

ADMINISTRATIVE SERVICES DEPARTMENT

The mission of the Administrative Services Department is to serve the city organization in the areas of building, fleet and heavy equipment maintenance; financial services including budgeting, cash management, accounting, purchasing and payroll; risk management and employee safety; and information technology and telecommunications services. Services are provided with the goal of enhancing the efficiency and cost-effectiveness of all city operations.

The Administrative Services Department was created as part of a city-wide reorganization beginning in FY 2006/07. The Finance Department, the Information Technology & Telecommunications Department, the Property Control Division of the Public Works Department, and the Risk Management Division of the Human Resources Department were transferred as divisions of the new Administrative Services Department.

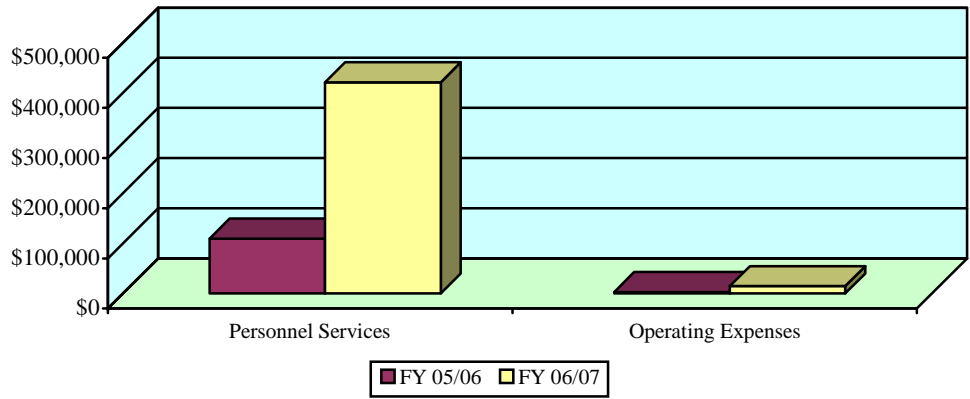
Administration	Appropriation: \$ 436,173
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The Administration Division oversees the divergent array of functions within the Administrative Services Department, including Finance, Property Control, Risk Management, and Information Technology & Telecommunications. The division also provides direct oversight for the city's Graphics Section, which was moved to the Administrative Services Department as part of the reorganization by which the department was created.

For FY 2006/07, the General Fund operating budget of \$436,173 provides funding to support the Division Director and four staff members, as well as the division's operating and administrative costs. Staffing for this new division is comprised entirely of positions reclassified and transferred from other General Fund divisions; hence, no new General Fund positions were created in this process.

<u>POSITION/CLASSIFICATION</u>	<u>FY 05/06 ACTUAL</u>	<u>FY 06/07 BUDGET</u>
Administrative Services Director	0 – EX	1 – EX
Graphic Artist	2 – CLFT	2 – CLFT
Office Manager	0 – EX	1 – EX
Special Projects Administrator	<u>0</u> – CLFT	<u>1</u> – CLFT
TOTAL:	2	5

EXPENDITURE CLASSIFICATION



	<u>FY 05/06</u> <u>REVISED</u>	<u>FY 06/07</u> <u>APPROPRIATION</u>
Personnel Services	\$ 109,545	\$ 421,399
Operating Expenses	<u>3,043</u>	<u>14,774</u>
 TOTAL:	 \$ 112,588	 \$ 436,173

The Finance Division provides financial services to the city administration in the most effective and efficient manner possible through the development and application of sound operating procedures and through the continued enhancement of the city's financial recording and reporting systems. This is accomplished by utilizing to maximum capacity the financial and personnel resources appropriated to the division.

Major functions associated with the Finance Department include:

<u>Administration</u> - To supervise and administer the functions and activities of the division, including policy development, financial review and staff/governing body support	\$ 557,732
<u>Budget</u> - To develop, prepare and implement the city's annual operating budget and to provide support to departments in developing and understanding the municipal budget	250,733
<u>Financial Management</u> - To maintain the city's financial reporting system and oversee the disbursement of all city funds through the payroll, cashier, and accounting functions	1,307,080
<u>Purchasing</u> - To provide procurement and request for proposal (RFP) assistance to city departments and fixed asset reporting while ensuring compliance with applicable laws/regulations	484,780
<u>Utility Customer Service</u> - To provide utility billing, customer service and meter reading services for the city's Water, Wastewater and Solid Waste utilities, and to provide accurate and complete information to staff and the Council	<u>2,956,614</u>
	\$ 5,556,939

2005/06 Operational Highlights:

- Enhanced the 2005/06 budget document and received the Distinguished Budget Presentation Award Certificate from the Government Finance Officers Association.
- Continued development of a stand-alone database system to provide enhanced reporting and data mining capabilities as well as improved time efficiency in developing budget publications and ad hoc reports.

