**2012/13 Budget Presentation**

**Director of Administration (1010)**

- Financial Request
  - Total funding requested: $353,388
  - Increase / Decrease: $4,473 decrease over projected 11/12 expenditures.
  - Human Capital/ Personnel Change: No proposed changes to staffing wage adjustments due to vacant Director and Executive Secretary positions.

- Budget Management
  - The Employee Training & Development budget has been eliminated in 12/13.
  - Cost management actions:
    Non-personnel items will be monitored to ensure we stay within budget.

  - Justification for increases requested: At this time the department is not requesting an increase to the budget. The only increase to the department budget is related to costs of health benefits.

- Cost Analysis and Spending Priorities
  - Priority 1: Total salary and fringe; cost determined by OPM $298,058
    Priority 2: Administrative costs based upon current use $55,330
  - 84% of anticipated expenditures, and therefore cost drivers, are salary or fringe related. The remaining proposed budget is for administrative purposes—office supplies, overtime, professional consultant (actuary), postage, phone etc.
  - Key Operational changes: At the current time, the Director's position is vacant; the Mayor has indicated submitting a name for the next Director of Administration in the near future. That person will be tasked with hiring a New Executive Secretary and leading Office of Administration departments.

- The decrease in funding request is based on lower projected salary and not requesting funds for Employee Training & Development funds. Note: Training funds by labor unit are still budgeted through employee benefits.

**2012/13 Budget Presentation**

**Office of Policy & Management (1011)**

- Financial Request
  - Total funding requested: $1,159,153
  - Increase / Decrease: $40,038 increase over projected 11/12 expenditures.
  - Human Capital/ Personnel Change: No proposed changes to staffing, all positions currently filled. Wage adjustments due to step increases.

- Budget Management
  - There were no significant additions or reductions taken in the 12/13 budget.
  - Cost management actions:
    Non-personnel items will be closely monitored to ensure we stay within budget.

  - Justification for increases requested: At this time the department is not requesting an increase to the budget. The only increase to the department budget is related to step and health benefit increases.

- Cost Analysis and Spending Priorities
  - Priority 1: Total salary and fringe: $1,085,624
    Priority 2: Administrative costs based upon current use $73,529
  - 94% of anticipated expenditures, and therefore cost drivers, are salary or fringe related. The remaining proposed budget is for administrative purposes—office supplies, overtime, postage, phone etc.
  - Key Operational changes: As the present time there are no new operational changes planned other than continued implementation of new budget database technology for use in budget development and quarterly operating and capital reporting to the elected Boards.

- The increase in funding requested is based on salary step increases for two employees

**2012/13 Budget Presentation**

**Grants Office (1012)**

- Financial Request
  - Total funding requested: $327,741
  - Increase / Decrease: $5,307 increase over projected 11/12 expenditures
  - Human Capital/ Personnel Change: No proposed change

- Budget Management
  - There were no significant cost reductions taken in 11/12.
  - Cost management actions:
    Non-personnel items will be monitored to ensure we stay within budget.
    Overtime will be approved judiciously and will be compensated through "comp time".
  - We will continue to develop and implement grant monitoring procedures to minimize potential loss of funding. Partnerships with other municipalities and agencies will be developed as appropriate to increase chances of winning grant funds.

  - Justification for increases requested: No increase in discretionary line items has been requested. All increases are tied to costs of salaries and benefits.

- Cost Analysis and Spending Priorities
  - Priority 1: Total salary and fringe; cost determined by OPM $324,221
    Priority 2: Administrative costs based upon current use $3,520
  - 99% of anticipated expenditures, and therefore cost drivers, are fixed personnel costs. The balance is for administrative purposes—office supplies, overtime, mileage reimbursement, etc.
  - Key Operational changes: The Grants Office will continue to collaborate with operating departments and the Controller's Office to monitor grant expenditures and forecast reimbursements. We will continue to implement the corrective action plan to reduce likelihood of significant findings in future audits.

- The increased funding request is based on salary/benefits increases determined by collective bargaining agreements.

**2012/13 Budget Presentation**

**Assessor's Office (1020)**

- Financial Request
  - Total funding requested: $1,098,798
  - Increase / Decrease: $59,989 (5.77%) increase over projected FY11/12 expenditures
    Human Capital/Personnel Change:
    1. Addition of 1 full-time permanent position: Deputy Assessor.

