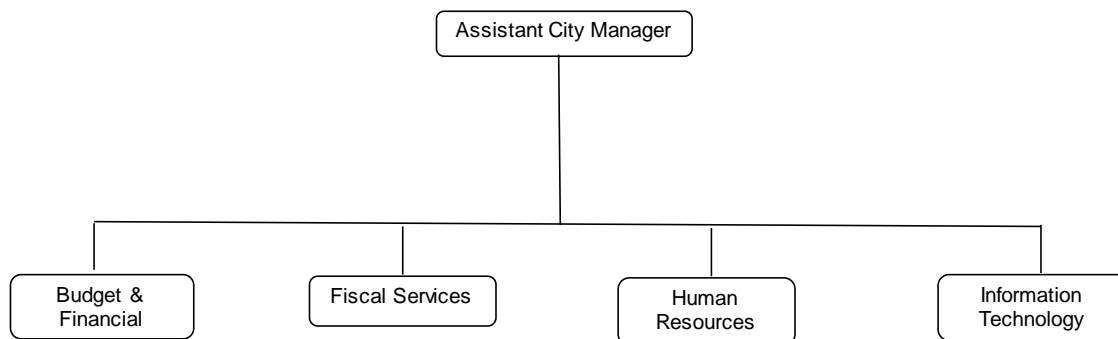


**ADMINISTRATIVE
SERVICES
DEPARTMENT**

ADMINISTRATIVE SERVICES DEPARTMENT



Regular Full Time	29.00
Regular Part Time	1.75
Temporary Part Time	<u>0.31</u>
Total FTE's	<u>31.06</u>

ADMINISTRATIVE SERVICES DEPARTMENT

DEPARTMENT OVERVIEW

This department provides administrative services to other departments, as well as Davis residents. The administrative arm of the department consists of finance, utility billing, budget, human resources and information systems services. Finances' mission is to serve the public interest by providing financial management as the custodian of public funds; performing reliable; detailed fiscal analysis; maximizing investment opportunities within the Council-adopted policy; and, establishing and maintaining internal fiscal controls to ensure city assets are protected and ensuring compliance with all legal requirements. The Human Resources function enables city departments to appoint qualified persons to authorized vacant positions; monitors policies for compliance with federal and state mandates; provides training and enrichment opportunities for city employees; administers employee benefits and facilitates labor negotiations. Information Systems provides internal computing resources and technical support/training for city employees; customer services to residents through the use of information technology and telecommunications services. The Parks and Community Services division, which was previously in the Administrative Services Department has now been moved to its own department section of the budget.

FY 2013-14 DEPARTMENT ACCOMPLISHMENTS

- This department was formed in FY 2012-2013.
- Labor negotiations were completed for five of the seven labor groups for three-year contracts.
- City funds were reviewed and also evaluated for potential one-time use.
- Began update of development impact fees and updated the cost-allocation plan.
- Started technology upgrades. The website redesign is about half done and the process of evaluating the City's financial software has begun. OpenGOV software will go live with the publication of the budget.

FY 2014-15 DEPARTMENT GOALS

- As the City continues to trim its expenditures and staffing, using technology to provide information to residents will become an important part of delivering service to residents. Expanding the use of automation within the city organization will be a critical component for maintaining service delivery. The City's website redesign will be completed as will the implementation of a mobile-phone based Citizen Request Form software. Through this technology, residents will be able to report problems like graffiti, abandoned cars, street trees, code violations and other quality of life issues. In addition, the City will continue the process of evaluating whether to upgrade or replace the current financial software.
- Begin review of all City user fees. Will work with affected user groups and return to Council for direction.

BUDGET HIGHLIGHTS

- The Administrative Services Department FY 13-14 to FY 14-15 is showing an overall decrease of \$51,195. This is primarily due to two factors: lower service contract costs and an increase in Citywide PC replacement costs. Contract service costs, in aggregate, are down \$291,237 due to a reduction in the Human Resources division for labor negotiations as well as lower contract service costs in Finance. PC replacement costs are up \$250,000.
- In FY 13-14 the Operations and Maintenance of the department significantly increased primarily because of the following factors: Retiree Medical increased \$850,600 to reach full annual funding; employee medical was up \$832,228; professional services for labor agreements went up by \$125,725 due to extensive negotiations; and other insurance payments increased \$310,457 for the year.
- Capital Outlay expenditures are largely equipment replacement reflecting the Information Services division replaced computers citywide in FY 11-12 and 12-13.
- Several other measures have been taken in FY 14-15 to help to close the current structural deficit including reducing temporary part time budgets, general office materials, and advertising for a savings of approximately \$6,000.

