Comp	(0.150)	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant							
To: General Insurance	(0.050)	0.000	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	(0.400)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Property Management	0.000	(0.350)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	0.000	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Workers Comp	0.000	(0.050)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
Department Support Technician							
From: Legal	<u>0.425</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>(0.025)</i>	<i>(1.425)</i>	<i>(0.925)</i>	<i>(0.925)</i>	<i>(0.925)</i>	<i>(0.925)</i>	<i>(0.925)</i>
<b>Total Positions</b>	<b><u>6.975</u></b>	<b><u>4.575</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>
Total Un-Funded Positions	(0.500)	(0.015)	0.000	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>6.475</u></b>	<b><u>4.560</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>
Temporary/Seasonal Hours	<u>375</u>						

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

Office Assistant I/II	0.500	0.015	0.000	0.000	0.000	0.000	0.000
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## Program: Administrative Services – Finance Services

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### 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	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of receipts (in 100s)	1,545	1,545	1,550	1,500	1,600	1,600	1,600
Accounts payable disbursements	6,993	6,993	6,510	7,000	7,000	7,000	7,000
Payroll disbursements	6,618	6,618	6,288	6,600	6,600	6,600	6,600
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Average number of workdays to reconcile cash after receipt of bank statements	13	13	9	<10	<10	<10	<10
Write-Offs as % of Current Year Billing	0.01%	0.01%	0.00%	<1%	<1%	<1%	<1%
Maintain credit rating of Aa- (or S&P equivalent)	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Percentage of disbursements processed electronically	24.2%	24.2%	29.6%	25%	25%	25%	25%
Cost of Utility Customer Service per utility customers	\$4.95	<\$5.00	\$4.09	<\$5.00	<\$5.00	<\$5.00	<\$5.00

### FY'16 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

- **Action 1:** The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value.
- **Action 2:** Continue to provide quarterly financial summary reports.
- **Action 5:** Evaluate pros and cons of City Debt Free Financial policy, “Debt Free 2030”.

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## Program: Administrative Services – Finance Services

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### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item Cont'd:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City Operations

- **Action 7:** Select a new financial software program and plan for new software implementation.
- **Action 8:** Continue to provide quarterly financial summary reports.

##### Objective 4: Provide outstanding customer service in all areas of operations

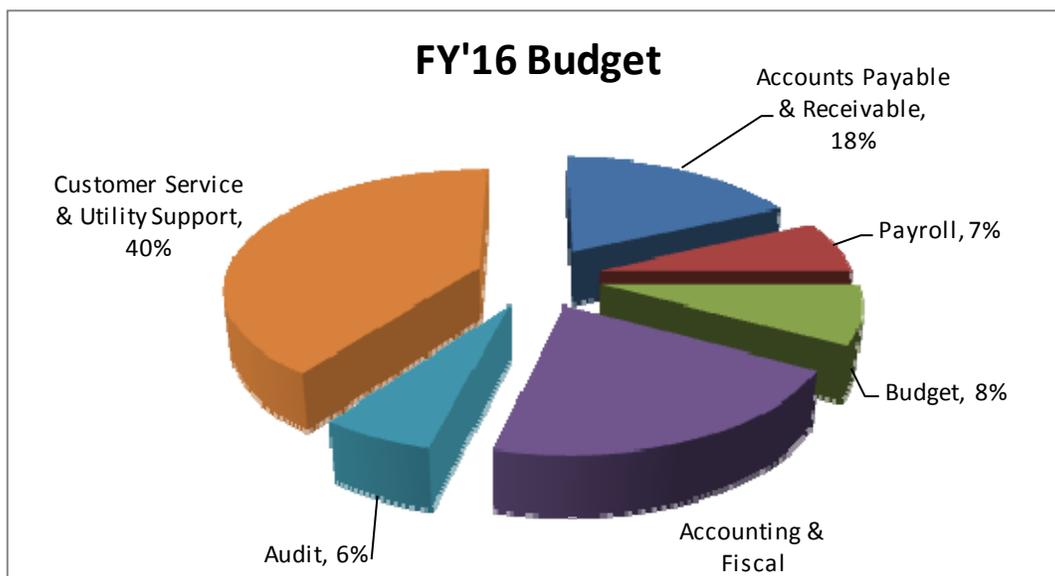
- **Action 1:** Provide centralized point of contact with standardized information.

