

DRAFT

## Departmental Strategic Plan

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### Administrative Services Department

Completed January 29, 2001

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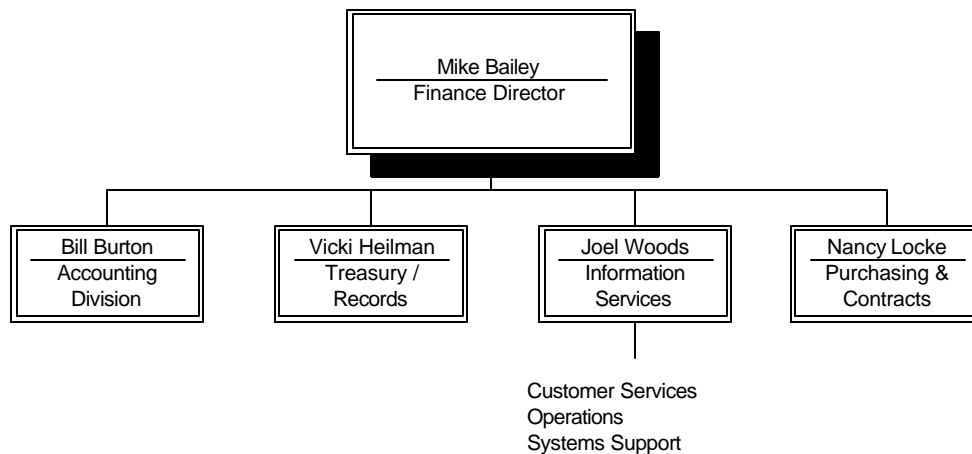
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## Department Mission

The Administrative Services Department is committed to exceeding the expectations of our customers by providing responsible leadership in financial, purchasing and technological services.

## Department Organization

February 1, 2001



**Discussion** – The department is organized mostly along functional lines. The activities of the department are very similar to its structure. There are no plans to change the structure in the foreseeable future.

As a support services department, we are considering changing the nature of our department to an Internal Services Fund. By making this change, it would result in allocating the costs of the various services we provide to line-departments. This would result in a truer illustration of the costs of those direct services. The transition could be done on an aggregate scale (such as broad percentage rate allocations) which would generally reflect the costs of support services. It can also be done incorporating “activity based costing” (ABC) which has become quite popular in local governments over the past few years. ABC requires a more detailed tracking of time and activities so that it can be accurately allocated to the benefited organizations. The amount of additional effort in tracking and record keeping is significant in ABC. We would want to make a later recommendation to the Council on the cost versus the benefits of ABC versus a broader allocation of support services costs.

Upon review of this document by department staff, the following observations were made:

- Where we are going as a department is largely related to trends in technology itself. As a service department, technology will play a larger

role in our processes and daily activities. We will see this displayed in this strategic plan.

- We are in the midst of a “cultural change” in role of the department, who we are within the organization and the way we do business. This change will take time to develop. As you will see in this strategic plan, we are able to only guess at the implications of this change as it occurs in our department.

Any attempt to forecast the future, under these circumstances, is fraught with peril. “Check with us in two years” was the response from the staff, many of whom are implementing changes for which the implications are not fully understood yet.

## Personnel

As of February 1, 2001

	1999 Actual	2000 Budget	2001 Budget	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Finance Administration	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Treasury Services	4.8	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Accounting/Audit Services	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3
Record Services	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Purchasing & Contracts	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Information Services	<u>14.3</u>	<u>13.0</u>	<u>12.0</u>	<u>12.0</u>	<u>12.0</u>	<u>12.0</u>	<u>12.0</u>	<u>12.0</u>
Total	<u>39.3</u>	<u>38.3</u>	<u>37.3</u>	<u>37.3</u>	<u>37.3</u>	<u>37.3</u>	<u>37.3</u>	<u>37.3</u>

### Changes:

Reductions in personnel in 2000 reflected a decreased need in the "Year-2000" (millennium bug) technical assistance in our information services division.

Reductions in personnel in 2001 reflect a change in strategy. The information services division provided graphic artist services to other city departments. The service evolved into a variety of services, including support of the city's web page. A vacancy in the position offered an opportunity to reassess the way in which these needs were met. The department recommended to the Mayor that the city decentralize the provision of content to the city web site and that graphic artist service needs be outsourced. This recommendation was reflected in the 2001 budget.

