

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.

The main revenue source for the activities is based upon the application of an administrative charge. A fixed rate of 7.1% is applied to all operating activities and 2% is applied to capital project construction. An admin rate of 8% was in place starting in FY'88. The rate was lowered to 7.6% in FY'17 and lowered again to 7.1% starting in FY'19.

	ACTUAL FY'16 \$	ACTUAL FY'17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	COMMITTEE APPROVED FY'19 \$	COUNCIL ADOPTED FY'19 \$	PROJECTED FY'20 \$
Program Generated Resources	4,576,694	4,567,804	4,839,900	5,078,254	5,078,254	5,078,254	5,024,663
Total Resources	<u>4,576,694</u>	<u>4,567,804</u>	<u>4,839,900</u>	<u>5,078,254</u>	<u>5,078,254</u>	<u>5,078,254</u>	<u>5,024,663</u>
Requirements							
Management Services	640,332	686,820	723,653	675,200	675,200	675,200	686,401
Finance Services	1,632,530	1,666,876	1,809,120	1,833,406	1,833,406	1,833,406	1,878,784
Legal Services	284,717	308,860	317,670	291,156	291,156	291,156	291,318
Human Resources	460,175	498,249	512,286	555,519	555,519	555,519	558,895
General Program Operations	1,558,940	1,406,999	1,477,171	1,722,973	1,722,973	1,722,973	1,609,265
Total Requirements	<u>4,576,694</u>	<u>4,567,804</u>	<u>4,839,900</u>	<u>5,078,254</u>	<u>5,078,254</u>	<u>5,078,254</u>	<u>5,024,663</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 supports Council's Strategic Plan and all of Council's goals throughout the entire City organization with particular emphasis on the Council's goal of **"Provide Cooperative, Shared Leadership Involving Council, Staff and Community"**.

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

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

Program: Administrative Services– Program Summary

Program Financial Summary

Resources	ACTUAL FY'16 \$	ACTUAL FY'17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	COMMITTEE APPROVED FY'19 \$	COUNCIL ADOPTED FY'19 \$	PROJECTED FY'20 \$
Beginning Balance	<u>1,395,712</u>	<u>1,129,278</u>	<u>909,491</u>	<u>1,209,000</u>	<u>1,209,000</u>	<u>1,209,000</u>	<u>1,204,696</u>
Current Resources							
Activity Generated							
Revenue Other Agencies	8,717	9,270	60,300	49,000	49,000	49,000	17,900
Interest	12,024	12,435	10,000	15,000	15,000	15,000	15,000
Other Revenue	3,692	5,081	3,000	3,000	3,000	3,000	3,000
Administrative Charges	<u>3,156,549</u>	<u>3,411,740</u>	<u>3,857,109</u>	<u>3,802,254</u>	<u>3,802,254</u>	<u>3,802,254</u>	<u>3,784,067</u>
Total Current Revenues	<u>3,180,982</u>	<u>3,438,526</u>	<u>3,930,409</u>	<u>3,869,254</u>	<u>3,869,254</u>	<u>3,869,254</u>	<u>3,819,967</u>
Total Resources	<u>4,576,694</u>	<u>4,567,804</u>	<u>4,839,900</u>	<u>5,078,254</u>	<u>5,078,254</u>	<u>5,078,254</u>	<u>5,024,663</u>