- Received a Certificate of Achievement for excellence in financial reporting from the Government Finance Officers Association for the FY 2004/05 Annual Financial Report.
- Increased collection of all accounts receivable (including utility billing accounts), and improved fixed assets reporting and accountability.
- Implemented an expanded Automated Meter Reading pilot project, and installed an additional 3,000 remote meter reading devices.
- Continued to work with and improve the online fixed asset and inventory system to ensure efficiency and effectiveness in city operations.

2006/07 Goals and Objectives:

- Provide information and training to departments on budget policies and monitoring, enabling greater efficiency and accountability in city operations by assuring that spending needs are properly balanced against fund availability.
- Collect and consolidate budget policies, program measurements, and goals and objectives, and improve performance measurements produced in budget development in anticipation of strategic planning at the senior administrative and governing body levels.
- Continue to develop the database system for use in all aspects of the budget development process, allowing for an improved work product in less time.
- Provide the city management with continuous and accurate financial information, and monitor revenues and expenditures according to federal and state rules and regulations.
- Finalize the pending update for the city's Financial Procedures Manual, and implement technology improvements including automated employee time sheets for Payroll and invoice imaging capabilities for Accounts Payable.
- Maintain warehouse inventory functions and process all requisitions, bids and proposals in an efficient, cost-effective manner, processing in such a way as to maximize the competitive nature and fairness of each.
- Coordinate with the Water Services Division on several ongoing projects, including city-wide implementation of the Automated Meter Reading program; upgrades and enhancements to the utility billing system; development of a device to allow customers to water their own water consumption; and the implementation of a new water rate structure.
- Work with the Information Technology & Telecommunications Division on evaluation and purchase of software systems to enhance division productivity and efficiency, particularly within the Utility Customer Service function.

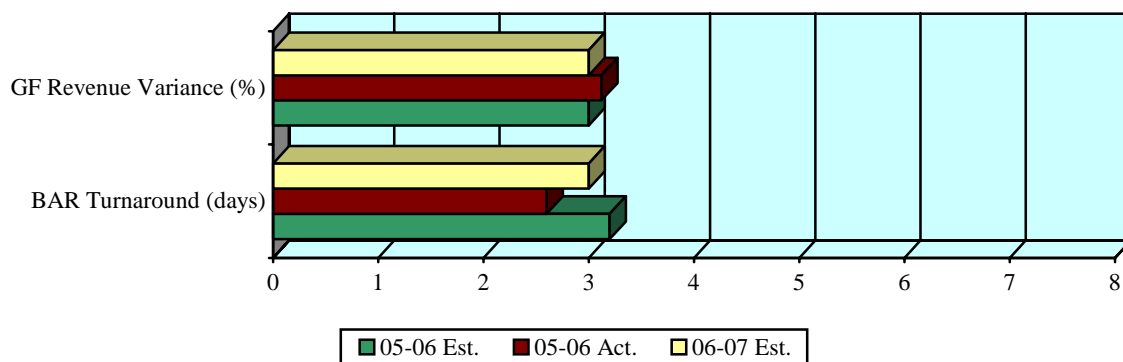
Budget Commentary:

The FY 2006/07 General Fund appropriation of \$2,593,183 for the Finance Division provides funding for the salaries and benefits of the division director and 34.5 staff members (partial funding for a Special Funds Financial Analyst shared with the ½% GRT Income Fund {3102}), and associated operational and administrative expenses. After personnel expenses, contracted services represent the largest single item in the FY 2006/07 General Fund budget, with an appropriation of \$144,554 for the annual city-wide audit, fiscal agent services and various other professional services. Insurance costs are another major item, budgeted at \$74,090 for FY 2006/07.