### ***Future Needs and Trends***

The Administrative Services Department is committed to providing an excellent level of service with the minimum consumption of scarce city resources. It is our philosophy to seek ways to maximize the resources that can be made available for direct services to our citizens.

As a result, we will be seeking ways to leverage technology, and improved business practices and procedures to improve productivity. We do not anticipate any reduction in force, but will always be watchful for opportunities through attrition and reallocation of resources to a role that will maximize direct service to citizens. We do not anticipate any increase in personnel needs for our department for the duration of this strategic plan.

We will be recommending an aggressive training regimen for our staff. We believe we can improve productivity through technology so long as we equip our staff with the knowledge resources necessary to take full advantage of the technology resources. This includes participation in professional associations.

## Description of Major Functions and Operations

Our department consists of five divisions that operate multiple programs.

### **Administration:**

The administration division oversees the department's activities, coordinates with the Mayor's office and the City Council. This division is responsible for the development of the city budget and implementation of the Council's budget initiatives.

Other responsibilities include risk manager and City Clerk. This division prepares the monthly financial report provided to the Mayor and City Council (and also available on our website).

### **Accounting Division:**

The accounting division provides accounts payable, payroll, utility billing, accounting / general ledger, fixed asset, financial reporting and other related services.

Accounts Payable - Accounting staff process invoices for payment. Payments are processed every other week. The Accounting Manager is the "auditing officer" of the city that means that each payment is authorized as a legal obligation of the city by the Accounting Manager. The accounts payable staff maintains the records validating payments made by the city as legal obligations.

Payroll – The payroll for the city is bi-weekly and each payroll process includes all full-time and part-time staff. The city pays about 100 part-time employees along with its approximately 350 full-time employees each payday. This staff also processes all payments associated with payroll, such as withheld taxes and employee benefits. The payroll staff is also called upon for analysis of wage proposals, such as during union negotiations, and payroll budget forecasts.

Utility Billing – The city processes its utility accounts in cycles. The city has broken the accounts into sixteen routes and two routes are billed each week. Therefore, the entire city system is billed bi-monthly (accounting for off weeks). Approximately 800 water accounts are billed each week. In addition there are accounts without water service (such as sewer only and surface water) which this staff bills. Closely monitoring delinquent payments, which includes water disconnections, and filing liens, is also a responsibility of the staff. Customers contact these employees to change service. This includes moving into or out of our service area and temporary changes such as vacations.

Accounting / General Ledger – This staff manages the chart of accounts for the city and oversees all accounting activity to insure it complies with "generally accepted accounting principles" (GAAP) as well as the State Auditor's "Budgeting, Accounting and Reporting System" (BARS). Journal entries, budget amendments, adjusting entries and lots of advice to internal city customers represent much of the work. In addition, this staff monitors grant accounting activity in cooperation with grant program managers to help assure compliance with grant conditions and comply with financial reporting requirements. This group coordinates the annual audit by the Washington State Auditor's Office.

Fixed Assets – Maintenance of the fixed asset records is a time intensive task of this division. This work is performed by a variety of people and is integrated into other aspects of the department.

Financial Reporting – The “Comprehensive Annual Financial Report” (CAFR) is compiled each year by staff of the Accounting Division. This is the official annual financial report of the city and serves as the basis for the annual audit. The State Auditor’s Office provides its “auditor’s opinion” concerning this report. The report has been submitted to the Government Finance Officers Association (GFOA) for its review under an awards program. The city’s CAFR has received the GFOA award for the past thirteen consecutive years. In addition, this staff prepares numerous other financial reports for the city.

### **Treasury Services/ Records Division**

This division provides the following services: cash and investment management, cashiering, business and specialty licenses, records maintenance, accounts receivable, mail, oversight of pension systems, budget development and bond collections.

Cash and Investment Management – The Assistant Finance Director monitors the cash position of the city daily. Assures that all funds collected by the city are credited to the proper accounts and that the funds collected have been deposited into the appropriate banks. Determines the amount of cash that should be kept on hand to meet short-term needs, such as, payroll, accounts payable and debt service payments. The City’s Investment Committee is responsible for investing surplus cash in accordance with the Council policy. A reconciliation report of cash and investments compared to the bank statements is completed monthly by Treasury staff. Staff also prepares cash and investments reports for the monthly financial reports and annual report.