Requirements	ACTUAL FY'16 \$	ACTUAL FY'17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	COMMITTEE APPROVED FY'19 \$	COUNCIL ADOPTED FY'19 \$	PROJECTED FY'20 \$
Management Services	605,604	652,091	688,924	631,592	631,592	631,592	642,793
Finance Services	1,561,961	1,599,163	1,749,525	1,773,226	1,773,226	1,773,226	1,818,604
Legal Services	276,545	300,688	309,498	286,318	286,318	286,318	286,480
Human Resources	447,048	485,116	499,153	541,971	541,971	541,971	545,347
General Program Operations	118,251	98,511	156,000	332,000	332,000	332,000	332,000
Direct Charges	181,507	227,581	197,359	213,451	213,451	213,451	213,951
Capital Outlay	35,160	17,260	28,000	8,000	8,000	8,000	8,000
Indirect Charges	71,340	81,132	87,100	87,000	87,000	87,000	88,000
Transfers Out	<u>150,000</u>	<u>60,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal Expenditures	<u>3,447,416</u>	<u>3,521,542</u>	<u>3,715,559</u>	<u>3,873,558</u>	<u>3,873,558</u>	<u>3,873,558</u>	<u>3,935,175</u>
Contingencies	0	0	1,124,341	1,204,696	1,204,696	1,204,696	1,089,488
Ending Balance	<u>1,129,278</u>	<u>1,046,262</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>4,576,694</u>	<u>4,567,804</u>	<u>4,839,900</u>	<u>5,078,254</u>	<u>5,078,254</u>	<u>5,078,254</u>	<u>5,024,663</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	2015-16		2016-17		2017-18	2018-19	2019-20
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Percent of timely weekly updates	98%	100%	98%	100%	98%	98%	98%
Number of training opportunities held for Council and committee members	4	3	3	3	3	3	3
Percent of timely City Manager monthly reports	100%	100%	100%	100%	100%	100%	100%
Percent of timely quarterly review of work plan	100%	100%	100%	100%	100%	100%	100%
Effectiveness	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Satisfaction with overall quality of City services to residents (measured by the percent of residents that responded with “Very Satisfied” or “Satisfied” in the annual community survey)	N/A	85%	N/A	85%	85%	85%	85%
Efficiency	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Cost of Service per Citizen	\$17.27	\$18.40	\$17.25	\$18.40	\$17.27	\$18.97	\$18.97

FY’19 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.
- Objective 2: Develop and implement community communication strategies.
- Objective 3: Ensure efficiency and effectiveness in City operations.

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'18 Activity Review:

Strategic Planning – The City Manager facilitated the Grants Pass 2018-2019 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 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'17/18: Strategic Planning, Developer Forum, Public Wetlands Planning, Downtown Merchant and Utility Rate Forum.

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

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

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

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

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

Program: Administrative Services – Management Services

Financial Summary

Requirements	ACTUAL FY'16 \$	ACTUAL FY'17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	COMMITTEE APPROVED FY'19 \$	COUNCIL ADOPTED FY'19 \$	PROJECTED FY'20 \$
Personnel Services	564,376	605,429	609,964	494,283	494,283	494,283	505,465
Materials & Supplies	10,255	4,021	6,500	6,500	6,500	6,500	6,500
Contractual/Prof Services	30,973	42,641	72,460	130,809	130,809	130,809	130,828
Direct Charges	<u>34,728</u>	<u>34,729</u>	<u>34,729</u>	<u>43,608</u>	<u>43,608</u>	<u>43,608</u>	<u>43,608</u>
Total Requirements	<u>640,332</u>	<u>686,820</u>	<u>723,653</u>	<u>675,200</u>	<u>675,200</u>	<u>675,200</u>	<u>686,401</u>

Program: Administrative Services – Management Services

Personnel

	BUDGET FY'16 #	BUDGET FY'17 #	BUDGET FY'18 #	MANAGER RECOMMEND FY'19 #	COMMITTEE APPROVED FY'19 #	COUNCIL ADOPTED FY'19 #	PROJECTED FY'20 #
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	0.000	0.000	0.000	0.000
City Recorder	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Assistant	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>
<i>Subtotal</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>	<i>5.000</i>	<i>5.000</i>	<i>5.000</i>	<i>5.000</i>
Assistant City Manager							
To: Downtown	(0.025)	(0.025)	(0.025)	(0.000)	(0.000)	(0.000)	(0.000)
To: Information Technology	(0.150)	(0.150)	(0.150)	(0.000)	(0.000)	(0.000)	(0.000)
To: Property Management	(0.100)	(0.100)	(0.100)	(0.000)	(0.000)	(0.000)	(0.000)
To: Tourism	(0.025)	(0.025)	(0.025)	(0.000)	(0.000)	(0.000)	(0.000)
City Recorder							
To: General Insurance	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
To: Workers Comp	(0.150)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Office Assistant							
To: General Insurance	(0.000)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
To: Legal	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Information Technology	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Property Management	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	(0.050)	(0.050)	(0.050)	(0.000)	(0.000)	(0.000)	(0.000)
To: Economic Development	(0.000)	(0.000)	(0.000)	(0.100)	(0.100)	(0.100)	(0.100)
To: Workers Comp	(0.150)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Department Support Technician							
From: Legal	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<i>Subtotal Distributed</i>	<i>(0.925)</i>	<i>(0.775)</i>	<i>(0.775)</i>	<i>(0.650)</i>	<i>(0.650)</i>	<i>(0.650)</i>	<i>(0.650)</i>
Total Positions	<u>5.075</u>	<u>5.225</u>	<u>5.225</u>	<u>4.350</u>	<u>4.350</u>	<u>4.350</u>	<u>4.350</u>
Temporary/Seasonal Hours	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>

