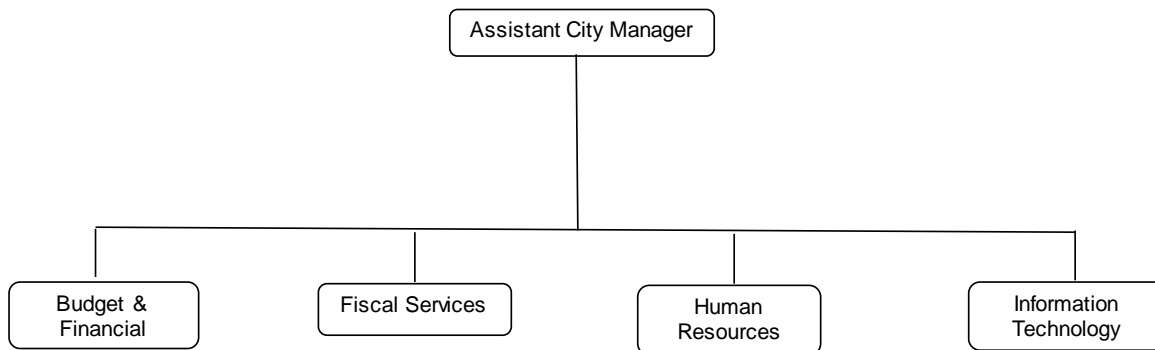


**ADMINISTRATIVE
SERVICES
DEPARTMENT**

ADMINISTRATIVE SERVICES DEPARTMENT



Regular Full Time	31.00
Regular Part Time	-
Temporary Part Time	<u>0.16</u>
Total FTE's	<u><u>31.16</u></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, risk management, and information systems services.

- Finance's mission is to provide financial management as the custodian of public funds; perform reliable, detailed fiscal analysis; maximize investment opportunities within the Council-adopted policy; provide essential financial and accounting services to collect, track and disperse funds; and establish and maintain internal fiscal controls to ensure city assets are protected and ensuring compliance with all legal requirements.
- The Human Resources and Risk Management 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; assists with disciplinary issues; oversees risk management for the City; administers payroll functions; 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.

FY 2016-17 DEPARTMENT ACCOMPLISHMENTS

- Developed and released RFP to locate a new banking institution to provide banking services to the City.
- Hired financial consultant to develop a new financial forecast model and began the process of moving to a fully Excel based dynamic forecast model for the upcoming year.
- Finalized investment policy and designated outside consultants to manage the City's investments as per policy.
- Based on Council direction, revised General Fund Reserve Policy to monitor and release at mid-year funds above 10% for designated one-time capital needs
- Refinanced East Davis Mace Ranch Area II Community Facilities District to save property owners money.
- Organized a health fair and annual picnic for all city employees.
- Recruited and successfully hired 28 new FTE city positions.
- Coordinated new training opportunities for city employees and graduated a class from the Supervisory Academy.
- Continued labor negotiations with three bargaining units and began negotiations with remaining units.
- Worked with Public Works to procure and implement technology necessary for the upgrades at the wastewater treatment plant, including an upgraded network connection.
- Coordinated City efforts to replace public safety radio system in shared services with UC Davis, Sacramento County and other jurisdictions in the region.
- Implemented online credit card processing for business licenses and building permits.
- Worked with departments to review possible citizen response manager systems and work order systems.

FY 2017-18 DEPARTMENT GOALS

- Evaluate and adjust online purchasing for business licenses and building permits.
- Upgrade and improve the time card software for employees.
- Replace 20% of the cities desktop/laptops.
- Conduct a process review of the City's financial software.
- Complete successful negotiations with all employee groups.
- Upgrade and improve internal employee webpage.
- Begin a comprehensive review and update of all city job classifications.
- Implement a revised management training program for new supervisors.
- Review Personnel Rules for potential updates.
- Implement the MuniCast financial forecasting model for use in estimating future revenue and expenditures.
- Update and enhance utilization of OpenGov software.
- Review current practice and formal Reserve policy for Enterprise Funds.
- Examine ways to use e-notification and e-billing.