Cashiering – This is currently a centralized function and the cashiers accept payments from customers for utility bills, business licenses, special assessments, permit and inspections fees and provides the customers with a receipt. Staff also verifies the daily cash reconciliation’s from the various departments, such as, Parks and Recreation, Golf Course, Police Department and Senior Center and provides them with a receipt. They prepare the daily bank deposits and audit the daily cash receipts to the daily cash edit. In addition, they research and process all refunds requests made by the other departments. Collection of all NSF checks is also their responsibility.

Business and Specialty Licenses - Staff is responsible for the issuance of new and renewal licenses to all individuals who own or operate a business within the city limits.

They check each application for completeness and route them to the appropriate departments, and upon approval, process and issue the customers their license. For the year 2000, the city issued approximately 4,241 business licenses. In addition, staff monitors delinquent accounts and takes appropriate action for

noncompliant businesses. All business and specialty licenses are regulated under the Lynnwood Municipal Code, Title V.

Records – The city records are maintained in two separate areas. The first being the legal and official records which staff records, scans and files in the main vault. The other records are defined as archived and staff records them as received and in accordance with the Washington State Archivist Guidelines, they are stored in the records center until the official destruction date or filmed then destroyed. Staff is responsible for the filming, scanning and/or destruction of these documents. The records staff also processes all city legal publications and ensures that all city ordinances have been codified.

Accounts Receivables – Treasury staff prepares accounts receivable billings for all departments for the sale of goods and services provided. Billings are processed as requested by the departments and payments are recorded into the proper accounts. The staff maintains an on-line retention schedule to determine delinquent accounts and works with the collection agency to collect the accounts that are over 90 days past due.

Mail - Staff is responsible for receiving, sorting and distributing the daily incoming mail citywide. They process the citywide outgoing mail by determining the correct amount of postage due and sort the mail for courier pick-up. They also determine the cost of mailing outgoing packages for the city via US Mail, Parcel Post and Federal Express.

Oversight of LEOFF Disability Board and Firemen's Pension Board - Staff serves as the Administrator/Secretary to the boards, which involves preparation of the agendas, minutes and distribution of packets to the Boardmembers. Correspondence, processing medical claims, preparation of paperwork for active members seeking disability retirement, and processing monthly pension payments represent the majority of the work involved. In addition, this staff conducts the annual elections for Board members.

Budget Development – The Annual Budget is compiled each year by the staff in the Treasury Division. Analyzing financial data, estimating revenue, calculating estimated salaries and wages, assists department personnel with data and the budget process, and audits and compiles the budget documents for the preliminary and final budgets accounts for the majority of work. Staff is also responsible for monitoring the budget throughout the year by comparing budget to actual activity. The 2000 Annual Budget was submitted to the Washington Finance Officers Association (WFOA) and Government Finance Officers Association (GFOA) awards program. This is the first year the city's Annual Budget was submitted for an award and achieved both awards.

Bonds – The city currently has debt obligations in the form of General Obligation, Revenue, LID Bonds and private notes. This debt was incurred to complete capital projects. It is the Treasury staff's responsibility to establish annual bond and interest schedules for payment to the Fiscal Agent, prepare the notices of collection for publication and maintain the outstanding bond registers. In addition, staff works with the Bond Counsel and Underwriters to provide them

with financial and other data for preparation of official documents for the issuance of bonds.

**Information Services:**

Customer service, network management, telephony support, office automation support, and application development make up the basic services provided by this division. As the division transitions to a new operational model the delivery of services will evolve. The description of services follows:

**Customer Service** – Provides “Help Desk” support to our customers. Provides the first level response to reported problems. Performs triage to determine the severity of the problem and as required dispatches the appropriate technician. Customer service personnel will perform user account setup and password changes as required. Will perform backup and restore of files and databases, and manage the offsite storage of backup media. Coordinates with customers to establish and monitor service level agreements.