Program: Administrative Services – Finance Services

Services Delivered:

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

Performance Measurements:

Finance Performance Measures

Indicator	2015-16		2016-17		2017-18	2018-19	2019-20
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Accounts payable disbursements	5,298	7,000	6,314	7,000	7,000	7,000	7,000
Payroll disbursements	6,865	6,600	6,830	6,600	6,800	6,800	6,800
Effectiveness	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Write-Offs as % of Current Year Billing	0.00%	<1%	0.00%	<1%	<1%	<1%	<1%
Maintain credit rating of Aa- (or S&P equivalent) on General Obligation and Full Faith in Credit Bonds	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-
Efficiency	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Percentage of disbursements processed electronically	28.4%	25%	21.9%	25%	25%	25%	25%
Monthly cost of Utility Customer Service per utility customer	\$4.36	<\$5.00	\$4.44	<\$5.00	<\$5.00	<\$5.00	<\$5.00

FY'19 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

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

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

Objective 3: Ensure efficiency and effectiveness in City Operations

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

Program: Administrative Services – Finance Services

FY'19 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item – Cont'd:

Keep Citizens Safe

Objective 2: Use the completed Fire District Feasibility Study to finish the public consideration of a new Fire District to serve Grants Pass. **

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

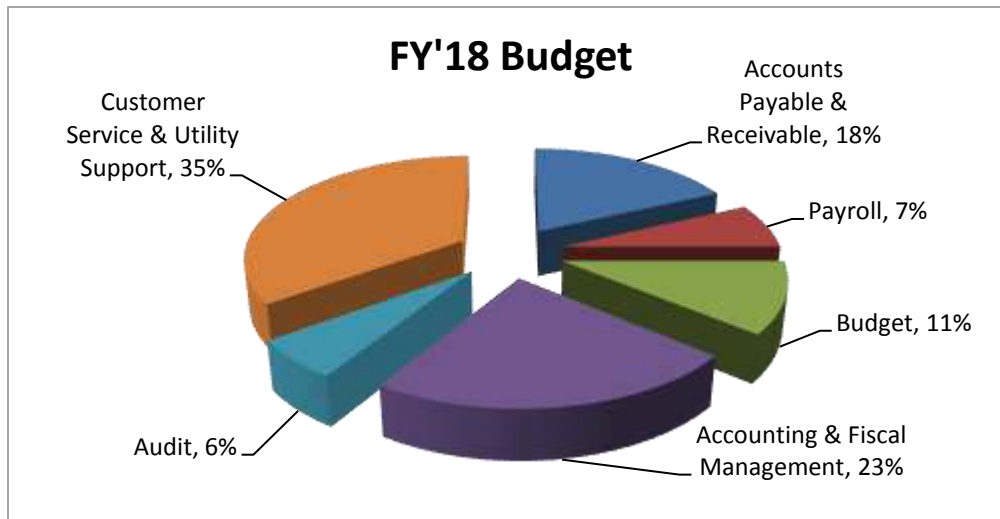
Objective 5: Ensure storm facility infrastructure needs are met

- **Action 2:** Create and initiate the Storm Water Utility.

Budget Highlights:

The Finance budget for FY'19 is on target to be similar to FY'18. Challenges facing the Department in FY'19 include the implementation of a new storm water utility for the Customer Service division. The department as a whole has made great strides to understanding and utilizing the recently implemented software to provide financial services to varying customers in a more effective manner.