Revenues by Fund

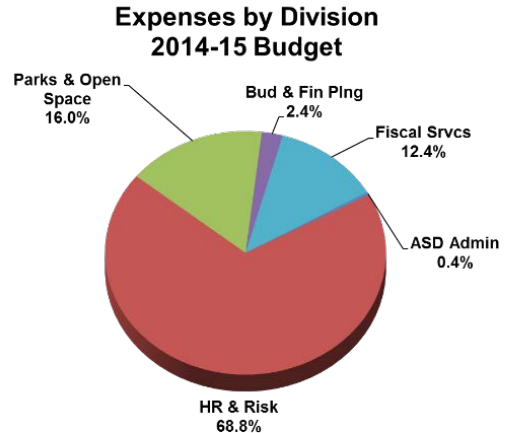
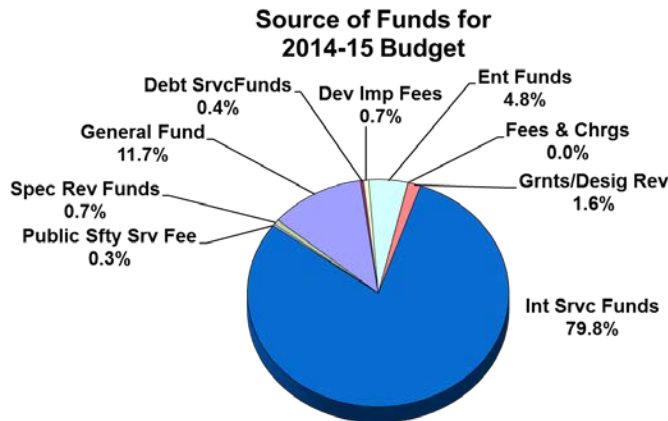
<u>Source of Funds</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
General Fund Support	2,243,422	2,301,096	2,393,836	2,318,127
Debt Service Funds	70,000	70,058	69,647	70,000
Development Impact Fees	94,574	107,755	160,450	129,140
Enterprise Funds	453,494	423,709	864,224	955,940
General Fund Fees & Charges	(1,707)	7,628	4,800	3,920
General Fund Grants/Designated Revenue	247,682	288,833	285,600	312,329
Internal Service Funds	10,427,458	13,466,949	15,846,476	15,803,030
Public Safety Srv Fee/Tax	63,955	194,868	47,001	49,890
Special Revenue Funds	36,586	18,419	160,370	138,833
Total Revenues	13,635,484	16,859,315	19,832,404	19,781,209

Expenses by Division

<u>Division</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
Administration	0	56,016	74,376	76,745
Human Resources & Risk Management	8,885,312	11,650,830	13,787,231	13,606,370
IS & Communications	2,331,983	2,710,125	3,026,429	3,170,066
Budget & Financial Planning	435,421	404,837	519,276	474,742
Fiscal Services	1,982,768	2,037,507	2,425,092	2,453,286
Total Expenditures	13,635,484	16,859,315	19,832,404	19,781,209

Expenses by Category

<u>Expenditures</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
Salaries & Benefits	3,476,621	3,685,402	3,700,462	3,860,656
Operations & Maintenance	9,244,526	11,998,471	14,983,506	14,542,662
Interdepartmental Charges	785,258	725,282	799,336	833,791
Capital Outlay	129,079	450,160	349,100	544,100
Total Expenditures	13,635,484	16,859,315	19,832,404	19,781,209



**ADMINISTRATIVE SERVICES DEPARTMENT
HUMAN RESOURCES FY 14/15**

Position Title	11/12 FTE's	12/13 FTE's	13/14 FTE's	14/15 FTE's
ACCOUNTANT	1.00	1.00	1.00	1.00
ACCOUNTING ASST	6.00	5.00	5.00	5.00
ADMINISTRATIVE AIDE - CONF	1.00	1.00	1.00	1.00
ASSISTANT CITY MANAGER	0.00	0.00	1.00	1.00
BUDGET MANAGER	1.00	1.00	1.00	1.00
BUDGET SPECIALIST I	1.00	0.00	0.00	0.00
BUDGET SPECIALIST II	1.00	1.00	1.00	1.00
COMPUTER SUPPORT TECH II-CONF	2.00	2.00	2.00	2.00
FINANCE ADMINISTRATOR	0.00	1.00	1.00	1.00
FINANCIAL ANALYST II	1.00	0.00	0.00	0.00
FINANCIAL PLANNING SPECIALIST	1.00	1.00	1.00	1.00
FINANCIAL SUPERVISOR -CONF	1.00	2.00	1.00	1.00
HUMAN RESOURCES ADMINISTRATOR	1.00	1.00	1.00	1.00
HUMAN RESOURCES ANALYST II	1.00	1.00	1.00	1.00
HUMAN RESOURCES ASST - CONF	1.00	2.00	1.00	1.00
HUMAN RESOURCES TECH - CONF	1.00	1.00	1.00	1.00
INFORMATION TECH ADMIN	1.00	1.00	1.00	1.00
IS ADMINISTRATIVE MANAGER	1.00	1.00	1.00	1.00
MIS SENIOR SYSTEM ANALYST	2.00	2.00	2.00	2.00
MIS SYSTEM ANALYST-CONF	2.00	2.00	1.00	1.00
PROGRAM ASSISTANT	1.00	0.00	0.00	0.00
SR ACCOUNTING ASSISTANT	3.00	4.00	4.00	4.00
TECHNICAL SERVICES MANAGER	1.00	1.00	1.00	1.00
TOTAL REGULAR FULL-TIME FTE'S	31.00	31.00	29.00	29.00
MIS SYSTEMS ANALYST CONT 75%	0.00	0.00	0.75	0.75
PROGRAM AIDE 50%	0.00	0.00	0.50	0.50
SUPPORT SVCS TECH 75% - CONF	0.75	0.75	0.00	0.00
SUPPORT SVCS TECH 50% - CONF	0.00	0.00	0.50	0.50
TOTAL REGULAR PART-TIME FTE'S	0.75	0.75	1.75	1.75
FINANCIAL ANALYST II	0.00	0.00	0.00	0.15
MIS INTERN	0.24	0.24	0.24	0.16
TOTAL TEMPORARY PART-TIME FTE'S	0.24	0.24	0.24	0.31
TOTAL ASD FTE's	31.99	31.99	30.99	31.06