**Network Management** – Responsible for the overall network design and implementation of new software and hardware. Activities include server tuning, capacity planning, performance measurement, Windows 2000 server management, server troubleshooting, standard workstation configuration, Exchange 2000 server configuration, network security, virus protection, software distribution, technical automation, disaster recovery, connectivity troubleshooting, and product evaluation.

**Telephony Support** – Monitors and manages the telephone system. Setup of new phone numbers within the PBX. Coordinate telecommunication activities with the various service providers. Manages the voice mail system and establishes new voice mailboxes. Perform product evaluations to include computer-telephone integration and video conferencing.

**Office Automation Support** – Provide expertise and user consulting in the support of the Microsoft Office products to include Word, Excel, PowerPoint, Access, Outlook and standard software. Provide assistance with development of macros utilizing Visual Basic for Applications (VBA). Provide onsite customer support for hardware and software troubleshooting, installation and upgrades. Perform product evaluations.

**Application Development** – The emphasis for the application team is to assist the city in system requirements analysis and the selection and implementation of common off-the-shelf application software that accommodates the needs of the city. The application team also supports and develops interfaces between off-the-shelf application software products along with assisting the city with custom report development. Web-based interfaces for internal and external use will continue to expand along with the need to develop web-based front ends to our applications. The application team is responsible for the management of the SQL Server Database and development databases where required. Report creation will be accomplished utilizing Visual Basic/Visual Basic for Applications

or Access. Continual efforts will be made to look for opportunity to improve processes for efficiency and economy.

**Purchasing & Contracts:**

This division manages city purchase orders, purchasing contracts for goods and services, bid processes, central stores and vendor relationships.

**Bid Processes** – The Purchasing & Contracts Division is responsible for all competitive bid processes for services, equipment and supplies. Purchasing evaluates the department needs, determine the appropriate competitive bid procedure, conduct the solicitation, prepare an award decision and/or award recommendation to Council, and write a contract for signature. Professional services, maintenance services, equipment and supplies are all included within this process.

**Small Public Works Roster** - The Purchasing Division also manages the Small Works Roster on behalf of the Public Works Department. Purchasing solicits contractors, approves for eligibility, and utilizes the roster for competitive quotations of small public work jobs that are under \$100,000 in value. Purchasing has recently inaugurated a Shared Small Works Roster program, that enjoins 10 other cities and jurisdictions within our Roster. Lynnwood is the managing agency, and the contractors and cities all utilize the single Lynnwood Roster for all small works awards.

**Purchase Orders** – with the new decentralized Financial System, departments are independently responsible for Purchase Orders. The Purchasing Department authorizes all orders that are at or exceed Council authorities, to insure that all proper approvals have been achieved. Likewise, the Purchasing Department reviews and authorizes all public works to insure the detailed bid and wage requirements have been achieved.

**Contracts**– The Purchasing Department has two significant functions for Contracts in the City. First, the Department writes and/or reviews all proposed contracts to insure that they comply with contract form, have considered appropriate insurance requirements, and have met all competitive bid requirements. Purchasing also conducts contract administration, working with contractors to resolve problems, make changes and conduct renewal actions. While previously tracked within the Treasurer's Division, the new Purchasing Contract Database has provided Purchasing with the tools to conduct effective tracking and monitoring citywide for contract renewals and requirements.

**Central Stores** – The Purchasing Division also includes Central Stores. This operation supplies the Public Works Department, Parks Department, Police and Fire, with the routine supplies for day-to-day work. Tools and supplies are maintained in an inventory, and crews can stop at the warehouse throughout the day to have immediate access to any routine and/or needed supply.

## Outcomes for Major Functions and Operations

Major outcomes for the department include:

- Confidence in the operation of city fiscal process that they are ethical, accurate, open and efficient.
- Efficiency and productivity improvements that assure the maximum results with the minimum use of city resources.
- High confidence by internal customers that our department will support their needs for service in a pro-active, consistent and cooperative manner.
- Provide reliable technology and infrastructure for use by city service providers that maximizes their ability to serve the public.

## Department Goals, Objectives and Outcomes

Presented by program, these goals, objectives and outcomes are specifically related to the direction provided by the City Council. A one-word phrase, in parentheses, is used after each goal correlates to the City Council's citywide goals.