The Purchasing Office conducts an annual auction to dispose of surplus assets that are antiquated, obsolete or damaged. Operating costs incurred for the sale of fixed assets are paid from the Capital Equipment Reserve Fund (2118). Following deposit of the auction proceeds, a distribution is made to each participating fund, with the General Fund portion remaining in this fund. For FY 2006/07, the operating budget includes \$7,142 for auction-related expenses.

The Utility Customer Service section is supported by an appropriation of \$2,956,614 from the Utility Customer Service Fund (5205), which provides funding for 39 staff members and operational costs for the section. This fund is entirely supported by funding allocations from the Water, Wastewater and Solid Waste Utilities that are determined based on the share of the section’s expenses attributable to each utility’s customer service needs. Major Utility Customer Service expenses for FY 2006/07 include printing and mailing of utility bills (including some contracted services) totaling \$256,000; various professional contracts in the amount of \$190,000; and \$92,175 for the section’s insurance coverage.

<u>Standard Program Measurements:</u>	<u>05/06</u> <u>EST.</u>	<u>05/06</u> <u>ACTUAL</u>	<u>06/07</u> <u>EST.</u>
1. Percent variance between estimated General Fund revenue and actual	±3.00%	+3.12%	±3.00%
2. Average turnaround time for budget adjustment requests (days)	3.2	2.6	3.0



<u>POSITION/CLASSIFICATION</u>	<u>FY 05/06 ACTUAL</u>	<u>FY 06/07 BUDGET</u>
Finance Division Director	1 – EX	1 – EX
Account Specialist	1 – CLFT	1 – CLFT
Account Technician	20 – CLFT	18 – CLFT
Accountant	2 – CLFT	2 – CLFT
Accounting Supervisor	4 – CLFT	4 – CLFT
Accounts Manager Collections Monitor	1 – CLFT	1 – CLFT
Administrative Assistant	1 – CLFT	1 – CLFT
Administrative Manager	1 – CLFT	1 – CLFT
Administrative Secretary	1 – CLFT	1 – CLFT
Administrative Supervisor	1 – CLFT	1 – CLFT
Budget Analyst	1 – CLFT	1 – CLFT
Budget Database Analyst	1 – CLFT	1 – CLFT
Budget Officer	1 – CLFT	1 – CLFT
Cash Management & Investments Officer	1 – CLFT	1 – CLFT
Clerk Typist	0 – CLFT	1 – CLFT
Collections Manager	1 – CLFT	1 – CLFT
Customer Service Manager	1 – CLFT	1 – CLFT
Database Specialist ¹	8 – CLFT	10 – CLFT
Financial Analyst ²	1 – TCF	1 – TCF
Financial Analyst	3 – CLFT	3 – CLFT
Financial Management Director	1 – CLFT	1 – CLFT
Lead Meter Reader	1 – CLFT	1 – CLFT
Meter Reader	5 – CLFT	4 – CLFT
Meter Reader	0 – TFT	1 – TFT
Meter Reader Service Technician	1 – CLFT	1 – CLFT
Meter Reading Supervisor	1 – CLFT	1 – CLFT
Office Manager	1 – EX	1 – EX
Payroll Technician	2 – CLFT	2 – CLFT
Project Specialist	0 – CLFT	1 – CLFT
Purchasing Officer	1 – CLFT	1 – CLFT
Senior Financial Analyst	1 – CLFT	1 – CLFT
Special Funds Financial Analyst ³	2 – CLFT	2 – CLFT
Special Projects Administrator ⁴	0 – CLFT	1 – CLFT
Supply/Inventory Technician	4 – CLFT	3 – CLFT
Supply/Inventory Technician ⁵	0 – TCF	1 – TCF
Utility Billing Director	1 – CLFT	1 – CLFT
Utility Billing Investigator	1 – CLFT	1 – CLFT
Utility Collections Investigator	1 – CLFT	1 – CLFT
Water Operations Accounting Supervisor	<u>1</u> – CLFT	<u>1</u> – CLFT
TOTAL:	75	78

¹ One position funded by Water Services Fund (5300)