Division	EXPENDITURES BY CATEGORY					FUNDING SOURCES					
	Salaries & Benefits	Operations & Maintenance	Inter-departmental Charges	Capital Outlay	Program Total	General Fund	General Fund Fees & Charges	General Fund Grants/ Designated Revenue	Total General Fund Support	Other Funds	Program Total
21 - Administration	75,905	0	840	0	76,745	76,745	0	0	76,745	0	76,745
22 - Human Resources & Risk Management	696,107	12,796,693	113,570	0	13,606,370	588,227	0	0	588,227	13,018,143	13,606,370
26 - IS & Communications	1,344,734	987,346	293,886	544,100	3,170,066	251,846	0	0	251,846	2,918,220	3,170,066
27 - Budget & Financial Planning	400,046	40,714	33,982	0	474,742	354,122	0	0	354,122	120,620	474,742
28 - Fiscal Services	1,343,864	717,909	391,513	0	2,453,286	1,047,187	3,920	312,329	1,363,436	1,089,850	2,453,286
Total ADMINISTRATIVE SERVICES	3,860,656	14,542,662	833,791	544,100	19,781,209	2,318,127	3,920	312,329	2,634,376	17,146,833	19,781,209

Program	EXPENDITURES BY CATEGORY					FUNDING SOURCES					
	Salaries & Benefits	Operations & Maintenance	Inter-departmental Charges	Capital Outlay	Program Total	General Fund	General Fund Fees & Charges	General Fund Grants/ Designated Revenue	Total General Fund Support	Other Funds	Program Total
2110 - ASD Administration	75,905	0	840	0	76,745	76,745	0	0	76,745	0	76,745
2201 - Human Resources Management	236,514	63,295	66,252	0	366,061	326,646	0	0	326,646	39,415	366,061
2215 - Personnel Services	93,311	38,965	1,024	0	133,300	133,300	0	0	133,300	0	133,300
2225 - HR Benefits Administration	87,738	4,771	35,772	0	128,281	128,281	0	0	128,281	0	128,281
2240 - Risk Management	278,544	12,689,662	10,522	0	12,978,728	0	0	0	0	12,978,728	12,978,728
2610 - IS & Telecommunication Services	1,283,013	654,366	138,076	36,300	2,111,755	107,082	0	0	107,082	2,004,673	2,111,755
2617 - Duplicating & Postal	61,721	92,716	44,624	0	199,061	0	0	0	0	199,061	199,061
2620 - Phone System	0	61,750	0	0	61,750	0	0	0	0	61,750	61,750
2624 - Citywide System Replacement	0	100,000	0	507,800	607,800	0	0	0	0	607,800	607,800
2626 - Citywide Radio System	0	58,514	86,250	0	144,764	144,764	0	0	144,764	0	144,764
2635 - FNet	0	20,000	24,936	0	44,936	0	0	0	0	44,936	44,936
2710 - Budget & Financial Planning	311,761	40,714	19,104	0	371,579	323,915	0	0	323,915	47,664	371,579
2720 - Capital & Development Project Planning	88,285	0	14,878	0	103,163	30,207	0	0	30,207	72,956	103,163
2801 - General Administration	38,351	18,621	16,650	0	73,622	72,622	0	1,000	73,622	0	73,622
2815 - Financial Planning & Audit	416,267	10,262	55,793	0	482,322	338,018	0	0	338,018	144,304	482,322
2820 - Cost Accounting	161,354	7,156	61,414	0	229,924	224,924	5,000	0	229,924	0	229,924
2835 - Revenue & Collection Accounting	114,139	175,421	44,692	0	334,252	185,992	-1,740	150,000	334,252	0	334,252
2845 - Business License Accounting & Audit	69,476	151,750	34,336	0	255,562	93,573	660	161,329	255,562	0	255,562
2850 - Utility Accounting	501,906	345,899	147,413	0	995,218	49,672	0	0	49,672	945,546	995,218
2865 - Parking Citations	42,371	8,800	31,215	0	82,386	82,386	0	0	82,386	0	82,386
Total ADMINISTRATIVE SERVICES	3,860,656	14,542,662	833,791	544,100	19,781,209	2,318,127	3,920	312,329	2,634,376	17,146,833	19,781,209

ADMINISTRATIVE SERVICES – DIVISION 21

ADMINISTRATION – DIVISION 21

ASD Administration provides administrative oversight and assistance to the Divisions.