### Administration

**Goal #1** – Improve the understanding of city financial matters by city management, city council and the public (City Goal – Financial)

**Objective #1** – Provide city financial information and interpretations through the city's web site and Intranet within one week after the close of a business month – by June 30, 2001.

**Objective #2** – Provide instructional opportunities through the city's web site on city financial matters, tax and fee rates and comparisons – by June 30, 2002.

**Objective #3** – Provide a strategic budget prototype which illustrates city fiscal issues and allows interactive experimentation by users via the city's web site – June 30, 2003

**Outcomes** – Improved awareness and understanding of typical city fiscal issues and especially the issues affecting the City of Lynnwood that should result in better decision making.

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**Goal #2** – Improve productivity of department staff through improved technology and training (City Goal – Financial, Employee Excellence)

**Objective #1** – Establish a customer focus on all departmental services. Start by scheduling customer interaction opportunities twice a year – by June 30, 2001.

Conduct annual customer service survey to determine needs and progress towards goals

**Objective #2** – Develop process documentation that can also serve as a training tool for financial system processes – by December 31, 2001.

**Objective #3** – Conduct semi-annual process training for major finance systems – June 30, 2002

**Outcomes** – Customer driven and efficient systems design.

Documentation of processes with training as an opportunity for customer feedback towards developing efficient systems.

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## Accounting

**Goal #1** – Provide accurate and timely financial reporting to city departments, the Mayor and City Council (City Goal – Financial).

**Objective #1** – Provide on-line current information, including an encumbrance accounting system – by June 30, 2001.

**Objective #2** – Develop a method to assure all city managers that they have initiated or approved of all transactions affecting accounts for which they are responsible – by December 31, 2001.

**Objective #3** – Utilize semi-annual process training to obtain feedback on accounting customer service performance and achieve a rating of 6 or higher in the department survey – June 30, 2002

**Outcomes** – Greater confidence in city accounting records which allows city managers to eliminate duplicate records systems thereby improving efficiency.

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## Treasury Services / Records

**Goal #1** – Assure the highest level of security of city cash and deposits while transitioning to a decentralized reporting and deposit system (City Goal – Financial)

**Objective #1** - Publish an overview of the current cash collection system and the transition steps to a decentralized system – by December 31, 2001

**Objective #2** - Establish and document internal controls for the decentralized system – by June 30, 2002.

**Objective #3** - With the decentralized system in place, develop and document a method for balancing cash daily – by December 31, 2002

**Outcomes** – Improved efficiency for processing daily work and greater confidence with regard to the management of city funds.

**Goal #2** – Revise and add new inclusions to the LEOFF I Bylaws for publication.

**Objective #1** – Establish the criteria's for payment of medical bills for Board approval – by December 31, 2001

**Objective #2** – Include a new section on long-term care coverage for Board approval – by January 31, 2002

**Objective #3** – Publish and distribute the revised LEOFF I Bylaws by – June 30, 2002.

**Outcomes** – Will provide updated information for Boardmembers to base their decisions and will be available to LEOFF I members for guidance and reference.

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### Information Services

**Goal #1** - Develop a plan to manage routine replacement of information technology equipment to maintain an up-to-date technology infrastructure.

**Objective #1** - Classify equipment by type (workstation, servers, and infrastructure); service level and service life – by June 30, 2001.

**Objective #2** - Identify customer types (graphics, analytical, design, support, etc.) in relation to workstation performance levels – by December 31, 2001.

**Objective #3** - Analyze acquisition methodologies (lease, rent, or buy) and funding models that accomplish routine replacement – by March 31, 2002.

**Outcomes** - Creates an ongoing up-to-date technology infrastructure that supports modern services to city staff and the public.

**Goal #2** - Prepare a plan for providing digital government services to the public.

**Objective #1** - Identify government services that are economically and feasibly capable of delivery over the Internet – by December 31, 2001.

**Objective #2** - Prepare a privacy policy to provide knowledge on security and confidentiality of records – by December 31, 2001.

**Objective #3** – Work with state and other local government to design consistent and recognizable web pages – by June 30, 2002.

**Objective #4** - Plan the ability for system interfaces between other state and local government applications – by June 30, 2003.