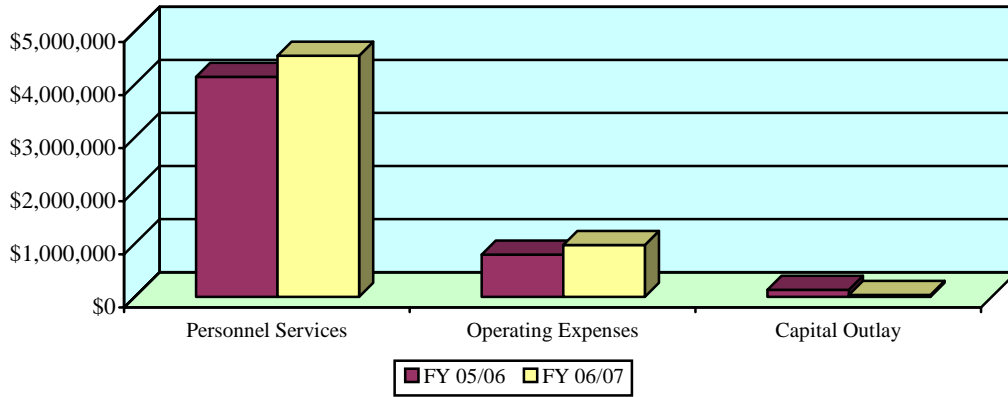
² Position funded by ½% GRT Income Fund (3102)

³ One position funded 100% by Seniors/Housing Grants; the other is funded 50% by ½% GRT Income Fund (3102), remainder by General Fund

⁴ Position funded by Remote Meter Reading CIP Project Fund (5206)

⁵ Position funded by Transit Bus Operations Fund (5400)

EXPENDITURE CLASSIFICATION



	<u>FY 05/06</u> <u>REVISED</u>	<u>FY 06/07</u> <u>APPROPRIATION</u>
Personnel Services	\$ 4,145,011	\$ 4,540,803
Operating Expenses	797,004	978,136
Capital Outlay	<u>134,441</u>	<u>38,000</u>
 TOTAL:	 \$ 5,076,456	 \$ 5,556,939

Information Technology & Telecommunications Appropriation: \$ 3,866,680

The purpose of the Information Technology and Telecommunications Division is to provide information services to all city departments. The Division analyzes the internal needs for information within the city government structure, and plans and directs automation efforts to fulfill these needs. The department is responsible for all of the city's centralized software, voice, data, radio, video, GIS and Internet services and associated hardware.

The Information Technology and Telecommunications (ITT) Division is a key service organization for city government, responding to city department needs in the areas of software applications, data processing, Geographic Information Systems (GIS), telephone, fax, radio and data communications. It is the mission of the ITT Division to aid other departments in identifying and developing opportunities for streamlining and enhancing their service delivery process through the use of advanced technology.

The ITT Director provides strategic planning, direction and leadership to the Network Operations, Systems and Programming, and GIS divisions. Network Operations is responsible for the city's computer hardware and software (except the IBM AS/400 mainframe system), computer networking equipment, telephone system equipment, and the mobile radio system. Systems and Programming supports central management of software applications on the city's IBM ISeries/AS400 mainframe system. The division also designs, plans and implements improvements to the City of Santa Fe's website in order to achieve better and more efficient service delivery in all city operations, as well as providing more useful and up-to-date information to citizens and the general public through the site. GIS is responsible for the development and distribution of a citywide mapping, analysis, and archival system to assist in planning for new facilities and infrastructure, as well as to provide an extensive, detailed inventory map of existing systems and infrastructure to facilitate maintenance, repairs and improvements for these and other city-owned facilities.

2005/06 Operational Highlights:

- Designed and implemented several improvements for utility customer service, including a remote meter reading system, web-based e-pay options, and a redesigned utility bill which incorporates a three-dimensional water consumption graph.
- Developed an IMS (Internet Mapping Service) application to provide zoning and parcel information to ArcGIS users, and completed GIS roofline data collection.
- Installed internet filtering software to ensure appropriate Internet use by employees.
- Implemented a citywide Customer Relationship Management (CRM) system to track constituent problems.
- Increased Internet connectivity bandwidth by 100% while successfully mitigating three network-wide virus outbreaks.
- Implemented a data backup system for all city departments' shared drives and files.
- Completed approximately 2,600 network service calls (for PCs, printers, phones, routers, telecom circuits, etc.) and approximately 650 radio system service calls.
- Streamlined inventory control by securing and centralizing inventory, thereby reducing instances of lost/stolen inventory and reducing the amount of time needed to get products to customers.