- Budget Management

  - Cost reduction summary
  - There were no significant cost reductions taken in 11/12.

  - Cost management actions to be taken FY12/13:
  - Overtime will be approved judiciously, but as the City is presently undergoing revaluation, we anticipate spending to exceed the Mayor's request since it is being budgeted at a level that does not reflect an on-going revaluation.
  - Non-personnel items will be monitored to ensure we stay within budget.

- Cost Analysis and Spending Priorities

  - Prioritize department spending and resources:
  - Priority 1: Personnel total salary and fringe; cost determined by OPM - $699,638
  - Priority 2: Contracted Services line item - $260,000 – This line item is comprised of two vendor services: use of an outside appraiser during tax appeals (Buckley) and personal property auditors (TMA). Reducing funding for either of these two services would have a huge negative impact on city tax revenues.

  - Cost Drivers, highlighting controllable cost drivers:
  - 63.6% of the department's cost drivers are fixed personnel and fringe costs.
  - Contracted services comprise 23.7% of the budget.
  - Remaining 15.8% directly supports the ability of assessment inspectors to carry out their state or local assessment mandates in serving the public - vehicle maintenance, advertisement and notices, copying & printing, postage, etc.
  - As all of our duties derive either from state statutes or local ordinances, all of which are highly time-sensitive, there is very little that goes on in the office that is not legally mandated. The entire staff consists of professionals each having over a decade of experience individually, who performs their duties effectively and efficiently.

  - Key Operational changes planned to improve service level (FY12-13):
    The department has little ability to redesign or alter the programs that it oversees as the programs are codified entirely or to some great degree by local or state statute.

- Business case and justification for increases requested:
  The addition of the Deputy Assessor position recognizes the increased work load related to disputed assessments (tax appeals), increase in commercial property development and property revaluation.

**2012/13 Budget Presentation**

**Board of Assessment Appeals (1021)**

- Financial Request
  - Total funding requested: $21,848
  - Increase / Decrease: $19,054 (682.0%) increase over projected FY11/12 expenditures
  - Human Capital/Personnel Change: not applicable

- Budget Management
  - Cost reduction summary
  - There were no significant cost reductions taken in 11/12.
  - Cost management actions to be taken FY12/13:
  - Overtime will be approved judiciously, but it is anticipated that the number of tax appeals filed will skyrocket in the coming year due to revaluation, which is reflected in the Mayor's request.
  - Non-personnel items will be monitored to ensure we stay within budget.

- Cost Analysis and Spending Priorities

  - Prioritize department spending and resources:
  - Priority 1: Overtime; $15,000
  - Priority 2: Official Notices; Copying & Printing; Office Supplies; Postage - $5,400
  - These four line items enable the BAA to serve the public during the tax appeal process according to state statutes.

  - Cost Drivers, highlighting controllable cost drivers:
  - 73.9% of the department's budget is overtime and the related social security. Depending on the number of tax appeals that are filed, this number could deviate substantially from the budget. The budget that has been requested is based on what was spent during the 2007 revaluation.
  - 24.7%, directly supports the ability of the BAA to carry out its state mandates in serving the public - copying & printing, postage, office supplies, official notices, etc.
  - As all of our duties derive either from state statutes or local ordinances, all of which are highly time-sensitive, there is very little that goes on in the office that is not legally mandated.

  - Key Operational changes planned to improve service level (FY12-13):
    The department has little ability to redesign or alter the programs that it oversees as the programs are codified entirely or to some great degree by local or state statute.

- Business case and justification for increases requested:
  Large increases across the entire BAA budget are necessary during a revaluation year to serve the public in compliance with state statutes regarding the handling of tax appeals.

**2012/13 Budget Presentation**

**Revenue Services (1022)**

- Financial Request
  - Total funding requested: $845,918
  - Increase / Decrease: -$950 (0.01%) decrease over projected FY11/12 expenditures
  - Human Capital/Personnel Change: no changes are proposed.

- Budget Management
  - Cost reduction summary
  - A significant cost reduction taken in FY11/12 was the 5-month delay in filling the open delinquent collector position. This led to a savings of over $29,000 for the fiscal year.