Services Provided



FY'18 Activity Review:

- ✓ Received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the 35th consecutive year.
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 33rd 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.
- ✓ Completed the final part of the PAVE Committee's engagement for the Parks & Community Development performance audit and strategic planning project.
- ✓ Secured \$18.5M in funding for Wastewater treatment plant improvements through revenue bonds.

Program: Administrative Services – Finance Services

Financial Summary

Requirements	ACTUAL FY'16 \$	ACTUAL FY'17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	COMMITTEE APPROVED FY'19 \$	COUNCIL ADOPTED FY'19 \$	PROJECTED FY'20 \$
Personnel Services	1,237,382	1,285,263	1,419,597	1,428,732	1,428,732	1,428,732	1,473,287
Materials & Supplies	16,896	13,163	24,350	24,650	24,650	24,650	24,650
Contractual/Prof Services	307,684	300,738	305,578	319,844	319,844	319,844	320,667
Direct Charges	57,768	59,595	59,595	60,180	60,180	60,180	60,180
Capital Outlay	<u>12,800</u>	<u>8,117</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,632,530</u>	<u>1,666,876</u>	<u>1,809,120</u>	<u>1,833,406</u>	<u>1,833,406</u>	<u>1,833,406</u>	<u>1,878,784</u>

Program: Administrative Services – Finance Services

Personnel

	BUDGET FY'16 #	BUDGET FY'17 #	BUDGET FY'18 #	MANAGER RECOMMEND FY'19 #	COMMITTEE APPROVED FY'19 #	COUNCIL ADOPTED FY'19 #	PROJECTED FY'20 #
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Cust. Svc.- Utility Billing Supvr.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Services Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Grant Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Support Specialist	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Department Support Technician	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Accounts Payable Specialist	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Technician	<u>6.50</u>	<u>5.50</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
<i>Subtotal</i>	<i>14.50</i>	<i>14.50</i>	<i>15.00</i>	<i>15.00</i>	<i>15.00</i>	<i>15.00</i>	<i>15.00</i>
Finance Director							
To: Garage Operations	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Department Support Technician							
From: Garage Operations	<u>0.10</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<i>Subtotal Distributed</i>	<i>0.05</i>	<i>(0.05)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>
Total Positions	<u>14.55</u>	<u>14.45</u>	<u>15.00</u>	<u>15.00</u>	<u>15.00</u>	<u>15.00</u>	<u>15.00</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>

Program: Administrative Services – Legal Services

Services Delivered:

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

The legal staff provides services to the municipal corporation including the Council, City Manager, Urban Area Planning Commission (UAPC), Urban Renewal Agency (URA), 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	2015-16		2016-17		2017-18	2018-19	2019-20
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Accessible and Timely Legal Information/Action	100%	100%	100%	100%	100%	100%	100%
Effectiveness	Actual	Goal	Actual	Goal	Goal	Goal	Goal
% of time quarterly reports on land acquisition services were submitted	100%	100%	100%	100%	100%	100%	100%
Efficiency	Actual	Goal	Actual	Goal	Goal	Goal	Goal
High Satisfaction within Budget	100%	100%	100%	100%	100%	100%	100%