### Budget Highlights:

The Finance budget for FY'16 is up 4% over FY'15. Primary factors include an increase in software maintenance charges while the City is undergoing a change in Business Software. During the transition the City must maintain both the old and new systems.

Challenges facing the Department in FY'16 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 training City staff on key modules including budget and purchasing as well as working with Council to establish new reporting formats.

## Services Provided



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## **Program: Administrative Services – Finance Services**

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### **FY'15 Activity Review:**

- ✓ Received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the 31<sup>st</sup> consecutive year.
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 30<sup>th</sup> 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 Public Safety PAVE project.
- ✓ Implemented phase 1 (financials) of the Tyler Munis selection process.

## Program: Administrative Services – Finance Services

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	1,075,675	1,148,353	1,293,583	1,339,615	1,339,615	1,339,615	1,373,341
Materials & Supplies	9,152	14,679	21,000	22,750	22,750	22,750	21,250
Contractual/Prof Services	244,180	248,194	285,014	307,369	307,369	307,369	310,377
Direct Charges	56,524	55,862	72,154	69,080	69,080	69,080	70,235
Capital Outlay	817	0	0	0	0	0	0
<b>Total Requirements</b>	<b><u>1,386,348</u></b>	<b><u>1,467,088</u></b>	<b><u>1,671,751</u></b>	<b><u>1,738,814</u></b>	<b><u>1,738,814</u></b>	<b><u>1,738,814</u></b>	<b><u>1,775,203</u></b>

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
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	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Financial Analyst	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Grant Specialist	0.00	1.00	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	1.00	2.00	2.00	2.00	2.00
Accounting Technician	<u>9.00*</u>	<u>9.00*</u>	<u>9.00*</u>	<u>8.00*</u>	<u>8.00*</u>	<u>8.00*</u>	<u>8.00*</u>
<i>Subtotal</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>	<i>17.00</i>
Finance Director							
To: Garage Operations	0.00	(0.10)	(0.10)	(0.05)	(0.05)	(0.05)	(0.05)
To: To Equipment Replacement	0.00	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)
Admin. Support Specialist							
From: Garage Operations	0.00	0.30*	0.35*	0.00	0.00	0.00	0.00
Department Support Technician							
From: Garage Operations	<u>0.00</u>	<u>0.10</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>0.25</i>	<i>0.30</i>	<i>0.05</i>	<i>0.05</i>	<i>0.05</i>	<i>0.05</i>
<b>Total Positions</b>	<b><u>16.00</u></b>	<b><u>17.25</u></b>	<b><u>17.300</u></b>	<b><u>17.050</u></b>	<b><u>17.050</u></b>	<b><u>17.050</u></b>	<b><u>17.050</u></b>
Total Un-Funded Positions	(2.50)	(2.53)	(2.535)	(2.500)	(2.500)	(2.500)	(2.500)
<b>Total Funded Positions</b>	<b><u>13.50</u></b>	<b><u>14.72</u></b>	<b><u>14.765</u></b>	<b><u>14.550</u></b>	<b><u>14.550</u></b>	<b><u>14.550</u></b>	<b><u>14.550</u></b>
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	1.500	1.500	1.500	1.500	1.500
Admin. Support Specialist	0.00	0.03	0.035	0.000	0.000	0.000	0.000
Assistant Finance Director	1.00	1.00	1.000	1.000	1.000	1.000	1.000

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## Program: Administrative Services – Legal Services

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### 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	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Accessible and Timely Legal Information/Action	100%	100%	100%	100%	100%	100%	100%
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of time quarterly reports on land acquisition services were submitted	100%	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
High Satisfaction within Budget	100%	100%	100%	100%	100%	100%	100%

### FY'16 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 City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value.