BUDGET HIGHLIGHTS

- The Administrative Services Department FY 16-17 to FY 17-18 is showing an overall increase of \$113,958. This is a combination of increases in insurance premiums and offsetting decreases in capital outlay.
- Salaries and benefits decreased in part due to the reassignment of the Support Tech (Duplicating/Mail Services) to the City Manager's Office, and the reclassification of an Accounting and Fiscal Analyst to a Budget Manager. In addition, increases to retiree medical, pension and other benefit costs are reflected in the total.
- In FY 17-18 the Operations and Maintenance of the department had a significant increase of \$695,720. Included in this are General Liability Insurance premiums up \$239,618 and Worker's Comp and Employee Medical payments increased \$197,153. Professional Service contracts have increased \$67,000 for additional support with Geographical Information System (GIS), the Visitor Attraction District and the Business Improvement District show an increase of \$101,850, and professional services in the Revenue and Collection Accounting program has increased \$29,800 for a Sales Tax Audit & Analysis by Muni Services and State Mandated Cost Claim Services (MGT of America).
- Capital outlay reflects the removal of \$500,000 of General Fund which was one time funding in FY 16/17 for Process Engineering – computer system and software review.

Revenues by Fund

<u>Source of Funds</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
General Fund Support	1,996,698	1,937,352	2,876,675	2,605,004
Debt Service Funds	70,000	53,023	70,000	70,000
Development Impact Fees	153,627	93,377	142,260	94,833
Enterprise Funds	821,113	806,593	1,060,285	1,123,043
General Fund Fees & Charges	39,216	13,300	1,660	7,150
General Fund Grants/Designated Revenue	372,110	506,696	426,000	522,100
Internal Service Funds	15,428,947	15,745,099	18,181,538	18,468,945
Public Safety Srv Fee/Tax	42,251	41,079	55,499	58,686
Special Revenue Funds	61,458	99,357	198,930	177,044
Total Revenues	18,985,420	19,295,876	23,012,847	23,126,805

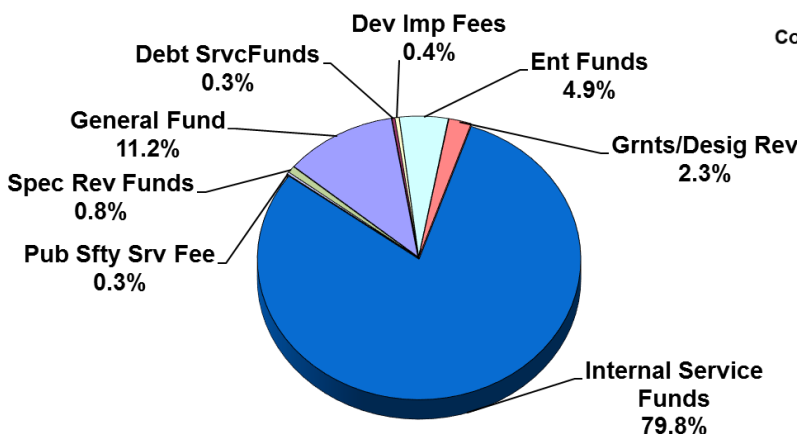
Expenses by Division

<u>Division</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
Administration	76,208	1,357	0	0
Human Resources & Risk Management	13,669,551	14,135,923	15,785,239	16,332,369
IS & Communications	2,543,132	2,413,028	3,842,495	3,185,941
Budget & Financial Planning	550,642	488,665	540,261	612,646
Fiscal Services	2,145,887	2,256,903	2,844,852	2,995,849
Total Expenditures	18,985,420	19,295,876	23,012,847	23,126,805

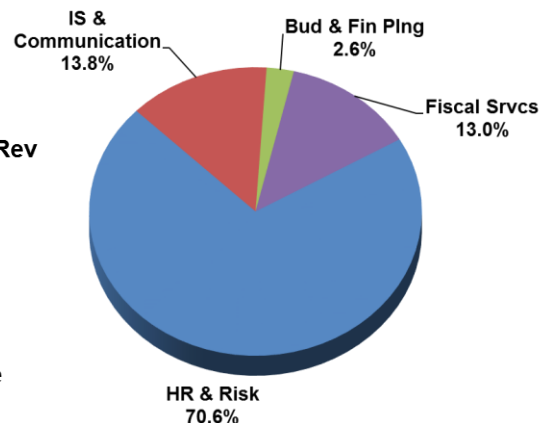
Expenses by Category

<u>Expenditures</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
Salaries & Benefits	3,522,315	3,233,089	4,359,302	4,238,095
Operations & Maintenance	14,386,127	15,093,420	16,621,624	17,317,344
Interdepartmental Charges	816,748	839,082	900,621	940,066
Capital Outlay	260,230	130,285	1,131,300	631,300
Total Expenditures	18,985,420	19,295,876	23,012,847	23,126,805