FY'19 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City Operations

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

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

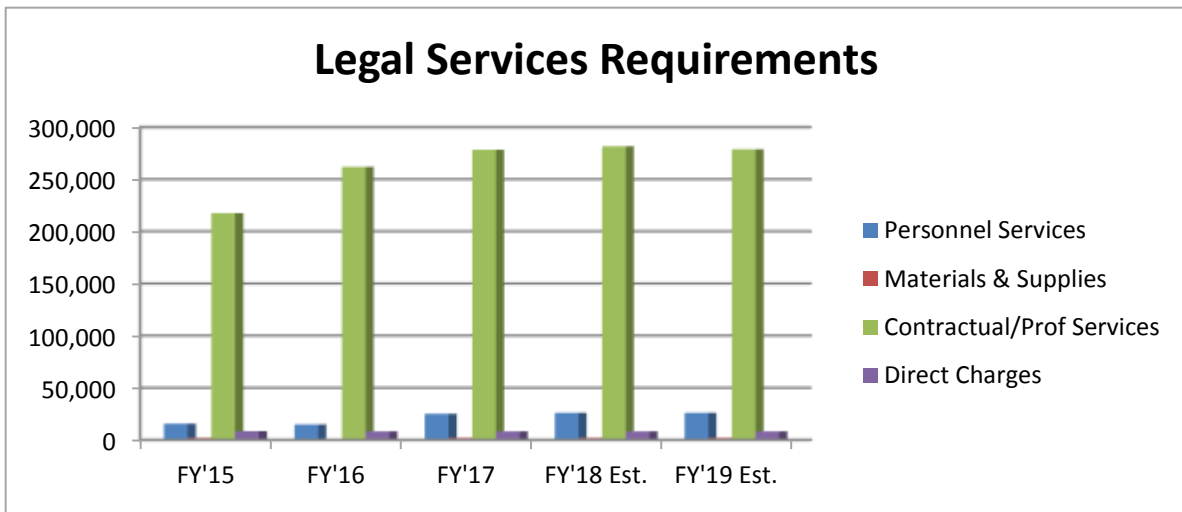
Objective 2: Ensure water infrastructure needs are met

- Build new Water Plant (Property focus).

Program: Administrative Services – Legal Services

Budget Highlights:

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



FY'18 Activity Review:

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

Program: Administrative Services – Legal Services

Financial Summary

Requirements	ACTUAL FY'16 \$	ACTUAL FY'17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	COMMITTEE APPROVED FY'19 \$	COUNCIL ADOPTED FY'19 \$	PROJECTED FY'20 \$
Personnel Services	14,737	11,034	25,858	3,256	3,256	3,256	3,418
Materials & Supplies	26	2,438	2,000	2,000	2,000	2,000	2,000
Contractual/Prof Services	261,782	287,216	281,640	281,062	281,062	281,062	281,062
Direct Charges	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>	<u>4,838</u>	<u>4,838</u>	<u>4,838</u>	<u>4,838</u>
Total Requirements	<u>284,717</u>	<u>308,860</u>	<u>317,670</u>	<u>291,156</u>	<u>291,156</u>	<u>291,156</u>	<u>291,318</u>

Program: Administrative Services – Legal Services

Personnel

	BUDGET FY'16 #	BUDGET FY'17 #	BUDGET FY'18 #	MANAGER RECOMMEND FY'19 #	COMMITTEE APPROVED FY'19 #	COUNCIL ADOPTED FY'19 #	PROJECTED FY'20 #
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>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<i>Subtotal</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>	<i>2.300</i>	<i>2.300</i>	<i>2.300</i>	<i>2.300</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)	(0.000)	(0.000)	(0.000)	(0.000)
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>(0.175)</i>	<i>(0.175)</i>	<i>(0.175)</i>	<i>(0.175)</i>
Total Positions	<u>2.500</u>	<u>2.500</u>	<u>2.500</u>	<u>2.125</u>	<u>2.125</u>	<u>2.125</u>	<u>2.125</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 works strategically with all City Departments to provide equitable administration of policies and procedures and to ensure that employment matters are handled appropriately, effectively and fairly. The department strives 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. Staff creates, maintains and retains records in accordance with policies, laws and regulations, directs labor negotiations, and provides 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	2015-16		2016-17		2017-18	2018-19	2019-20
	Actual	Est	Actual	Est	Est	Est	Est
Outputs							
Number of positions processed for recruitment or promotion	34	25	35	25	25	25	25
Number of employment applications received and processed	1214	900	1257	900	1000	1000	1000
Number of applicants hired	84	50	59	50	50	50	50
Effectiveness		Goal		Goal	Goal	Goal	Goal
New FT employee turnover rate within one year of employment	28%	<10%	23%	<10%	<10%	<10%	<10%
Working Days for HR Review of Applications and Selection Process	5	5	3	5	5	3	3
Time to process an applicant from date of offer to date of final acceptance	4.8 wks.	2.5 wks.	6.1 wks.	3.5 wks.	3.5 wks.	3.5 wks.	3.5 wks.
Efficiency		Goal		Goal	Goal	Goal	
Ratio of employees to HR staff	1:69	1:64	1:77	1:64	1:64	1:64	1:64