FY 2013-14 ACCOMPLISHMENTS



- Began review of finance work functions and systems. Started a systematic review of all city funds for accuracy and one-time use.
- Worked with the Information Technology Division to start the process of revamping the city website, community reporting/outreach and replacing/upgrading the city financial and human resources software.

FY 2014-15 GOALS



- Complete review of finance work functions and systems.
- Work with the information Systems to complete the redesign of the City website, implement the Citizen Response Manager (CRM) and determine whether to replace/upgrade the city's financial and human resources software.
- Work with staff, Finance and Budget Commission and other interested parties on City finances.

PERFORMANCE MEASURE

- Complete review of Finance work functions for potential outsourcing, streamlining and/or automation.
- Complete website redesign project and CRM.
- Move ahead with finance/human resources software upgrade or replacement.

ADMINISTRATIVE SERVICES – DIVISION 21

Revenues by Fund

<u>Source of Funds</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
General Fund Support	0	56,016	74,376	76,745
Total Revenues	0	56,016	74,376	76,745

Expenses by Category

<u>Expenditures</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
Salaries & Benefits	0	53,852	73,437	76,745
Operations & Maintenance	0	2,151	0	0
Interdepartmental Charges	0	13	939	840
Capital Outlay	0	0	0	0
Total Expenditures	0	56,016	74,376	76,745

Major Budget Highlights

Salaries & Benefits:

This division was created in FY 12-13 to provide administrative oversight of the department. Salaries and benefits constitute a portion of the Assistant City Manager's time dedicated to this task.

Operating Expenditures:

No significant charges. FY 12-13 costs cover part of setting up the division.

Interdepartmental Charges:

No significant charges.

Capital Expenditures:

No capital expenditures.

HUMAN RESOURCES & RISK MANAGEMENT – DIVISION 22

HUMAN RESOURCES AND RISK MANAGEMENT DIVISION 22

The Human Resources Division provides responsive employment and personnel services to the City's managers and employees as well as providing information and assistance to external customers and job applicants. The division is responsible for a full range of comprehensive human resources services and programs to enhance efficiency and effectiveness of the organization. Among the divisions responsibilities are recruitment and selection, benefit administration, classification and compensation, risk management, performance management, and conflict resolution. The Human Resources division mission includes:



- Enable the City to remain a pre-eminent public employer, and to develop and retain skilled, diverse, and service-oriented workforce.
- Maintain, develop and monitor department policies to ensure they are legally compliant and based upon sound Human Resources principles.
- Remain the primary contact and resource for all staff members and departments with employment related question and other concerns.

FY 2013-14 ACCOMPLISHMENTS

- Organized a health fair for all city employees.
- Recruited and successfully hired various city positions.
- Coordinated new training opportunities for city employees.
- Completed first phase of employee handbook policy updates.
- Completed first phase of cultural alignment training
- Provided additional supervisory training to all management staff.
- Implemented goals for safety training and Safety Committee.
- Implemented quarterly management meetings to foster interdepartmental communication.

FY 2014-15 GOALS

- Complete negotiations with remaining bargaining groups.
- Pursue technological advances that improve operating efficiencies
- Transfer City-wide evaluation management over to an online system.
- Implement a revised management training program for new supervisors.
- Update and improve an internal employee webpage so employees have access to more information.
- Continue comprehensive review of all City policies.
- Comprehensive review and update of all city job specifications.
- Implement an updated version of new employee orientation process.

PERFORMANCE MEASURE

- Recruit, hire and retain the most qualified people, who possess the necessary knowledge, skills and abilities, as well as a positive attitude and string work ethic.
- Reduce costs of Liability and Workers' Compensation premiums through an aggressive return to work program to bring as many people back to work on light duty as possible and enhancing the safety committee's role to help reduce on the job injuries.

HUMAN RESOURCES AND RISK MANAGEMENT – DIVISION 22

Revenues by Fund

<u>Source of Funds</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
General Fund Support	579,432	625,079	652,503	588,227
Internal Service Funds	8,299,041	11,025,751	13,134,728	13,018,143
Special Revenue Funds	6,839	0	0	0
Total Revenues	8,885,312	11,650,830	13,787,231	13,606,370

Expenses by Category

<u>Expenditures</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
Salaries & Benefits	702,434	788,142	654,038	696,107
Operations & Maintenance	8,066,955	10,757,037	13,033,206	12,796,693
Interdepartmental Charges	115,923	105,651	99,987	113,570
Capital Outlay	0	0	0	0
Total Expenditures	8,885,312	11,650,830	13,787,231	13,606,370

Budget Highlights

Salaries & Benefits:

From FY 11-12 to 13-14, retiree medical was increased to reach annual full funding. The decrease in Salaries & Benefits category in FY 13-14 was the result of personnel shifts. A Human Resources Assistant position was moved to the City Manager's Office at the beginning of FY 13-14, resulting in savings to this division and an Administrative Aide from the Fiscal Services Division had a percentage of time shifted to Human Resources.