**Outcomes** - Improves the convenience of public access and provides cost avoidance for conducting business face-to-face with City employees. Provide citizens with access to government at any time of day.

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## **Purchasing & Contracts**

**Goal #1** – Provide expertise, management and oversight for City Departments in acquisition of services, products and supplies, to insure competitive bids, contract forms and purchase orders are consistent with all applicable laws, ordinance and policies (City Goal – Financial).

**Objective #1** – Decentralize routine purchase order entry providing an efficient and effective tool for departments, while still maintaining an appropriate authorization structure for acquisitions – by June 30, 2001.

**Objective #2** – Provide training and easy-to-use tools for City employees to improve understanding of purchasing and contract policies and requirements– by June 30, 2001.

**Objective #3** – Continue to centralize competitive bid and contract development work within Purchasing with the goal of all relationships with financial activity above the bid threshold (not including regulated industries such as utilities) being a subject of a negotiated contract – by December 30, 2002

**Outcomes** – Utilize central purchasing staff to mitigate the more significant risks to the city and oversee procurement activities where less risk exists.

Eliminate unnecessary intervention of central purchasing staff in routine city transactions, resulting in greater efficiencies.

### ***Methodology for achievement***

**Role and Function** – We see the role of the department continuing to evolve. The department is, for the most part, a support services function within the city. Even our direct service to the public is closely related to a support service role (such as processing business licenses which are responded to by other city departments). The department has traditionally acted as more of a control organization. The shift from a control and regulatory organization to a support role will continue. We believe the agencies in the city with ultimate responsibility for service delivery should be able to count on us to enable them to provide excellent service, to the extent we are involved. Examples of this change is working to implement results oriented systems and not control oriented systems; providing budget and expenditure information, not managing the budget line-items; provide access to your information, not give you information we think you need.

**Technology** – Improved use of technology has allowed the private sector to realize remarkable gains in productivity. We believe this same type of productivity improvement is important for the city of Lynnwood to continue to “do more with less”. Technology is one of the responsibilities of our department. As a result, we believe it is up to our department to provide the leadership and logistical support necessary to realize this goal citywide. We will continue to push for investments in technology as well as business process improvements in our department and others. This will be a significant element of the success we expect to have over the next five years.

**Commitment and Focus** – As our department evolves over the next five years, it will be important to continue to communicate openly and freely about how we can do better. The employees of the Administrative Services Department have done an excellent job of seeing that the necessary work gets done. A continued commitment and focus on getting the work done while changing our role and seeking improvements in processes will be important to our continued success.

We intend to continue seeking objective assessments of our performance as a department and as individual work units. This will help us validate what we are doing and provide a “reality check” for department efforts. We will communicate about the results with our staff and use the results to redirect efforts.

**Training and Support** – We recognize the need for a highly trained staff if we are to take advantage of the available technology. Training will also deal with productivity issues as well, such as effective communication, change management, and functional responsibilities.

### ***Inventory of Requirements***

**Personnel Needs** – The department is staffed at levels equal to or better than comparable organizations providing similar governmental functions. We do not anticipate the need for additional personnel in the department over the next several years.

**Capital Needs** – The continued investment in technology, citywide, will be an important element of success. Our department will continue to work to provide leadership in identifying appropriate investments in technology. We will be developing a citywide technology replacement reserve recommendation for consideration by the Mayor and City Council. We will include the necessary ancillary equipment and training in our recommendations. The accomplishment of the original Technology Strategic Plan is a major step forward in this regard.

**Other Needs** – As indicated above, training will be a key ingredient to success. Our department will work closely with Human Resources to identify training needs and ways to meet those needs. We will work on technology training issues on a citywide basis.

We may need additional investments in technology services in order to take advantage of the Internet. We are just beginning to discuss our plans for embracing electronic government. It was necessary to make other types of improvements (found in our current Technology Strategic Plan) before such a discussion was in order. It is very likely that some support services, and maybe even programming services will be necessary to implement a meaningful electronic government strategy.

### **Performance Targets**

There is no good, substantive measure of performance currently available. As a consequence, one of our measures of success will be the ability to measure performance so we can track progress.