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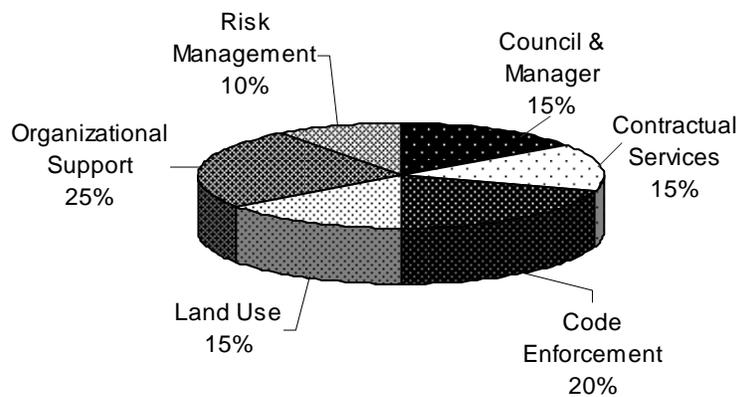
## Program: Administrative Services – Legal Services

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### Budget Highlights:

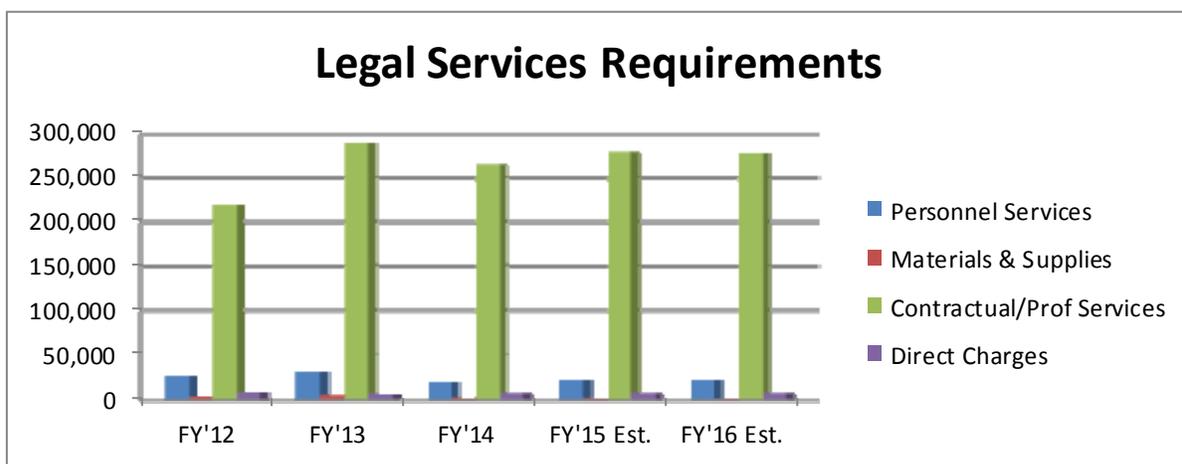
The City contracts with Hornecker, Cowling, Hassen & Heysell LLP, for our City Attorney services. The City contracts for Land Acquisition services, which include creating a file system to be used for organizing the City’s property files, in addition to providing assistance to departments on various land 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'15 Activity Review:

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



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**Program: Administrative Services – Legal Services**

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	10,778	14,745	23,105	23,196	23,196	23,196	23,937
Materials & Supplies	2,919	2,842	3,100	2,000	2,000	2,000	2,000
Contractual/Prof Services	222,325	207,434	276,416	276,903	276,903	276,903	277,059
Direct Charges	<u>7,708</u>	<u>7,903</u>	<u>8,333</u>	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>	<u>8,335</u>
<b>Total Requirements</b>	<b><u>243,730</u></b>	<b><u>232,924</u></b>	<b><u>310,954</u></b>	<b><u>310,271</u></b>	<b><u>310,271</u></b>	<b><u>310,271</u></b>	<b><u>311,331</u></b>

**Program: Administrative Services – Legal Services**

**Personnel**

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
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>0.850</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>3.150</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	(0.425)	(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>(0.600)</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>
<b>Total Positions</b>	<b><u>2.550</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>

**\*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

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## Program: Administrative Services – Human Resources

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### Services Delivered:

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.