Source of Funds for 2017-18 Budget



Expenses by Division 2017-18 Budget



**ADMINISTRATIVE SERVICES DEPARTMENT
HUMAN RESOURCES FY 17/18**

Position Title	14/15 FTE's	15/16 FTE's	16/17 FTE's	17/18 FTE's
ACCOUNTANT II	1.00	1.00	1.00	1.00
ACCOUNTING & FISCAL ANALYST I	0.00	0.00	2.00	2.00
ACCOUNTING & FISCAL ANALYST II	0.00	2.00	1.00	0.00
ACCOUNTING ASST	5.00	4.00	7.00	7.00
ADMINISTRATIVE AIDE	1.00	1.00	1.00	1.00
ASSISTANT CITY MANAGER	1.00	0.00	0.00	0.00
BUDGET MANAGER	1.00	1.00	0.00	1.00
BUDGET SPECIALIST II	1.00	1.00	0.00	0.00
COMPUTER SUPPORT TECH II	2.00	2.00	2.00	2.00
FINANCE ADMINISTRATOR	1.00	1.00	1.00	1.00
FINANCIAL PLANNING SPECIALIST	1.00	0.00	0.00	0.00
FINANCIAL SERVICES MANAGER	0.00	0.00	1.00	1.00
FINANCIAL SUPERVISOR -CONF	1.00	0.00	0.00	0.00
GIS SYSTEMS ANALYST	0.00	0.00	0.00	1.00
HUMAN RESOURCES ADMINISTRATOR	1.00	1.00	1.00	0.00
HUMAN RESOURCES ANALYST II	1.00	1.00	1.00	1.00
HUMAN RESOURCES ASST - CONF	1.00	2.00	2.00	1.00
HUMAN RESOURCES DIRECTOR	0.00	0.00	0.00	1.00
HUMAN RESOURCES TECH - CONF	1.00	1.00	1.00	2.00
INFORMATION TECH ADMIN	1.00	1.00	1.00	1.00
IS ADMINISTRATIVE MANAGER	1.00	1.00	1.00	0.00
MIS SENIOR SYSTEM ANALYST	2.00	2.00	3.00	1.00
MIS SYSTEM ANALYST	1.00	1.00	1.00	2.00
PAYROLL TECHNICIAN II	0.00	0.00	0.00	1.00
SR ACCOUNTING ASSISTANT	4.00	4.00	2.00	2.00
TECHNICAL SERVICES MANAGER	1.00	1.00	1.00	2.00
TOTAL REGULAR FULL-TIME FTE'S	29.00	28.00	30.00	31.00
MIS SYSTEMS ANALYST CONT 75%	0.75	0.75	0.75	0.00
PROGRAM AIDE 50%	0.50	0.00	0.00	0.00
SUPPORT SVCS TECH 50% - CONF	0.50	0.50	0.50	0.00
TOTAL REGULAR PART-TIME FTE'S	1.75	1.25	1.25	0.00
FINANCIAL ANALYST II	0.15	0.00	0.00	0.00
MIS INTERN	0.16	0.16	0.16	0.16
TOTAL TEMPORARY PART-TIME FTE'S	0.31	0.16	0.16	0.16
TOTAL ASD FTE's	31.06	29.41	31.41	31.16

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	-	-	-	-	-	-	-	-	-	-	-	
22 - Human Resources & Risk Management	877,541	15,334,497	120,331	-	16,332,369	821,112	-	-	821,112	15,511,257	16,332,369	
26 - IS & Communications	1,495,010	794,761	264,870	631,300	3,185,941	160,270	-	-	160,270	3,025,671	3,185,941	
27 - Budget & Financial Planning	494,619	79,025	39,002	-	612,646	469,991	-	-	469,991	142,655	612,646	
28 - Fiscal Services	1,370,925	1,109,061	515,863	-	2,995,849	1,153,631	7,150	522,100	1,682,881	1,312,968	2,995,849	
Total ADMINISTRATIVE SERVICES	4,238,095	17,317,344	940,066	631,300	23,126,805	2,605,004	7,150	522,100	3,134,254	19,992,551	23,126,805	