Rudimentary performance measures, which can be of some value, include the use of overtime to get routine tasks accomplished. Currently, the department's use of overtime is summarized as follows:

	<b>1998</b> Actual	<b>1999</b> Actual	<b>2000 (est.)</b> Actual	<b>2000</b> budget	<b>2001</b> budget
Expenditures	\$137,208	\$105,034	\$79,913	\$88,535	\$

### **Effectiveness Measures**

We have begun to develop measures that represent our performance and are inherent in our work (so as to reduce the cost of measuring). Examples of effectiveness measures that we will explore include: accuracy in budget information; number of repeat help desk calls; network and Internet "up-time"; average rate of return on all city funds; number of "hand-checks; number of re-written checks; number of special payroll checks, and other similar measures.

We will add these in future strategic plans.

### **Efficiency Measures**

Examples of efficiency measures include: cost per transaction for purchase orders, payroll checks, claims checks, etc; cost per call for IS help desk; cost per "PC" on network; turn-around time for records requests; IS help desk, and other similar measures.

## **Evaluations of programs and services**

Our department developed a survey that was used in mid-2000 to assess our performance. The survey includes many additional questions that are targeted at specific units within our department and specific services. These additional questions will also be used to identify areas of needed improvement.

The concept of customer satisfaction will be integrated into our employee performance and evaluation system. We will use this feedback to identify (and seek ways to reward) areas of good performance as well as performance that needs improvement. We expect that one result will be the identification of necessary training for our staff development efforts.

### ***Methodology***

Our department developed a survey that was used in mid-2000 to assess our performance. We believe that some survey content will change over time as our issues change. However, basic survey questions about department effectiveness will remain constant. We expect that the annual departmental survey will be our primary source of performance evaluation. The respondents were asked to rate their reaction to the question on a scale from 1 to 7, as follows:

- 1.0 – 3.0 all ratings in this area indicate extreme dissatisfaction levels
- 4.0 – 4.5 indicate extreme ambivalence & some sense of dissatisfaction

- 4.5 – 5.0 indicates weak satisfaction and some ambivalence
- 5.0 indicates moderate satisfaction
- 5.5 indicates average to strong satisfaction
- 6.0 indicates high satisfaction
- 7.0 indicates extreme satisfaction / perfection

Some services are provided to customers who are outside of city employment. As a result, we will be exploring ways to obtain objective feedback from these customers as well. For now, we will concentrate on the majority of our customers – other city employees. This is easier to accomplish and will provide us a stepping-stone to obtaining feedback from outside customers.

### **Results**

The management team for the department recently reviewed the survey. We recognized that the goals identified in the survey may be new to many employees in the department and as a result, it is not fair to use the results for anything more than input for the development of our training needs and communication needs with our own staff. As employees become more familiar with what we deem important indicators of success, it will be appropriate to hold everyone in the department accountable for our mutual success.

We identified a “short-term” target and a “long-term” target. The short term should be able to be accomplished in the next year or two. The long-term target is anticipated to be accomplished by the end of this strategic planning period (2006).

Basic survey questions and performance targets:

	Current	Target Short	Target Long
What is your overall satisfaction?	5.7	6.2	6.6
Staff's flexibility when working with regulations (within limits of regulations)	5.6	6.0	6.4
Do problems get solved quickly?	5.6	6.2	6.7
Are we creative at problem solving?	5.6	6.0	6.4
Are problems to solutions effective?	5.7	6.1	6.5
Are staff courteous and professional	5.6	6.5	6.5
Are staff helpful?	6.0	6.2	6.5
Are you able to contact staff when you call?	5.5	6.1	6.6
Do staff return calls promptly?	5.7	6.1	6.6

## Strategic Budget

### Administration:

	1999 Actual	2000 Budget	2001 Budget	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Administration								
Personnel	138,582	196,787	208,904	213,500	219,051	225,622	232,391	239,363
(overtime)	5,232	5,902	6,928	6,235	6,397	6,589	6,787	6,991
Operations	33,927	83,147	65,147	66,580	68,311	70,361	72,471	74,646
Capital	-			1,500	1,539	1,585	1,633	1,682
Other	-							
<b>Total</b>	<b>172,509</b>	<b>279,934</b>	<b>215,832</b>	<b>281,580</b>	<b>288,901</b>	<b>297,568</b>	<b>306,495</b>	<b>315,690</b>
Assumptions:								
CPI				2.20%	2.60%	3.00%	3.00%	3.00%
FTE's	2	2	2	2	2	2	2	2

### Comments about Administration

Includes all travel and training money for the department.