FY'19 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

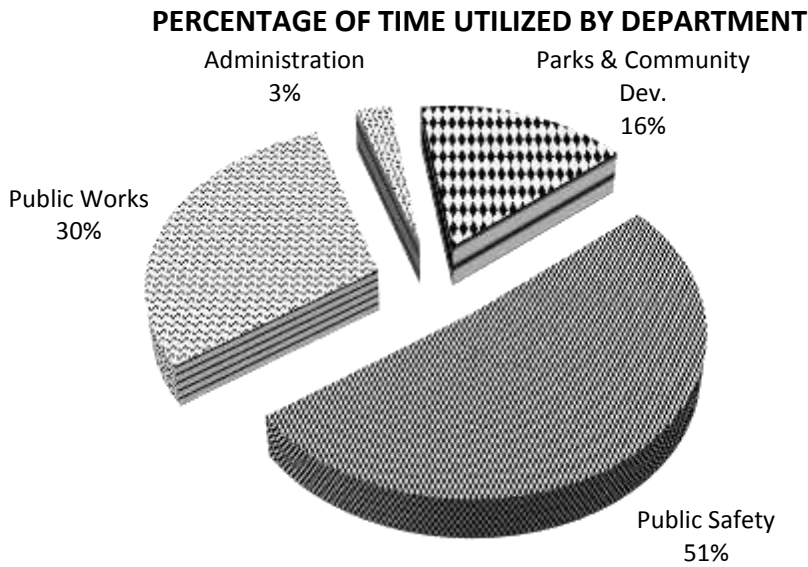
Objective 4: Ensure efficiency and effectiveness in City Operations

- The collective bargaining agreement with the International Association of Firefighters (IAFF) No. 3564 expired December 31, 2017. Negotiations will be still underway.
- Recruitments will be ongoing for Dispatcher to fill vacancies and to create a hiring list.
- Updates and revisions to Administrative Directives and personnel rules will continue.
- Ongoing training for Supervisors and other personnel will continue to ensure compliance with law and city policies.

Program: Administrative Services – Human Resources

Budget Highlights:

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

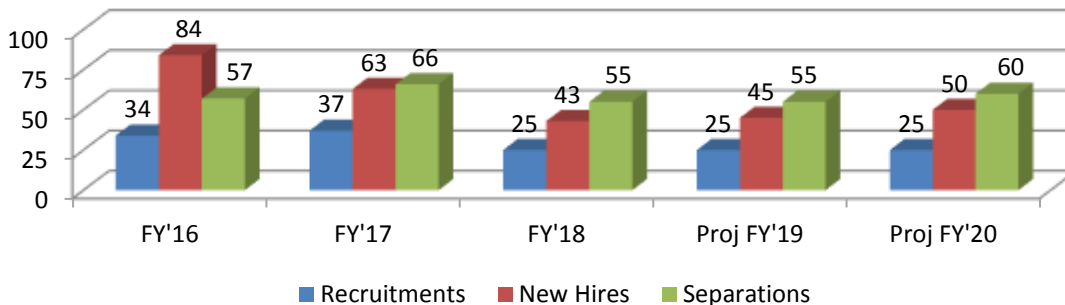


FY'18 Activity Review:

Contract negotiations were opened with International Association of Firefighters (IAFF) No. 3564. The City and THE IAFF team met for three negotiation sessions and one mediation. A contract has not yet been reached and negotiations will continue.

Recruitment activity has continued to be high due to retirements, typical turnover and challenges with filling public safety and higher level public works positions. The Department has overhauled the recruiting process to focus on finding the best qualified candidates who meet the organization's core competencies. Several positions have been evaluated for proper classification and adjustment made were required. A performance evaluation committee was formed, and we are diligently working on creating a performance evaluation that is fair and job-specific.