Operating & Maintenance:

Human Resources and Risk Management is responsible for the payment of costs related to pension, retiree medical and City insurance costs including, property and liability, worker's compensation, medical, dental and vision insurances. Money is collected citywide and is deposited into the Internal Service fund from where it is paid. This is why this category accounts for 94 percent of the costs of this division.

In FY 13-14 Professional Service contracts in place for contract negotiations account for a \$125,725 increase, while insurance payments for Dental, Life, Worker's Compensation and Vision were up \$208,513, Retiree Medical increased \$850,600, Employee Medical was up \$832,228. The premium for Auto Liability Insurance also saw an increase of \$101,944.

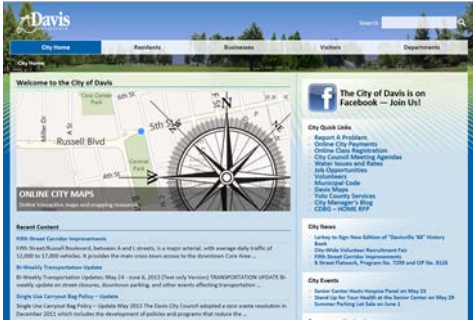
In FY 14-15, other Professional Services contracts have been reduced by \$161,183 in response to fewer planned executive recruitments and the expectation of completing negotiations with bargaining units.

As a savings measure to help close the current structural deficit in FY 14/15 Professional Services has been further reduced by \$40,000, General Office supplies and communications equipment has been reduced by \$1,600, and Recruitment advertising was reduced by \$2,000.

Interdepartmental Charges:

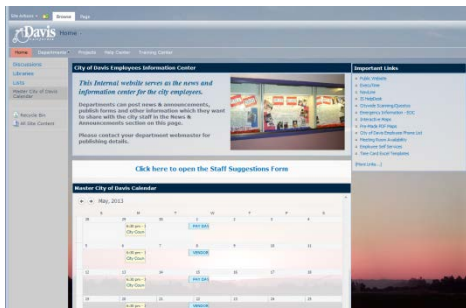
Interdepartmental service charge expenditures have been relatively constant over time. FY 12-13 saw a decrease in Building maintenance charges and Information Services decreased \$9,678 in FY 13-14. These charges returned to near 11-12 costs in FY 14-15 increasing in total \$12,893.

INFORMATION SYSTEMS & COMMUNICATIONS – DIVISION 26



INFORMATION SYSTEMS & COMMUNICATIONS DIVISION 26

The goal of Information Systems & Communications is to provide internal computing resources to streamline the business function of each city department. Provide technical support, troubleshooting, and training for all 450 city computers and their associated users and applications. Maintain the city’s website to allow the public access to city systems and services at their convenience. Maintain the city’s internal technical systems (servers, switches, routers) and the city’s GIS systems. Maintain and coordinate the city’s phone systems (desk and cell) and the public safety radio system. Manage the city’s mail and duplication operations.



- Systems Analysis and Design – Internal Consulting
- Computer systems, support, administration, and backup
- Enterprise Resource Planning (ERP) systems support
- Telecommunications Coordination (Phones and Radio)
- Computer Network Administration
- Geographic Information System (GIS)
- Specialized Computer Training
- City Centralized Mail and Duplication Services
- www.cityofdavis.org

FY 2013-14 ACCOMPLISHMENTS

- Began software feasibility, evaluation and determine single solution vendor for an enterprise resource planning system
- Started citywide in house software training for Staff
- Completed Fire in-unity system replacement
- Completed installation of “CopLink” statewide crime reporting database
- Completed determination of the feasibility of VDI and begin pilot
- Completed 21+ major enterprise software upgrades
- Advanced Phase 2 VoIP project reduction of unnecessary AT&T POTS lines
- Continued increased server virtualization and consolidation
- Completed citywide helpdesk upgrade/conversion to KACE
- Completed wireless network upgrade at City Hall and PD
- Completed plan of core network switch replacement to include Davis Joint Unified School District
- Completed the replacement postage processing system
- Completed citywide printing and duplicating upgrade
- Start upgrade of expiring OS releases

- Upgraded City Hall Direct Access\Remote access servers
- Converted the city and PD file servers to version 2012 R2 and implemented Data Deduplications which saved 500 gigabytes of space
- Installed a new Cisco UCS blade server with a Nimble storage system
- Migrated Motorola radio server at PD to our virtual environment