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
2201 - Human Resources Management	257,932	96,899	67,178	-	422,009	317,810	-	-	317,810	104,199	422,009
2215 - Personnel Services	167,673	130,465	2,782	-	300,920	300,920	-	-	300,920	-	300,920
2225 - HR Benefits Administration	159,151	4,771	38,460	-	202,382	202,382	-	-	202,382	-	202,382
2240 - Risk Management	292,785	15,102,362	11,911	-	15,407,058	-	-	-	-	15,407,058	15,407,058
2610 - IS & Telecommunication Services	1,495,010	605,475	175,720	36,300	2,312,505	-	-	-	-	2,312,505	2,312,505
2620 - Phone System	-	72,000	1,646	-	73,646	-	-	-	-	73,646	73,646
2624 - Citywide System Replacement	-	-	-	595,000	595,000	-	-	-	-	595,000	595,000
2626 - Citywide Radio System	-	74,020	86,250	-	160,270	160,270	-	-	160,270	-	160,270
2635 - I-Net	-	43,266	1,254	-	44,520	-	-	-	-	44,520	44,520
2710 - Budget & Financial Planning	374,564	79,025	25,798	-	479,387	431,433	-	-	431,433	47,954	479,387
2720 - Capital & Development Project Planning	120,055	-	13,204	-	133,259	38,558	-	-	38,558	94,701	133,259
2801 - General Administration	43,141	28,789	11,681	-	83,611	83,611	-	-	83,611	-	83,611
2815 - Financial Planning & Audit	376,892	134,090	73,769	-	584,751	388,078	-	-	388,078	196,673	584,751
2820 - Cost Accounting	141,176	7,786	80,854	-	229,816	217,816	12,000	-	229,816	-	229,816
2835 - Revenue & Collection Accounting	95,162	384,363	60,277	-	539,802	218,402	(5,000)	326,400	539,802	-	539,802
2845 - Business License Accounting & Audit	99,369	200,850	51,285	-	351,504	155,654	150	195,700	351,504	-	351,504
2850 - Utility Accounting	606,411	350,483	218,085	-	1,174,979	58,684	-	-	58,684	1,116,295	1,174,979
2865 - Parking Citations	8,774	2,700	19,912	-	31,386	31,386	-	-	31,386	-	31,386
Total ADMINISTRATIVE SERVICES	4,238,095	17,317,344	940,066	631,300	23,126,805	2,605,004	7,150	522,100	3,134,254	19,992,551	23,126,805

ADMINISTRATIVE SERVICES – DIVISION 21

ADMINISTRATION – DIVISION 21

ASD Administration provides administrative oversight and assistance to the Divisions. Starting in FY 15-16, all costs for this Division were transferred directly to the particular divisions receiving supervision. All accomplishments and goals are likewise included within those division summaries.

Revenues by Fund				
<u>Source of Funds</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
General Fund Support	76,208	1,357	0	0
Total Revenues	76,208	1,357	0	0

Expenses by Category				
<u>Expenditures</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
Salaries & Benefits	75,368	375	0	0
Operations & Maintenance	0	0	0	0
Interdepartmental Charges	840	982	0	0
Capital Outlay	0	0	0	0
Total Expenditures	76,208	1,357	0	0

Major Budget Highlights

Salaries & Benefits:

This division was created in FY 12-13 to provide administrative oversight of the department. The salaries associated with division oversight in FY 15-16 were moved directly to the particular divisions receiving supervision.

Operating Expenditures:

No significant changes.

Interdepartmental Charges:

No significant changes.

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 provides 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 division's responsibilities are recruitment and selection, benefit administration, classification and compensation, risk management, performance management, labor negotiations, 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 questions and other concerns.

FY 2016-17 ACCOMPLISHMENTS

- Hired a new Human Resources Director, Human Resources Technician and Payroll Technician to fill existing vacancies.
- Organized a health fair and annual picnic for all city employees.
- Recruited and successfully hired 28 FTE new hires and approximately 140 hires overall
- Handled 66 workers compensation claims and 45 liability claims.
- Coordinated new training opportunities for city employees and graduated a class from the Supervisory Academy.
- Continued labor negotiations with three bargaining units and began negotiations with remaining units.