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### Accounting Division:

	1999 Actual	2000 Budget	2001 Budget	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Accounting Division								
Personnel	574,474	580,020	568,406	580,911	596,015	613,895	632,312	651,281
(overtime)	22,627	20,929	23,507	17,630	13,223	9,917	7,438	5,578
Operations	63,436	92,699	90,699	92,694	95,104	97,958	100,896	103,923
Capital	-	-	-	6,591	6,802	6,979	7,188	7,404
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>637,910</b>	<b>672,719</b>	<b>659,105</b>	<b>680,196</b>	<b>697,921</b>	<b>718,832</b>	<b>740,397</b>	<b>762,608</b>
FTE's	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3

### Comments about Accounting Division:

Includes utility billing function and specific accounts for annual audit (\$55,000).

## Treasury &amp; Records Services:

	1999 Actual	2000 Budget	2001 Budget	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Treasury / Records								
Personnel	522,543	524,607	547,440	559,484	574,030	591,251	608,989	627,258
(overtime)	17,944	15,553	17,534	13,151	9,863	7,397	5,548	4,161
Operations	132,291	173,172	206,066	210,599	216,075	222,557	229,234	236,111
Capital	8,178			7,595	7,838	8,042	8,283	8,532
Other	2,071	6,000	6,000	6,132	6,291	6,480	6,675	6,875
Total	665,083	703,779	759,506	783,810	804,235	828,331	853,181	878,776
FTE's	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8

## Comments about Treasury and Records:

Contractual services for the Microflex, bond trustee services, etc are included (\$67,360), postage (\$13,000) and publication of legal notices (\$40,000).

## Information Services:

	1999 Actual	2000 Budget	2001 Budget	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Information Services								
Personnel	854,133	830,482	799,098	816,678	837,912	863,049	888,941	915,609
(overtime)	47,245	38,802	42,093	31,570	23,677	17,758	13,318	9,989
Operations	356,377	428,415	291,965	298,388	306,146	315,331	324,791	334,534
Capital	264,429	46,322		10,911	11,260	11,553	11,899	12,256
Other	-			-	-	-	-	-
Total	1,474,939	1,305,219	1,091,063	1,125,977	1,155,318	1,189,933	1,225,631	1,262,399
FTE's	14.3	13	12	12	12	12	12	12

## Comments about Information Services:

Equipment, services and supplies are included to provide the technology resources for the city. Central telephone system costs are included in this budget as well.

Purchasing & Contracts:

	1999 Actual	2000 Budget	2001 Budget	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Purchasing & Contracts								
Personnel	230,886	244,299	258,009	263,685	270,541	278,657	287,017	295,627
(overtime)	10,377	7,349	8,254	6,191	4,643	3,482	2,612	1,959
Operations	11,844	20,616	16,616	16,982	17,423	17,946	18,484	19,039
Capital	-			2,746	2,834	2,908	2,995	3,085
Other	-			-	-	-	-	-
Total	242,730	264,915	274,625	283,413	290,798	299,511	308,496	317,751
FTE's	4	4	4	4	4	4	4	4

Comments about Purchasing and Contracts:

Central purchasing function is included. Not included is the "Central Stores" function which is an Internal Service fund of the city.

Total Department:

	1999 Actual	2000 Budget	2001 Budget	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Department Total								
Personnel	2,320,618	2,376,195	2,381,857	2,434,258	2,497,549	2,572,475	2,649,649	2,729,139
(overtime)	103,425	88,535	98,316	74,776	57,803	45,144	35,703	28,677
Operations	597,875	798,049	670,493	685,244	703,060	724,152	745,877	768,253
Capital	272,607	46,322	-	29,343	30,273	31,068	31,999	32,959
Other	2,071	6,000	6,000	6,132	6,291	6,480	6,675	6,875
Total	3,193,171	3,226,566	3,058,350	3,154,977	3,237,173	3,334,175	3,434,199	3,537,225
	39.4	38.1	37.1	37.1	37.1	37.1	37.1	37.1