FY 2014-15 GOALS

- Conduct operational review of Information Systems Division
- Complete upgrade of expiring OS releases
- Continue implementation of new website
- Continue implementation of CRM
- Continue process of examining/acquiring single solutions vendor for an enterprise resource planning system
 - Install IBM Cognos Business Intelligence reporting software
 - Upgrade Click2Gov Core
 - Install C2G Business License
 - Install C2G Building Permits
- Network upgrade
 - Replace core switch shared by DJUSD and the City
 - Reconfigure PD network to private addressing
- Move virtual desktops from Beta to production
- Complete wireless upgrade of Senior Center facility
- Complete technology upgrade of the Veterans Memorial Center facility
- Continue increased server virtualization and consolidation.
- Continue Phase 2 VoIP project reduction of unnecessary AT&T POTS lines
- Continue software feasibility, evaluation and determine single solution vendor for an enterprise resource planning system
- Continue citywide in house software training for Staff
- Transfer Fire RMS system to UCD
- Upgrade PD Direct Access\Remote access servers

PERFORMANCE MEASURE

Support/Manage/Maintain

- 18+ sites with 38+ buildings
- 35+ police/Fire/PW in-car systems
- 8 SANs (Storage Area Networks)
- 70 servers with over an 90% virtual server environment
- 85+ switches/routers
- 432 desktop/laptops/tablets
- 8 gateways
- 600+ single/multi line VoIP units/systems locally and remotely
- 3219 desktop software titles/versions
- 27+ major enterprise software solutions on multiple platforms
- Citywide Internet and Intranet web presence

INFORMATION SYSTEMS & COMMUNICATIONS – DIVISION 26

Revenues by Fund

<u>Source of Funds</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
General Fund Support	179,502	149,337	159,547	251,846
Internal Service Funds	2,128,417	2,413,020	2,711,748	2,784,887
Public Safety Srv Fee/Tax	0	135,113	0	0
Special Revenue Funds	24,064	12,655	155,134	133,333
Total Revenues	2,331,983	2,710,125	3,026,429	3,170,066

Expenses by Category

<u>Expenditures</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
Salaries & Benefits	1,179,827	1,283,865	1,328,965	1,344,734
Operations & Maintenance	717,186	709,584	1,080,159	987,346
Interdepartmental Charges	305,891	266,516	268,205	293,886
Capital Outlay	129,079	450,160	349,100	544,100
Total Expenditures	2,331,983	2,710,125	3,026,429	3,170,066

Major Budget Highlights

Salaries & Benefits:

From FY 11-12 to 13-14 Retiree medical costs were increased in order to reach annual full funding. Salary costs are also higher in FY 13-14 due in part to the transfer of a Program Aide from Media Services to Information Systems. A MIS System Analyst position was changed from a full-time position to 75 percent; and a 75 percent Support Service Technician was reduced to 50 percent. Repayment of \$8,659 to the Leave Fund was also included in FY 14-15.

Temporary Part-Time hours used to hire specialized IT help of \$1,000 was eliminated as a savings measure to help close the current General Fund structural deficit in FY 14/15.

Operating Expenditures:

In FY 13-14 Professional Service contracts show an increase of \$240,000 over the prior year. A portion of this increase was added for the City's financial software and for the remodel of the City's Website. In addition, Maintenance and Repair service contracts increased \$122,000.

A reduction of Postage funding of \$31,271 was an additional cost reduction in FY 14-15 to help close the structural gap as well as the removal of some Public Works and Public Safety equipment from a maintenance contract for a savings of \$14,783.

In FY 14-15 a supplemental request for funding in the amount of \$82,000 was approved for the 'Click2Gov' software enhancement. This product allows for credit card processing in programs such as Utilities, Business Licenses and Building Permits.

Interdepartmental Charges:

Building maintenance charges decreased \$18,712 in FY 12-13, overhead support decreased \$10,810 and Fleet Services decreased \$4,583. Building maintenance costs were increased again in FY 14-15 by \$16,493 and fleet by \$6,149.

Capital Expenditures:

An increase in FY 12-13 of \$321,000 funded continued citywide personal computer, software and telephone replacements. PC replacement costs in FY 13-14 were \$170,800 with software replacement set at an annual amount of \$87,000. PC replacement costs are up \$250,000 from previous year amount as the City prepares a network upgrade replacing the core switch shared with Davis Joint Unified School District.

BUDGET & FINANCIAL PLANNING – DIVISION 27



BUDGET AND FINANCIAL PLANNING – DIVISION 27

Provide the City Council with thoughtful policy analysis and develop financially sound funding options. Help city departments implement their programs and fund city operations through budget development and management. Facilitate development of long range capital planning and the organized use of funds.