2006/07 Goals and Objectives:

- Implement Phase I of the Santa Fe Light Trail project.
- Double the speed of the city’s internet system in preparation for e-government initiatives while standardizing and reducing the cost of the city’s voice and data circuits.
- Develop the remote meter reading system for utilities and implement GPS data collection capabilities for the project.
- Re-cable City Hall and the Senior Center to comply with network standards.
- Upgrade and reengineer payroll and human resources applications, introducing on-line electronic timesheets and personnel action requests.
- Install a public access wireless network on the Plaza.
- Implement call center hardware and software for the new Transit Dispatch facility, and upgrade call center functionality at the San Mateo Complex to enable enhanced call handling and detailed management reports.

Budget Commentary:

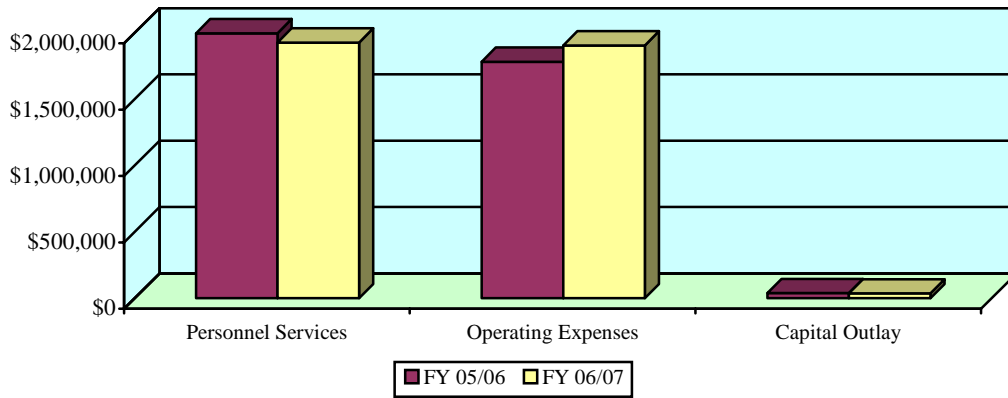
The FY 2006/07 ITT operating budget is supported by a General Fund appropriation of \$3,338,313, with an additional appropriation of \$528,367 from the ½% GRT Income Fund (3102). The budget provides funding for salaries and benefits for 28 staff members, operating expenses, and equipment necessary for department operations. The largest single budgeted expense is for rental of equipment and machinery needed for projects that do not justify the permanent purchase of equipment; this category is budgeted at \$510,000 for FY 2006/07. Another significant item is communications charges, wherein \$475,000 is budgeted in FY 2006/07 for mobile phones and voice/data circuits. Repair and maintenance of equipment also accounts for a significant share of the division’s anticipated expenses, and is budgeted at \$360,850 for 2006/07.

For FY 2006/07, the Technology & Telecommunications Director position was reclassified as the Economic Development Department Director.

<u>POSITION/CLASSIFICATION</u>	<u>FY 05/06 ACTUAL</u>	<u>FY 06/07 BUDGET</u>
Technology & Telecommunications Director	1 – EX	0 – EX
ITT Division Director	1 – CLFT	1 – CLFT
Administrative Assistant	1 – CLFT	1 – CLFT
Application Software Specialist	6 – CLFT	6 – CLFT
GIS Analyst	1 – CLFT	1 – CLFT
GIS Analyst	1 – TCF	1 – TCF
GIS Manager	1 – CLFT	1 – CLFT
GIS Project Coordinator	1 – TCF	1 – TCF
Network Administrator	2 – CLFT	2 – CLFT
Network Operations Administrator	1 – CLFT	1 – CLFT
Network Operations Manager	2 – CLFT	2 – CLFT

Network Specialist	2 – CLFT	2 – CLFT
Network Technician	1 – CLFT	1 – CLFT
Project Leader	2 – CLFT	2 – CLFT
Radio Maintenance Technician	2 – CLFT	2 – CLFT
Systems & Programming Manager	1 – CLFT	1 – CLFT
Telecommunications Specialist	1 – CLFT	1 – CLFT
WAN/LAN Supervisor	1 – CLFT	1 – CLFT
Web Developer	<u>1</u> – CLFT	<u>1</u> – CLFT
 TOTAL:	 29	 28