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	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of positions processed for recruitment or promotion	24	20	25	20	20	20	20
Number of employment applications received and processed	920	800	1166	700	900	900	900
Number of applicants hired	65	40	57	45	50	50	50
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
New FT employee turnover rate within one year of employment	N/A	<10%	21%	<10%	<10%	<10%	<10%
Working Days for HR Review of Applications and Selection Process	4	6	6	6	5	5	5
Time to process an applicant from date of offer to date of final acceptance	2.5	3 wks.	2.5 wks.	2.5 wks.	2.5 wks.	2.5 wks.	2 wks.
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Ratio of employees to HR staff	1:75	1:75	1:67	1:69	1:64	1:64	1:64

### FY'16 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 and GPPA will expire December 31, 2015. Negotiations will most likely begin in the summer of 2015 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.
- Tyler Munis HR/Payroll implementation go-live is scheduled for July 1 with ongoing enhancements throughout the year.

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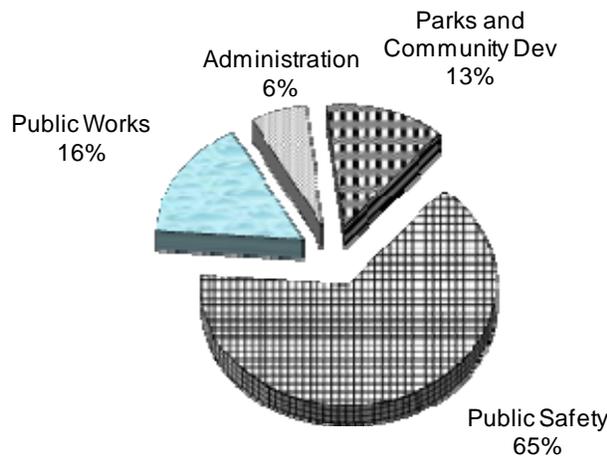
## Program: Administrative Services – Human Resources

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### Budget Highlights:

The line items for legal and negotiations for FY'16 remain static. The line item related to recruitments was decreased. Expenditures for pre-employment continue to increase and the line item was increased to cover required expense.

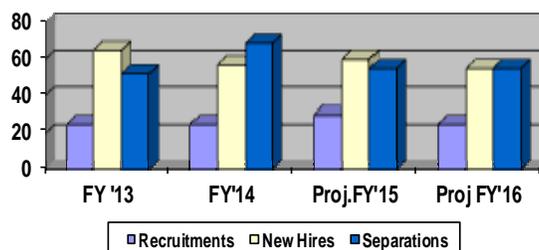
**PERCENTAGE OF TIME UTILIZED BY DEPARTMENT**



### FY'15 Activity Review:

Contract negotiations were opened with IAFF, whose contract expired December 31, 2014. IAFF and the City reached an agreement to extend the contract through December 31, 2015. GPPA contract was set to expire December 31, 2014, and they also agreed to extend the contract an additional year. The City and Teamsters Local 223 reached a three year agreement with the new contract expiring December 31, 2016. The GPEA contract expired December 31, 2014, and negotiations continue.

Recruitment activity has been high due to continued retirements and turnover. Police and Fire recruitment processes are ongoing to fill vacancies and create hiring lists. A compensation study was commissioned for GPEA represented employees in the City. This fiscal year the department held another successful Benefits Fair which included wellness testing and flu shots. The Wellness Committee was very active with the Fitbit Challenge. In October 2014, HR and Payroll employees began analysis in preparation for the build of the Tyler Munis HR/Payroll module, which is currently underway and scheduled to go live FY'16.