- Budget & Research
- Capital Improvement Plan
- Development Impact Fees
- Financial Planning
- Liaison to Finance and Budget Commission

FY 2013-14 ACCOMPLISHMENTS

- Completed an update of the Citywide cost allocation study that provided a current spread of citywide overhead from central service departments like Administrative Services and the City Manager's Office to those programs that use these services.
- Presented quarterly budget updates to City Council based on monthly monitoring of multi-year forecast to strive for long term fiscal stability
- Completed an update the Fiscal Model for new development and used this model to estimate the fiscal effects of a large new development project in the City.
- Supported departments in working through budget related issues stemming from reorganizations and the development of reduction scenarios to address the current structural shortfall.
- Coordinate the budget process so as to ensure that City resources are allocated consistent with Council priorities while maintaining the long-term fiscal health of the City.
- Implemented the roll out of the City's budgetary information on the Opengov.com website with four years of budget data.
- Performed an update to the budget funding database to improve functionality and allow for automated creation of budget reports not previously available.

FY 2014-15 GOALS

- Conduct master fee update.
- Update the financial forecasting model used to estimate future revenue and expenditures.
- Update the look and organization of the budget document
- Complete the Development Impact Fee model update.

PERFORMANCE MEASURE

- Completion of the master fee updates
- Analysis of the financial forecasts for relative accuracy to actual results.

BUDGET & FINANCIAL PLANNING – DIVISION 27

Revenues by Fund

<u>Source of Funds</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
General Fund Support	374,951	331,342	413,461	354,122
Development Impact Fees	60,470	73,495	105,815	72,956
Enterprise Funds	0	0	0	47,664
Total Revenues	435,421	404,837	519,276	474,742

Expenses by Category

<u>Expenditures</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
Salaries & Benefits	404,349	355,497	367,218	400,046
Operations & Maintenance	1,793	26,139	118,237	40,714
Interdepartmental Charges	29,279	23,201	33,821	33,982
Capital Outlay	0	0	0	0
Total Expenditures	435,421	404,837	519,276	474,742

Major Budget Highlights

Salaries & Benefits:

FY 12-13 saw a decrease in salaries as a result of a shift in staffing to the Fiscal Services division in support of Accounts Payable. Overall costs in FY 14-15 have increased \$32,828. This is due to a change in 125 Plan elections by staff, salaries and benefits reflecting current contracts with employee groups, and the Leave Fund repayment.

In FY 14-15 the Budget Manager priorities have partially shifted from General Fund programs to provide additional financial support of major capital infrastructure projects such as the Alternative Water Supply and Wastewater Treatment Plant and support Public Works. This has resulted in a portion of funding for this position to be moved to various enterprise funds.

Operating Expenditures:

Operations and Maintenance costs have fluctuated due to a number of professional service contracts in support of updates to a series of key fiscal models. Beginning in FY 12-13 these projects have included funding for Professional Services contracts related to updates of the Development Impact Fee model, Fiscal Model, as well as updating the City's Cost Allocation Plan. In FY 14-15 the City's user fees will be updated.

Interdepartmental Charges:

Interdepartmental service charges have remained relatively steady.

Capital Outlay:

There are no Capital expenditures.

FISCAL SERVICES – DIVISION 28



FISCAL SERVICES – DIVISION 28

As the “Custodian of Public Funds,” manage and safeguard public financial resources. Provide prompt and courteous service to citizens and others having financial dealings with the city. Report the city’s financial activity in a clear and understandable manner. This division handles a variety of fiscal matters for the city.

- Account Receivable
- Business Licenses
- Cost Accounting
- Financial Reporting
- Account Payable
- Master Fee Schedule
- Debt Administration
- Parking Citations
- Utility Billing

FY 2013-14 ACCOMPLISHMENTS

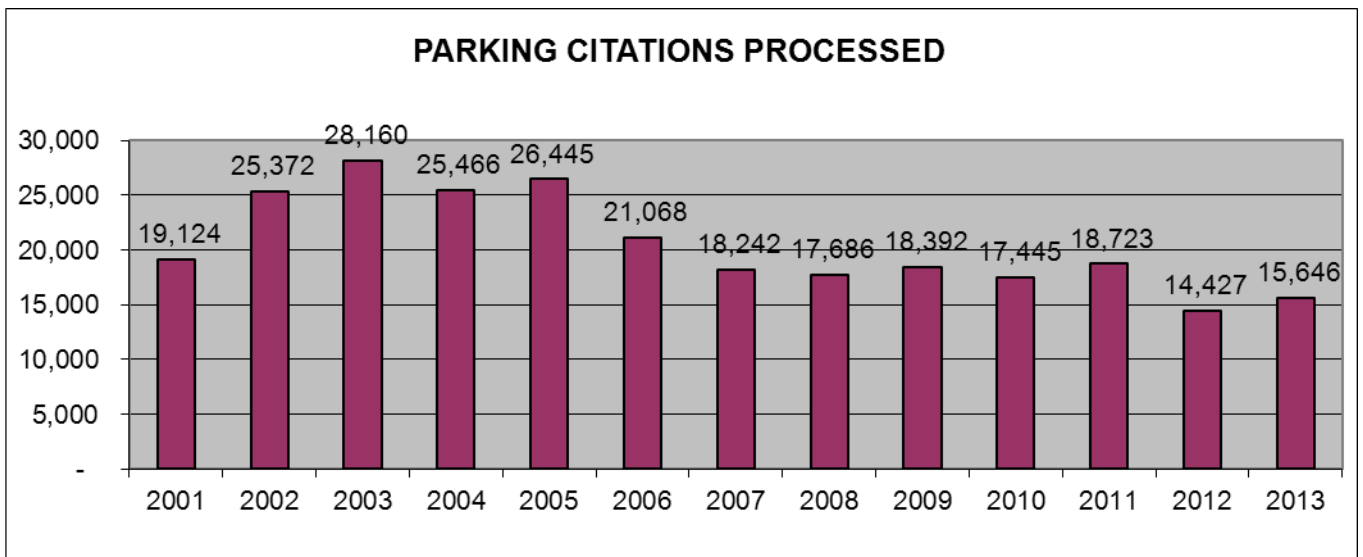
- Applied for Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year 2012-2013 Comprehensive Annual Financial Report (CAFR).
- Transitioned to a monthly city services billing (16,259 accounts).
- Completed a review of all the City’s funds.
- Updated policies and procedures to incorporate all GASB and GAAP requirements.
- Implemented low income program for water customers.
- Reviewed banking relationship to improve efficiency through use of enhanced technology and reduced fees.