FY 2017-18 GOALS

- Complete successful negotiations with all bargaining groups.
- Increase training opportunities and build off of existing Supervisory Academy.
- Work with departments to reduce workers compensation claims and liability claims against the city for the most frequent types of claims.
- Update and improve an internal employee webpage so employees have access to more information.
- Conduct a comprehensive review and update of all city job specifications/classifications.
- Implement an updated version of new employee orientation process.
- Transition remaining employees to electronic timecards and provide training in order to realize full use all the features of the software.

PERFORMANCE MEASURES

- Ensure that every regular employee has access to a spectrum of professional development and training opportunities and engage every regular employee in at least one professional development activity during the fiscal year.
- 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 enhance 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>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
General Fund Support	583,487	592,977	696,057	821,112
Internal Service Funds	13,086,064	13,542,946	15,089,182	15,511,257
Total Revenues	13,669,551	14,135,923	15,785,239	16,332,369

Expenses by Category

<u>Expenditures</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
Salaries & Benefits	714,969	675,505	901,914	877,541
Operations & Maintenance	12,841,872	13,342,722	14,776,212	15,334,497
Interdepartmental Charges	112,710	117,696	107,113	120,331
Capital Outlay	0	0	0	0
Total Expenditures	13,669,551	14,135,923	15,785,239	16,332,369

Major Budget Highlights

Salaries & Benefits:

Budgeted salaries and benefits show a reduction of \$24,373 in FY 17/18 which is the result of eliminating hours previously budgeted in this division by the Assistant City Manager prior to hiring the Human Resources Director. In addition, increases to retiree medical, pension and other benefit costs are reflected in the total.

Operating & Maintenance:

Human Resources and Risk Management are 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. For this reason Operations & Maintenance accounts for 94 percent of the costs of this division.

Included in the increase in O & M are General Liability Insurance premiums up \$239,618 and Worker's Comp and Employee Medical payments climbing \$197,153.

Interdepartmental Charges:

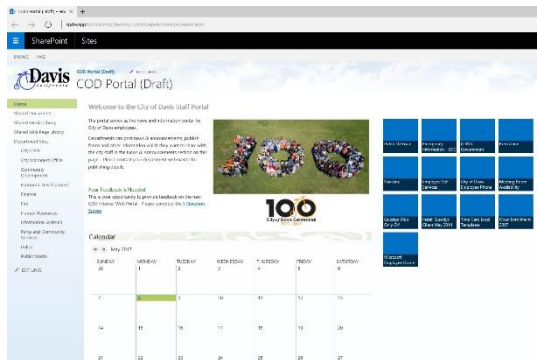
FY 17-18 reflects increases in MIS Services and Liability Insurance while other Interdepartmental charges remained relatively flat.

Capital Expenditures:

No capital expenditures.

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. The Division also provides technical support, troubleshooting, and training for all 487 city computers and their associated users and applications; maintains the city's website and internal technical systems, including the city's phone systems (526 VoIP and 258 Cell phones); and the public safety radio system.



- 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
- www.cityofdavis.org

FY 2016-17 ACCOMPLISHMENTS

- Restructured staffing to provide better customer service.
- Worked with Public Works to procure and implement technology necessary for the upgrades at the wastewater treatment plant, including an upgraded network connection.
- Coordinated City efforts to replace public safety radio system in shared services arrangement with UC Davis, Sacramento County and other jurisdictions in the region.
- Implemented online credit card processing for business licenses and building permits.
- Filled GIS Technician, Technical Services Manager and Administrative Aide staff vacancies.
- Worked with departments to review possible citizen response manager systems and work order systems.
- Replaced aging servers.
- Worked with Police Department and Finance Division to implement T2 parking system.
- Upgraded the citywide financial system to the latest version Naviline.
- Replaced 25% of the cities desktop/laptops.
- Procured the hardware for the refresh of the dispatch center at the Police Department.
- Completed 1818 and Waste Water network switch replacement.
- Completed hardware refresh of citywide Direct Access\Remote access servers
- Continued to automate financial processes.
- Upgraded Executime to cut payroll-processing workload.
- Continued citywide in-house software training for staff.
- Increased wireless access at the Veterans Memorial Center to include the Clubroom, Gameroom and Theater.

