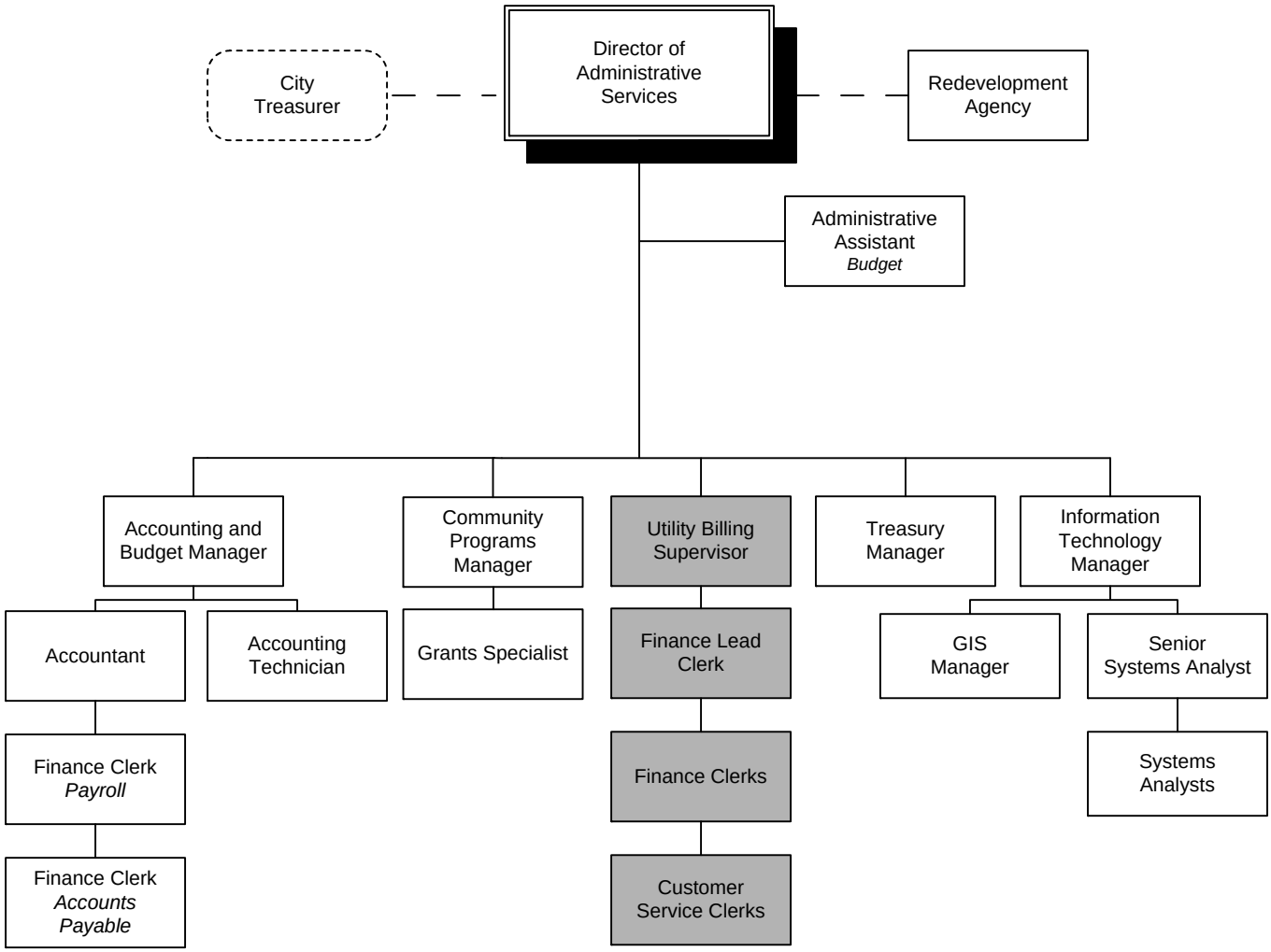
# ADMINISTRATIVE SERVICES ORGANIZATIONAL CHART