EXPENDITURE CLASSIFICATION



	<u>FY 05/06</u> <u>REVISED</u>	<u>FY 06/07</u> <u>APPROPRIATION</u>
Personnel Services	\$ 1,996,003	\$ 1,926,166
Operating Expenses	1,782,054	1,904,514
Capital Outlay	<u>38,823</u>	<u>36,000</u>
 TOTAL:	 \$ 3,816,880	 \$ 3,866,680

The mission of the Property Control Division is to enhance the quality of the work and business environment by providing safe, clean and well-maintained buildings and fleet vehicles; promoting accessibility to all city facilities in accordance with the Americans with Disabilities Act (ADA); providing stewardship and care for older facilities and historic resources; and caring for the comfort of city employees and visitors.

The Property Control Division is responsible for the electrical, mechanical, plumbing, HVAC (heating, ventilation and air conditioning), structural maintenance and custodial services for 63 city-owned and leased buildings, and for the maintenance and upkeep of the city's vehicle fleet. The division also oversees the remodeling all city-owned structures to ensure appropriate appearances of buildings and provide facilities that are functioning according to city/community necessities.

The Property Control Director is responsible for establishing and implementing all maintenance policies and procedures for the coordination of the Structural Maintenance, Mechanical Maintenance, Facilities Maintenance and Fleet Maintenance Sections. The Director also oversees the ADA Coordinator, who is responsible for coordinating all ADA activities, review of and compliance with accessibility guidelines within city facilities and property, investigation of complaints, and review of city projects to ensure ADA compliance.

The Fleet Maintenance section was moved from the Streets & Drainage Maintenance Division to the Property Control Division in FY 2006/07; this function is responsible for the repairs and maintenance for all city fleet cars, trucks, and specialized equipment.

2005/06 Operational Highlights:

- Conducted a needs assessment and master plan for city facilities.
- Re-carpeted the hallways in City Hall, replaced the HVAC unit at the Airport control tower, and replaced the lift station at the Main Library.
- Coordinated with the Purchasing section on the conversion of the city's fleet to bio-fuels.
- Reduced the number of work orders by 10% through improved preventative maintenance procedures.
- Installed 75 curb ramps throughout the city to ensure ADA compliance, and completed a settlement agreement with the US Department of Justice on ADA accessibility violations.
- Successfully abated pigeon waste on the Bicentennial Pool roof.
- Installed new electrical service for the uninterruptible power supply system in the ITT server room, and a new power supply metering system for City Hall energy usage tracking.

2006/07 Goals and Objectives:

- Initiate a citywide energy conservation program and conduct energy audits at all city facilities.

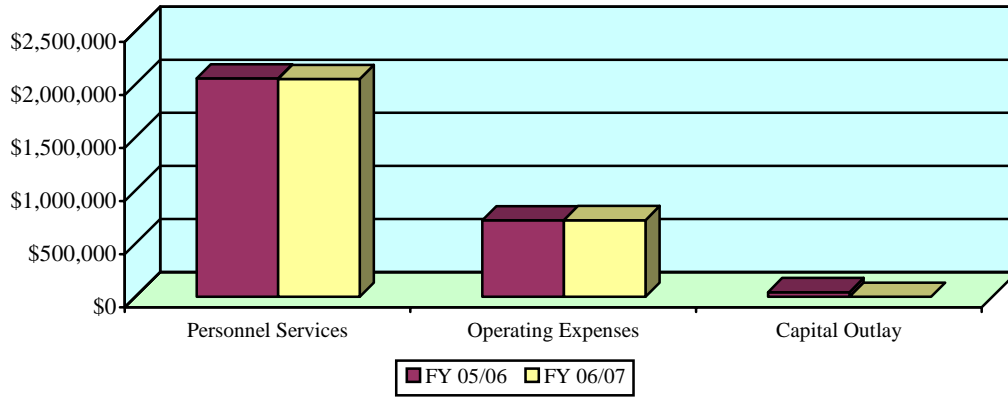
- Improve preventive maintenance in order to decrease equipment failures and down time.
- Continue to ensure and maintain compliance with federally-mandated Americans with Disabilities Act (ADA) standards for city facilities, and work with the Mayor's committee on concerns for people with disabilities.
- Replace the windows at City Hall.
- Stabilize the old power plant at the Water Division.
- Continue to develop and expand the fleet alternative fuels program.