FY 2017-18 GOALS

- Continue process of examining/acquiring single solutions vendor for an enterprise resource planning system:
 - Install IBM Cognos Business Intelligence reporting software.
 - Conduct a business process review.
 - Upgrade the citywide financial system to the latest version of Naviline.
 - Roll out the new “Edge” Interface.
- Develop and implement new intranet site to serve all employees.
- Create GIS user group.
- Upgrade the citywide Radio system to P25.
- Upgrade the in car and body wore camera system used at PD.
- Network upgrade:
 - Finish replacing tier two/three switches across the city.
 - Continue to upgrade wireless coverage.
- Continue citywide in house software training for staff:
 - SharePoint 2016
 - ExecuTime
 - Cognos Business Intelligence
 - Website
- Upgrade access control citywide.
- Continue to upgrade wireless coverage.
- Make business licenses available to renew/purchase online.
- Upgrade the intranet portal.
- Replace 20% of the city’s desktop/laptop/tablets.
- Continue work on the new Wastewater Treatment Plant systems.
- Upgrade the city VoIP phone systems.
- Upgrade the city’s Email system.
- Make more city maps available online using Geographic Information Systems functions.

**PERFORMANCE MEASURE**

Support/Manage/Maintain the following:

- 18+ sites with 38+ buildings
- 35+ police/Fire/PW in-car systems
- 8 SANs (Storage Area Networks)
- 104 servers with over an 95% virtual server environment
- 144 switches/routers/wireless access points
- 487 desktop/laptops/tablets
- 81 copiers and scanners
- 124 network printers
- 323 Portable Radios
- 8 gateways
- 784 single/multi line VoIP units/systems locally and remotely and Cell phones
- 3133 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>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
General Fund Support	147,336	147,336	660,270	160,270
Internal Service Funds	2,342,883	2,202,153	3,092,356	2,957,688
Special Revenue Funds	52,913	63,539	89,869	67,983
Total Revenues	2,543,132	2,413,028	3,842,495	3,185,941

Expenses by Category

<u>Expenditures</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
Salaries & Benefits	1,184,727	1,126,832	1,581,514	1,495,010
Operations & Maintenance	810,555	893,373	826,266	794,761
Interdepartmental Charges	287,620	262,538	303,415	264,870
Capital Outlay	260,230	130,285	1,131,300	631,300
Total Expenditures	2,543,132	2,413,028	3,842,495	3,185,941

Major Budget Highlights

Salaries & Benefits:

Salaries and benefits decrease is due to the reassignment of the Support Tech (Duplicating/Mail Services) to the City Manager's Office. It is partially offset by increases to retiree medical, pension and other benefit costs.

Operating Expenditures:

FY 17-18 Professional Service contracts have increased \$67,000 and fund additional Geographical Information System (GIS) support.

Interdepartmental Charges:

Interdepartmental Charges have dropped about \$38,000. Contributing factors are reductions in Building Maintenance and Vehicle Replacement, and the Duplicating and Mail Services program was transferred to City Manager's Office

Capital Expenditures:

FY 17-18 Capital Outlay reduction is from removing \$500,000 of General Fund which was one time funding in FY 16-17 for Process Engineering – computer system and software review.

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 2016-17 ACCOMPLISHMENTS

- Developed and released RFP to locate a new banking institution to provide banking services to the City.
- Hired financial consultant to develop a new financial forecast model and began the process of moving to a fully Excel based dynamic forecast model for the upcoming year.
- Refinanced East Davis Mace Ranch Area II Community Facilities District to save property owners money.
- Worked with the Police Department to transfer parking fine collection responsibilities to chosen vendor, T2.
- Completed parks and recreation user fee update.
- Presented quarterly budget updates to City Council based on monthly monitoring of multi-year forecast to strive for long term fiscal stability.
- Finalized investment policy and designated outside consultants to manage the City's investments as per policy.
- Supported departments in working through budget related issues stemming from reorganizations and assisted them in managing their financial resources.
- Coordinated 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.
- Based on Council direction, revised General Fund Reserve Policy to monitor and release at mid-year funds above 10% for designated one-time capital needs

FY 2017-18 GOALS

- Fully align budget forecast model with budget process and begin to incorporate model into decision making process across departments.
- Begin process to improve and/or replace financial accounting and enterprise resource system.
- Review existing Community Facilities Districts to determine if any would benefit from refinancing.
- Update and enhance utilization of OpenGov software.
- Review current practice and formal Reserve policy for Enterprise Funds.
- Update the look and organization of the budget document.