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**Program: Administrative Services – Human Resources**

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	315,742	331,094	353,349	330,776	330,776	330,776	346,861
Materials & Supplies	6,670	3,468	4,200	5,300	5,300	5,300	4,600
Contractual/Prof Services	109,285	108,315	154,231	155,895	155,895	155,895	156,337
Direct Charges	<u>11,612</u>	<u>12,701</u>	<u>13,392</u>	<u>13,133</u>	<u>13,133</u>	<u>13,133</u>	<u>13,396</u>
<b>Total Requirements</b>	<b><u>443,309</u></b>	<b><u>455,578</u></b>	<b><u>525,172</u></b>	<b><u>505,104</u></b>	<b><u>505,104</u></b>	<b><u>505,104</u></b>	<b><u>521,194</u></b>

**Program: Administrative Services – Human Resources**

**Personnel**

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
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	0.750	0.750	1.000	1.000	1.000	1.000
Office Assistant I	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.600</u>	<u>0.600</u>	<u>0.600</u>	<u>0.600</u>
<i>Subtotal</i>	<i>3.000</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>
Human Resources Director To: Workers Comp	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)
Personnel Analyst To: Workers Comp	(0.125)	(0.150)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
Personnel Technician To: Workers Comp	<u>(0.000)</u>	<u>(0.000)</u>	<u>(0.000)</u>	<u>(0.100)</u>	<u>(0.100)</u>	<u>(0.100)</u>	<u>(0.100)</u>
<i>Subtotal Distributed</i>	<i>(0.145)</i>	<i>(0.170)</i>	<i>(0.220)</i>	<i>(0.320)</i>	<i>(0.320)</i>	<i>(0.320)</i>	<i>(0.320)</i>
<b>Total Positions</b>	<b><u>2.855</u></b>	<b><u>3.080</u></b>	<b><u>3.030</u></b>	<b><u>3.280</u></b>	<b><u>3.280</u></b>	<b><u>3.280</u></b>	<b><u>3.280</u></b>
Temporary/Seasonal Hours	<u>480</u>	<u>600</u>	<u>640</u>	<u>700</u>	<u>700</u>	<u>700</u>	<u>700</u>

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## **Program: Administrative Services – General Program Operations**

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### **Services Delivered:**

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.

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'16 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 be 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'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	12,071	13,156	16,000	16,044	16,044	16,044	16,044
Materials & Supplies	19,503	18,189	27,800	22,100	22,100	22,100	20,100
Contractual/Prof Services	96,725	81,372	147,700	149,700	149,700	149,700	149,500
Direct Charges	69,871	65,270	79,415	78,780	78,780	78,780	80,526
Capital Outlay	0	9,953	10,000	40,000	40,000	40,000	40,000
Indirect Charges	0	0	69,020	71,340	71,340	71,340	72,370
Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>0</u>
<b><i>Subtotal Expenditures</i></b>	<b><i>198,170</i></b>	<b><i>187,940</i></b>	<b><i>349,935</i></b>	<b><i>527,964</i></b>	<b><i>527,964</i></b>	<b><i>527,964</i></b>	<b><i>378,540</i></b>
Contingencies	0	0	450,779	517,459	517,459	517,459	393,783
Ending Balance	<u>715,386</u>	<u>868,098</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>913,556</u></b>	<b><u>1,056,038</u></b>	<b><u>800,714</u></b>	<b><u>1,045,423</u></b>	<b><u>1,045,423</u></b>	<b><u>1,045,423</u></b>	<b><u>772,323</u></b>

***Capital Outlay/By Item***

Conference room upgrade	10,000	0	0	0	0
High volume high speed color copier	<u>0</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>Total Capital Outlay</b>	<b><u>10,000</u></b>	<b><u>40,000</u></b>	<b><u>40,000</u></b>	<b><u>40,000</u></b>	<b><u>40,000</u></b>

**WHERE THE ROGUE RIVER RUNS**



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