The above organizational chart depicts full-time employees only

**LEGEND:** Department Head | Full-time position | Full-time position funded by another fund | Elected Position

**DEPARTMENT:** Administrative Services
**DIVISION:** Finance, Utility Billing, Information Technology
**PROGRAM:** Administrative Services
**FUND:** General Fund

| | Actual 2008-09 | Adopted 2009-10 | Year-End Estimated 2009-10 | Proposed 2010-11 | Proposed 2011-12 |
|---|---|---|---|---|---|
| **PROGRAM EXPENSES/REVENUES** | | | | | |
| Salaries & Benefits | $ 1,784,860 | $ 1,845,940 | $ 1,717,210 | $ 1,803,610 | $ 1,905,790 |
| Services & Supplies | 717,340 | 399,220 | 469,510 | 452,140 | 464,350 |
| Total Operating Cost | 2,502,200 | 2,245,160 | 2,186,720 | 2,255,750 | 2,370,140 |
| Capital | 1,916,960 | 1,074,910 | 1,049,930 | 962,720 | 962,720 |
| Debt Service | 1,446,030 | 1,464,100 | 1,923,930 | 1,535,450 | 1,535,450 |
| Transfers | 3,529,680 | 2,708,140 | 2,723,280 | 2,473,270 | 2,473,270 |
| Total Cost | 9,394,870 | 7,492,310 | 7,883,860 | 7,227,190 | 7,341,580 |
| Less: Departmental Revenues | 331,360 | 329,520 | 329,350 | 326,350 | 326,600 |
| Net City Cost | $ 9,063,510 | $ 7,162,790 | 7,554,510 | $ 6,900,840 | $ 7,014,980 |
| **SUMMARY OF SERVICE PROGRAMS** | | | | | |
| Administration | $ 7,346,190 | $ 5,622,570 | $ 6,120,080 | $ 5,348,130 | $ 5,348,650 |
| Accounting / Purchasing | 615,870 | 616,560 | 615,310 | 613,640 | 642,280 |
| Information Technology | 1,188,200 | 995,740 | 893,720 | 1,072,740 | 1,158,020 |
| Information Technology - GIS | 244,610 | 257,440 | 254,750 | 192,680 | 192,630 |
| Total Service Programs | $ 9,394,870 | $ 7,492,310 | $ 7,883,860 | $ 7,227,190 | $ 7,341,580 |
| **SUMMARY OF POSITIONS** | | | | | |
| FULL-TIME | | | | | |
| Accountant | 1 | 1 | 1 | 1 | 1 |
| Accounting and Budget Manager | 1 | 1 | 1 | 1 | 1 |
| Accounting Technician I/II | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant - Budget | 1 | 1 | 1 | 1 | 1 |
| Customer Service Clerk | 3 | 3 | 3 | 3 | 3 |
| Director of Administrative Services | 1 | 1 | 1 | 1 | 1 |
| Finance Clerk I/II | 4 | 4 | 4 | 4 | 4 |
| Finance Lead Clerk | 1 | 1 | 1 | 1 | 1 |
| GIS Manager | 1 | 1 | 1 | 1 | 1 |
| Information Technology Manager | 1 | 1 | 1 | 1 | 1 |
| Office Assistant I/II | 1 | 1 | 1 | 0 | 0 |
| Senior Systems Analyst | 2 | 1 | 1 | 1 | 1 |
| Systems Analyst I/II | 5 | 5 | 5 | 5 | 5 |
| Treasury Manager | 1 | 1 | 1 | 1 | 1 |
| Utility Billing Supervisor | 1 | 1 | 1 | 1 | 1 |
| TOTAL | 25 | 24 | 24 | 23 | 23 |
| **GRAND TOTAL** | **25** | **24** | **24** | **23** | **23** |

**DEPARTMENT: Administrative Services** | **PROGRAM: Administrative Services**
**DIVISION: Finance, Utility Billing, Information Technology** | **FUND: General Fund**

| | Actual 2008-09 | Adopted 2009-10 | Year-End Estimated 2009-10 | Proposed 2010-11 | Proposed 2011-12 |
|---|---|---|---|---|---|
| **SUMMARY OF POSITIONS** (continued) | | | | | |
| TEMPORARY (FTE) | | | | | |
| Treasurer (Elected) | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| TOTAL TEMPORARY (FTE) | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |

**PROGRAM DESCRIPTION**

The mission of the Department of Administrative Services is to provide the financial information necessary for the effective and efficient management of City operations; and administration of computer, business, telephone, communication, and Geographic Information Systems (GIS). Major activities include: revenue and appropriation management; annual budget preparation; purchasing; utility billing; real property management; treasury and investment functions; financial management system administration; computer, business, telephone, and communication software/hardware administration and maintenance; GIS administration; grant administration and economic development. In all, the department emphasizes the delivery of service in a timely, cost-effective, and courteous manner, relying on high performance standards as the norm. The department consists of four divisions encompassing five major subprograms: Finance, Utility Billing, Information Technology and Special Projects. The Utility Billing Division's budget unit reflects the personnel compliment of the division, however, the funding source is the Water Resources Fund. The Special Projects related activities are found in Section C, the Community and Economic Development portion of this budget document.

**SUBPROGRAMS AND THEIR OBJECTIVES**

Finance

Analyze the City's financial position and develop short- and long-range plans to ensure financial viability.

Provide high quality financial reporting and budget presentations.

Advise City management on business factors affecting the City's fiscal environment.

Ensure the security and proper disbursement of funds through effective appropriation management.

Administer the business license and transient occupancy tax ordinances including annual renewals, new licenses, inquiries, and coordination with State agencies.

Provide staff training to ensure that the divisions' technical capabilities remain current.

Develop and update effective administrative policies to maintain internal controls.

Ensure that City departments obtain the materials and services needed, within budget, and in compliance with procurement policies.

Maximize investment earnings while safeguarding public funds as established by the City's Investment Policy and State law.

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Utility Billing

Ensure that residential and commercial customers are correctly billed for water, sewer, and refuse services, that collected revenues are accurately recorded, and all necessary procedures are performed to ensure that the City is fairly compensated for these services.

Respond to utility customers' service needs by taking necessary actions on all service and billing inquiries.

Information Technology

Provide comprehensive computer services to all City departments, which includes defining informational needs and technology standards, and establishing computer policies. The Division recommends equipment and software purchases, configures, installs, maintains, and supports the City's ever-changing information and technology needs.

Ensure the security and integrity of data stored on the City's computer equipment.

Division staff will expand the City's Geographic Information System (GIS) and work with departments on department-specific requirements. The division is responsible for implementation of additional programs, operations, and future development of GIS.

Information Technology provides a help desk service, maintains the daily operation of the City's various computer systems, and supports a wide range of programs such as utility billing, payroll, accounts payable, police record keeping (RMS), computer aided dispatch (CAD), document imaging, and GIS.

Administer and manage contracts for all computer hardware/software, telephone, and radio equipment.

Ensure that emergency service technologies are maintained on a 24-hour, 7 day-a-week basis.

| PERFORMANCE/WORKLOAD MEASURES | ACTUAL 2006-08 | ESTIMATED 2008-10 | PROJECTED 2010-12 |
|---|---|---|---|
| **FINANCE** | | | |
| **DEMAND/WORKLOAD** | | | |
| Payroll Checks | 30,756 | 32,962 | 32,344 |
| Business Licenses | 11,179 | 11,806 | 11,300 |
| Accounts Payable Checks | 16,114 | 17,693 | 17,764 |
| Purchase Orders | 5,340 | 5,504 | 5,674 |
| **INFORMATION SERVICES** | | | |
| **DEMAND/WORKLOAD** | | | |
| Computers | | | |
| Number of Users | 530 | 545 | 550 |
| Number of desktop PCs | 375 | 400 | 405 |
| Number of Servers | 38 | 42 | 48 |
| Total Size of Files Stored on the "S" Drive | 109 Gig | 264 Gig | 375 Gig |

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| PERFORMANCE/WORKLOAD MEASURES | ACTUAL 2006-08 | ESTIMATED 2008-10 | PROJECTED 2010-12 |
|---|---|---|---|
| **INFORMATION SERVICES**, continued | | | |
| **DEMAND/WORKLOAD** | | | |
| Telephones | | | |
| Number of Phones | 510 | 525 | 530 |
| Number of Voice Mail Accounts | 130 | 200 | 205 |
| Radios | | | |
| Number of Base Stations | 20 | 20 | 22 |
| Number of Mobiles | 65 | 70 | 75 |
| Number of Portable Radios | 450 | 475 | 480 |
| **EFFECTIVENESS/EFFICIENCIES** | | | |
| **UTILITY BILLING** | | | |
| Utility Bills Processed | 476,797 | 503,031 | 528,182 |