**BUDGET & FINANCIAL PLANNING –
DIVISION 27**

Revenues by Fund				
<u>Source of Funds</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
General Fund Support	391,052	370,610	408,720	469,991
Development Impact Fees	97,442	62,343	83,567	94,701
Enterprise Funds	48,450	55,712	47,974	47,954
General Fund Grants/Designated Revenue	13,698	0	0	0
Total Revenues	550,642	488,665	540,261	612,646

Expenses by Category				
<u>Expenditures</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
Salaries & Benefits	422,361	412,369	454,979	494,619
Operations & Maintenance	93,938	41,113	48,167	79,025
Interdepartmental Charges	34,343	35,183	37,115	39,002
Capital Outlay	0	0	0	0
Total Expenditures	550,642	488,665	540,261	612,646

Major Budget Highlights

Salaries & Benefits:

Salaries and benefits increase in this Division is directly attributed to reclassifying an Accounting and Fiscal Analyst to a Budget Manager. Other cost increases were seen in Retiree Medical, MIS Services and Liability Insurance.

Operating Expenditures:

Operations and Maintenance costs have fluctuated primarily due to one-time supplemental funding of the City's contract with Management Partners.

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
- Utility Billing

FY 2016-17 ACCOMPLISHMENTS

- Prepared and issued a Request for Proposal (RFP) to locate a new banking institution to provide banking services to the City.
- Implemented the City’s investment plan to improve yield and diversification of the City’s portfolio and updated the policy to expand on socially responsible investing.
- Completed the issuance of the 2016 Refunding Special Tax Bonds to refinance the Community Facilities District 2007-2 Special Tax Bonds for Mace Ranch II.
- Applied for and received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year 2015-2016 Comprehensive Annual Financial Report (CAFR).
- Assisted the Police Department with the implementation of T-2 – the third party citation processing system.

FY 2017-18 GOALS

- Award a contract for banking services, with transition to be completed by midyear.
- Examine ways to use e-notification and e-billing.
- Work with consultant to evaluate investment plan and policy.
- Enhance staff efficiency and effectiveness through training and access to technology.
- Continue implementation of the advanced metering data management system citywide.
- Expand electronic document retention for land management and business license.
- Complete implementation of online business license application and renewal process.

PERFORMANCE MEASURE

- Maintain solid financial practices and a “clean” unqualified audit opinion.
- 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.

FISCAL SERVICES – DIVISION 28

Revenues by Fund				
<u>Source of Funds</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
General Fund Support	798,615	825,072	1,111,628	1,153,631
Debt Service Funds	70,000	53,023	70,000	70,000
Development Impact Fees	56,185	31,034	58,693	132
Enterprise Funds	772,663	750,881	1,012,311	1,075,089
General Fund Fees & Charges	39,216	13,300	1,660	7,150
General Fund Grants/Designated Revenue	358,412	506,696	426,000	522,100
Public Safety Srv Fee/Tax	42,251	41,079	55,499	58,686
Special Revenue Funds	8,545	35,818	109,061	109,061
Total Revenues	2,145,887	2,256,903	2,844,852	2,995,849

Expenses by Category				
<u>Expenditures</u>	14/15 Actual	15/16 Actual	16/17 Adopted	17/18 Adopted
Salaries & Benefits	1,124,890	1,018,008	1,420,895	1,370,925
Operations & Maintenance	639,762	816,212	970,979	1,109,061
Interdepartmental Charges	381,235	422,683	452,978	515,863
Capital Outlay	0	0	0	0
Total Expenditures	2,145,887	2,256,903	2,844,852	2,995,849

Major Budget Highlights**Salaries & Benefits:**

Salaries and benefits are increased in FY 17-18 due in part to personnel turnover and health care benefit selections, as well as increases to retiree medical and pension benefit costs.

Operating Expenses:

The expenses in this Division are up \$138,082 and are attributed to increases in the Visitor Attraction District (\$86,400), and the Business Improvement District (\$15,450), and Revenue and Collection Accounting program professional services has increased \$29,800 for a Sales Tax Audit & Analysis by Muni Services, and State Mandated Cost Claim Services (MGT of America).

Interdepartmental Charges:

IS Service charges account for the \$47,173 increase in Finance while other Interdepartmental Charges remain relatively unchanged.

Capital Outlay:

There are no Capital expenditures.