Budget Commentary:

The FY 2006/07 General Fund operating budget of \$2,772,504 for Property Control provides funding for 46 staff members, fleet and general liability insurance coverage (\$62,400), and various operating expenses relating to the maintenance and upkeep of all city facilities. Major items include utility costs for various city facilities in the amount of \$274,434, and cleaning and other operating supplies, vehicle fuel and parts, and uniforms for division activities totaling \$122,274.

<u>POSITION/CLASSIFICATION</u>	<u>FY 05/06 ACTUAL</u>	<u>FY 06/07 BUDGET</u>
Property Control Division Director	1 – CLFT	1 – CLFT
Property Control Operations Manager	1 – CLFT	1 – CLFT
ADA Coordinator	1 – TCF	1 – TCF
Administrative Assistant	1 – CLFT	1 – CLFT
Auto Mechanic	3 – CLFT	3 – CLFT
Clerk Typist	1 – CLFT	1 – CLFT
Custodian	20 – CLFT	20 – CLFT
Custodian Lead Worker	1 – CLFT	1 – CLFT
Custodian Supervisor	1 – CLFT	1 – CLFT
Database Specialist	1 – CLFT	1 – CLFT
Equipment Service Worker	2 – CLFT	2 – CLFT
Fleet Section Manager	1 – CLFT	1 – CLFT
Heavy Equipment Mechanic	1 – CLFT	1 – CLFT
Mechanical Structural Supervisor	1 – CLFT	1 – CLFT
Mechanical Structure Specialist	8 – CLFT	9 – CLFT
Mechanic Supervisor	<u>1</u> – CLFT	<u>1</u> – CLFT
TOTAL:	45	46

EXPENDITURE CLASSIFICATION



	<u>FY 05/06</u> <u>REVISED</u>	<u>FY 06/07</u> <u>APPROPRIATION</u>
Personnel Services	\$ 2,057,154	\$ 2,050,622
Operating Expenses	719,904	721,882
Capital Outlay	<u>44,336</u>	<u>0</u>
 TOTAL:	 \$ 2,821,394	 \$ 2,772,504

Risk Management provides programs of loss prevention and loss management by planning for contingencies, providing prudent insurance coverage, reviewing loss experience, and advising management on opportunities for safety improvement. This office also reduces the risk of illness or injury to all employees by developing, implementing and improving programs that provide training, technical guidance and support while ensuring adherence to federal and state regulations.

2005/06 Operational Highlights:

- Expanded the role of the third party administrator to provide the city with a dedicated adjuster to investigate workers' compensation claims while reducing the overall contract cost.
- Established procedures requiring directors and supervisors to be present to discuss causes of accidents in their respective areas and to ensure corrective action will be taken to avoid further recurrences.
- Implemented a written safety plan for city operations which combined the safety and risk management functions and brought the city into compliance with state Occupational Health and Safety Administration (OSHA) requirements.
- Received a positive report from the Federal Transit Administration Substance Abuse Management Program audit team on the division's handling of the drug/alcohol testing program for the Transit Division.

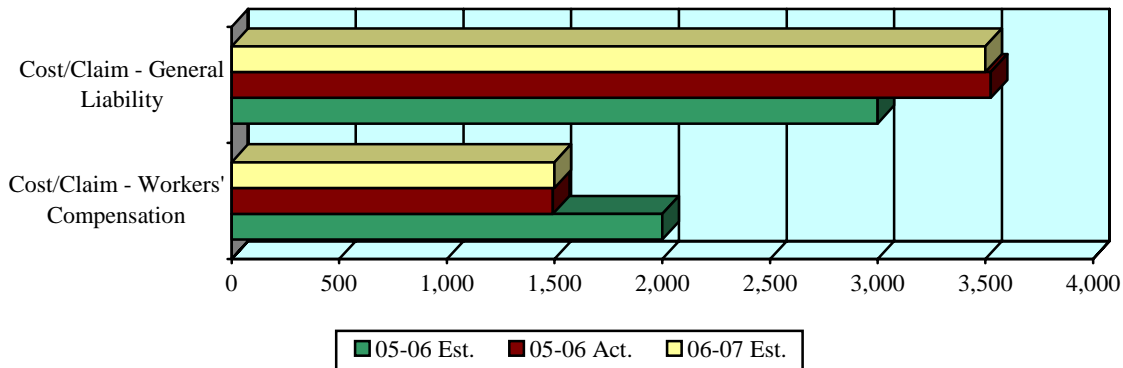
2006/07 Goals and Objectives:

- Enhance the safety and risk program to continue to provide a safe working environment for city employees and the public.
- Continue to perform audits of division contractors to assure high levels of performance in reducing on-the-job injuries and controlling claims costs.
- Establish a process to allow directors and supervisors to access loss trend data in their operational areas.
- Incorporate work and supervision safety concepts into each city employee's performance evaluation.
- Develop a loss control function within Risk Management to identify areas in which the city sees high-cost losses in claims, vehicles, equipment and property.
- Revise, rewrite and/or update the city's Safety Manual, vehicle use policy, and building evacuation plans.

Budget Commentary:

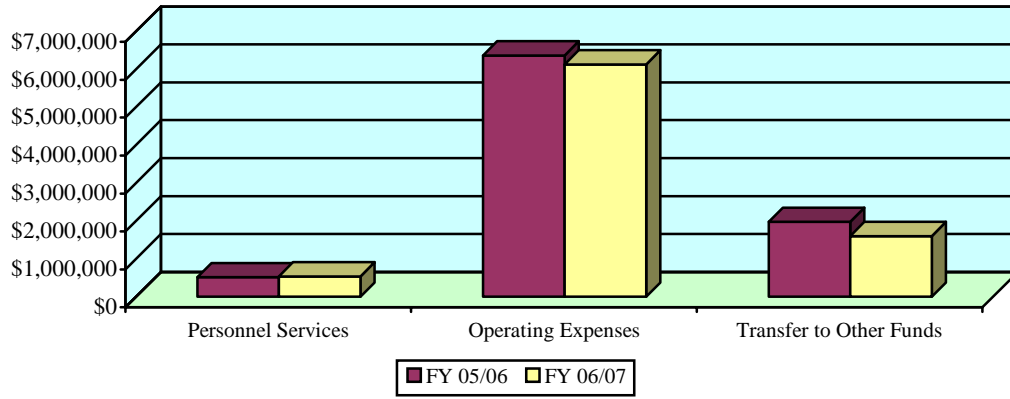
The FY 2006/07 Risk Management operating budget of \$8,263,618 is supported by the Risk/Safety Administration Fund (6101), the Insurance Claims Fund (6104) and the Workers' Compensation Fund (6109). The operating budget includes funding for seven staff members and associated benefits. The majority of the FY 2006/07 appropriations for Risk Management are for various types of insurance coverage, budgeted at \$5,788,415 (70% of the total budget). Also included are various contracted services for third-party claims administration, legal contingencies, and actuarial fees.

<u>Standard Program Measurements:</u>	<u>05/06 EST.</u>	<u>05/06 ACTUAL</u>	<u>06/07 EST.</u>
1. Number of claims – general liability	200	232	250
2. Cost per claim – general liability	\$3,000	\$3,526	\$3,500
3. Number of claims – workers' compensation	200	228	200
4. Cost per claim – workers' compensation	\$2,000	\$1,492	\$1,500
5. Drug/alcohol tests conducted	200	296	300
6. Number of employees given OSHA-mandated training	620	415	450



<u>POSITION/CLASSIFICATION</u>	<u>FY 05/06 ACTUAL</u>	<u>FY 06/07 BUDGET</u>
Risk Management Division Director	1 – CLFT	1 – CLFT
Claims Administrator	1 – CLFT	1 – CLFT
Contract Administrator	1 – CLFT	1 – CLFT
Human Resources Assistant	1 – CLFT	1 – CLFT
Safety Manager	1 – CLFT	1 – CLFT
Safety Specialist	<u>2</u> – CLFT	<u>2</u> – CLFT
TOTAL:	7	7

EXPENDITURE CLASSIFICATION



	<u>FY 05/06</u> <u>REVISED</u>	<u>FY 06/07</u> <u>APPROPRIATION</u>
Personnel Services	\$ 516,376	\$ 536,474
Operating Expenses	6,362,806	6,127,144
Transfer to Other Funds	<u>1,975,000</u>	<u>1,600,000</u>
 TOTAL:	 \$ 8,854,182	 \$ 8,263,618