**GOALS AND OBJECTIVES**

- Update the City's Cost Allocation Plan in an effort to identify the appropriate distribution of city-wide administrative costs to operating departments.
- Implement an Eden upgrade to prepare for transition to the new MYCalPERS reporting system to streamline reporting requirements and maintain compliance with revised reporting standards.
- Train Utility Billing staff on the new Sensus Meter Data Management program, enabling staff to examine hourly readings for meters transferred to a fixed-base automated read system, thereby improving operational efficiency and customer service.
- Update the City's Purchasing Guidelines to provide all departments with clear direction in the purchase of goods and services at competitive prices.
- Complete the creation of a GIS database that features traffic signal poles and conduits, traffic signal fiber optics, and sidewalk maintenance incidents.
- Modernize utility billing payment options for utility ratepayers and customers by launching a new, user-friendly online utility billing payment module.

**MAJOR BUDGET CHANGES**

- The decrease in appropriations in 2010-11 is primarily attributed to significant reductions in the City's financial contributions to outside agencies, a redistribution of computer-related maintenance agreement costs from the Information Technology Division to the Business and Equipment Fund, the elimination of an Office Assistant position, as well as other reductions to various operating expenses.
- The City has had a long practice of contributing a portion of transient occupancy tax (TOT) revenue to certain outside agencies. At the March 16, 2010 Budget Preview Meeting, the City Council directed staff to reduce

the amount the City contributes to the Chamber of Commerce, the Historical Society, the Museum of Flight, and the amount for economic development services. Due to the decrease in TOT revenue received, coupled with City Council's direction on reducing the City's contribution an additional six percent, total distributions were reduced by $107,690 when compared to 2009-10. Staff is recommending, for 2010-11, the City's contribution to the Historical Society and the Museum of Flight be reduced to $15,000 each and not directly tied to TOT receipt data.

- Historically, the Information Technology Division has budgeted and financed all Citywide computer and technology-related maintenance agreement expenses. In 2010-11, these City-wide costs have been reassigned to the Business and Communications Fund to be disbursed throughout all operating departments. This shifting of expenses will result in a reduction in appropriations and a corresponding increase in appropriations in the Business and Communications Fund.

- As part of the City-wide budget reduction plan, the department is proposing the elimination of an Office Assistant position. This position provides staff support to the City's Risk Manager, Utility Billing Division operations, and the department's general administrative operations. The elimination of this position will result in a redistribution of the incumbent's duties amongst other staff, as well as the transfer of some duties to the support staff of the City Manager's Office.

- Starting in 2010-11, the City will be notifying utility billing customers of their delinquent utility accounts through the Connect CTY community alert system. This system allows for a pre-recorded message to be sent to residents and businesses informing utility billing customers of their delinquent utility bills, thus reducing considerable staff time by not canvassing the City hanging door tag notices on each delinquent utility bill customer's front door.

  The department will also be introducing the ability for utility billing customers to pay their utility bills on-line. The current payment methods are for customers to mail their utility bill payment or pay in person at City Hall. This feature will not only enhance customer service, but will provide a convenience to the ratepayers that is consistent with the types of payment options provided by other utility-related companies.

- In 2010-11, the City will conduct a study to update its cost allocation plan, as it has not been updated since 2002. A cost allocation plan is designed to provide reimbursements to the General Fund for those costs incurred for providing services to other non-General Fund departments and programs. The intent of updating this plan will provide a more accurate depiction of the appropriate cost allocations provided by General Fund resources to each program area.

- Dating back to the 1980's, the City's risk management-related activities have been overseen by the Department of Administrative Services. Starting in 2010-11, the Risk Management program area will be administered through the City Manager's Office. For more information about the City's Risk Management program area, please refer to the *Internal Service Fund* portion of this document, Section E.