FY 2014-15 GOALS

- Examine ways to use e-notification and e-billing.
- Realign staff responsibilities and organization to increase efficiency, effectiveness and service to the community and other departments.
- Ensure schedules and analyses are done in a timely manner.
- Implement electronic funds transfers (EFT) for accounts payable payments to streamline City processes and reduce costs.
- Improve investment diversification and earnings in accordance with Investment Policy as market opportunities arise.
- Evaluate lockbox service city services billing to determine whether it could increase efficiency through use of automated systems while reducing costs.
- Implement online payment services available to citizens on City website to enhance customer service, streamline processes and reduce costs.
- Implement upgrade to financial information system software.
- Expand processes for electronic document retention.
- Continue to support City transparency through reporting and website.

PERFORMANCE MEASURE

- Maintain solid financial practices and a “clean” unqualified audit opinion in spite of reduced staffing levels by taking advantage of technological efficiencies and re-evaluating processes to meet current needs.
- Publish Comprehensive Annual Financial Report within 150 days following fiscal year end.
- Provide Quarterly Investment Report to City council within 30 days following the end of the quarter.
- Complete monthly bank reconciliations within 30 days of month end.
- Reduce accounts payable processing costs through electronic payment programs.
- Reduce postage and printing costs for city services billing through electronic billing.



FISCAL SERVICES – DIVISION 28

Revenues by Fund

<u>Source of Funds</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
General Fund Support	1,109,557	1,139,322	1,093,949	1,047,187
Debt Service Funds	70,000	70,058	69,647	70,000
Development Impact Fees	34,104	34,260	54,635	56,184
Enterprise Funds	453,494	423,709	864,224	908,276
General Fund Fees & Charges	(1,707)	7,628	4,800	3,920
General Fund Grants/Designated Revenue	247,682	288,833	285,600	312,329
Internal Service Funds	0	8,178	0	0
Public Safety Srv Fee/Tax	63,955	59,755	47,001	49,890
Special Revenue Funds	5,683	5,764	5,236	5,500
Total Revenues	1,982,768	2,037,507	2,425,092	2,453,286

Expenses by Category

<u>Expenditures</u>	11-12 Actual	12-13 Actual	13-14 Adjusted	14-15 Adopted
Salaries & Benefits	1,190,011	1,204,046	1,276,804	1,343,864
Operations & Maintenance	458,592	503,560	751,904	717,909
Interdepartmental Charges	334,165	329,901	396,384	391,513
Capital Outlay	0	0	0	0
Total Expenditures	1,982,768	2,037,507	2,425,092	2,453,286

Major Budget Highlights

Salaries & Benefits:

FY 12-13 saw an increase in salaries as a result of a shift in staffing from the Budget and Financial Planning division to support Accounts Payable. In FY 13-14 a Financial Supervisor position was eliminated. In addition, a budget adjustment transferred \$20,000 to Human Resources Division for the recruitment of the vacant Finance Administrator position, and \$10,000 was transferred to Community Development Department and used to fund a portion of a grant to Explorit Science Center.

FY 14-15 saw an increase in salaries and benefits reflecting current contracts with employee groups, and Leave Fund repayments began in FY 14-15 for an additional increase of \$8,295.

Operating Expenses:

In FY 13-14 Credit Card processing charges and the Professional Services contract with Alexander Enterprises for bill printing and mailing increased \$176,730 as a result of the transition to monthly utility billing.

A \$3,500 cost saving reduction in Contract Services for assistance in the Business License program during peak collections has been eliminated. Volunteers will be used in place of temporary part-time positions.

Costs for Sales Tax contractual auditing in FY 14-15 have been reduced by \$25,000. Also a decrease of \$20,000 in funding for contract services was made.

Interdepartmental Charges:

IS Service charges increased in FY 13-14 by \$36,908.

Capital Outlay:

There are no Capital expenditures.