RECRUITMENT OF FULLTIME, PARTIME, AND SEASONAL WORKERS



Program: Administrative Services – Human Resources

Financial Summary

Requirements	ACTUAL FY'16 \$	ACTUAL FY'17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	COMMITTEE APPROVED FY'19 \$	COUNCIL ADOPTED FY'19 \$	PROJECTED FY'20 \$
Personnel Services	326,269	321,334	319,700	347,541	347,541	347,541	361,192
Materials & Supplies	5,784	11,255	14,900	18,100	18,100	18,100	17,900
Contractual/Prof Services	114,995	152,527	164,553	176,330	176,330	176,330	166,255
Direct Charges	<u>13,128</u>	<u>13,133</u>	<u>13,133</u>	<u>13,548</u>	<u>13,548</u>	<u>13,548</u>	<u>13,548</u>
Total Requirements	<u>460,176</u>	<u>498,249</u>	<u>512,286</u>	<u>555,519</u>	<u>555,519</u>	<u>555,519</u>	<u>558,895</u>



Program: Administrative Services – Human Resources

Personnel

	BUDGET FY'16 #	BUDGET FY'17 #	BUDGET FY'18 #	MANAGER RECOMMEND FY'19 #	COMMITTEE APPROVED FY'19 #	COUNCIL ADOPTED FY'19 #	PROJECTED FY'20 #
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Personnel Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Personnel Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Personnel Assistant	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>
<i>Subtotal</i>	<i>3.60</i>	<i>3.60</i>	<i>3.60</i>	<i>3.60</i>	<i>3.60</i>	<i>3.60</i>	<i>3.60</i>
Human Resources Director							
To: Workers Comp	(0.02)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
Personnel Analyst							
To: Workers Comp	(0.20)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
Personnel Technician							
To: Workers Comp	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
Personnel Assistant							
To: Workers Comp	<u>(0.00)</u>	<u>(0.06)</u>	<u>(0.06)</u>	<u>(0.06)</u>	<u>(0.06)</u>	<u>(0.06)</u>	<u>(0.06)</u>
<i>Subtotal Distributed</i>	<i>(0.32)</i>	<i>(0.61)</i>	<i>(0.61)</i>	<i>(0.61)</i>	<i>(0.61)</i>	<i>(0.61)</i>	<i>(0.61)</i>
Total Positions	<u>3.28</u>	<u>2.99</u>	<u>2.99</u>	<u>2.99</u>	<u>2.99</u>	<u>2.99</u>	<u>2.99</u>
Temporary/Seasonal Hours	<u>700</u>	<u>893</u>	<u>822</u>	<u>822</u>	<u>822</u>	<u>822</u>	<u>822</u>

Program: Administrative Services – General Program Operations

Services Delivered:

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

FY'19 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

Budget Highlights:

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

Program: Administrative Services – General Program Operations

Financial Summary

Requirements	ACTUAL FY'16 \$	ACTUAL FY'17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	COMMITTEE APPROVED FY'19 \$	COUNCIL ADOPTED FY'19 \$	PROJECTED FY'20 \$
Personnel Services	6,841	4,470	16,000	16,000	16,000	16,000	16,000
Materials & Supplies	23,578	18,515	24,500	24,500	24,500	24,500	24,500
Contractual/Prof Services	87,832	75,525	115,500	291,500	291,500	291,500	291,500
Direct Charges	67,711	111,952	81,730	91,277	91,277	91,277	91,777
Capital Outlay	22,360	9,143	28,000	8,000	8,000	8,000	8,000
Indirect Charges	71,340	81,132	87,100	87,000	87,000	87,000	88,000
Transfers Out	<u>150,000</u>	<u>60,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal Expenditures	<u>429,662</u>	<u>360,737</u>	<u>352,830</u>	<u>518,277</u>	<u>518,277</u>	<u>518,277</u>	<u>519,777</u>
Contingencies	0	0	1,124,341	1,204,696	1,204,696	1,204,696	1,089,488
Ending Balance	<u>1,129,278</u>	<u>1,046,262</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,558,940</u>	<u>1,406,999</u>	<u>1,477,171</u>	<u>1,722,973</u>	<u>1,722,973</u>	<u>1,722,973</u>	<u>1,609,265</u>

Capital Outlay/By Item

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