  - Cost management actions to be taken FY12/13:
  - Overtime will be approved judiciously to ensure we stay within budget.
  - Non-personnel items will be monitored to ensure we stay within budget.

- Cost Analysis and Spending Priorities
  - Prioritize department spending and resources:
  - Priority 1: Personnel salary and fringe; cost determined by OPM - $614,792
  - Priority 2: Contracted Services - $94,000 – This pays for the printing of the city's regular and delinquent tax bills for the full year.
  - Priority 3: Postage - $120,000 – This pays to mail tax bills to all taxpayers for the full year.

  - Cost Drivers, highlighting controllable cost drivers:
  - 72.7% of the department's cost drivers are fixed personnel and fringe costs.
  - Contracted services and postage comprise another 25.3% of the budget.
  - As all of our duties derive either from state statutes or local ordinances, all of which are highly time-sensitive, there is very little that goes on in the office that is not legally mandated. The entire staff consists of professionals each having over a decade of experience individually, who performs their duties effectively and efficiently.

  - Key Operational changes planned to improve service level (FY12-13):
    The department has little ability to redesign or alter the programs that it oversees as the programs are codified entirely or to some great degree by local or state statute.

- Business case and justification for increases requested:
  No increases, other than salary/benefit increases due to collective bargaining agreements, are requested.

**2012/13 Budget Presentation**

**Taxation Services (1023)**

- Financial Request
  - Total funding requested: $518,071
  - Increase / Decrease: -$12,665 (2.51%) increase over projected FY11/12 expenditures
  - Human Capital/Personnel Change: one open Account Clerk I position (fully funded) due to retirement

- Budget Management

  - Cost reduction summary
  - There were no significant cost reductions taken in FY11-12

  - Cost management actions to be taken FY12/13:
  - Overtime will be approved judiciously to ensure we stay within budget.
  - Non-personnel items will be monitored to ensure we stay within budget.

- Cost Analysis and Spending Priorities

  - Prioritize department spending and resources:
  - Priority 1: Personnel salary and fringe; cost determined by OPM - $484,579 – This department is carrying a high number of retirees, to the tune of $68,091, or 41.1% of total medical & life.
  - Priority 2: Office Supplies - $16,400 – This pays for all the supplies used by the entire Office of Assessment and Taxation for the full year.
  - Priority 3: Equipment Rental - $12,000 – This pays for all printer leases for the entire Office of Assessment and Taxation for the full year.

  - Cost Drivers, highlighting controllable cost drivers:
  - 93.5% of the department's cost drivers are fixed personnel and fringe costs.
  - Office Supplies and Equipment rental comprise 5.5% of the budget.
  - As all of our duties derive either from state statutes or local ordinances, all of which are highly time-sensitive, there is very little that goes on in the office that is not legally mandated. The entire staff consists of professionals each having over a decade of experience individually, who performs their duties effectively and efficiently.

  - Key Operational changes planned to improve service level (FY12-13):
    The department has little ability to redesign or alter the programs that it oversees as the programs are codified entirely or to some great degree by local or state statute.

- Business case and justification for increases requested:
  No increases, other than salary/benefit increases due to collective bargaining agreements, are requested.

**2012/13 Budget Presentation**

**Tax Administration (1024)**

- Financial Request
  - Total funding requested: $150,574
  - Increase / Decrease: $1,628 (1.09%) increase over projected FY11/12 expenditures
  - Human Capital/Personnel Change: no changes are proposed.

- Budget Management

  - Cost reduction summary
  - There were no significant cost reductions taken in FY11-12

  - Cost management actions to be taken FY12/13:
  - Non-personnel items will be monitored to ensure we stay within budget.

- Cost Analysis and Spending Priorities

  - Prioritize department spending and resources:
  - Priority 1: Personnel salary and fringe; cost determined by OPM - $148,436 – This department is carrying a high number of retirees, to the tune of $22,697, or 53.7% of total medical & life.

  - Cost Drivers, highlighting controllable cost drivers:
  - Upwards of 98.5% of the department's cost drivers, are fixed personnel and fringe costs.
  - Telephone comprises 1.4% of the budget.
  - As all of our duties derive either from state statutes or local ordinances, all of which are highly time-sensitive, there is very little that goes on in the office that is not legally mandated. The entire staff consists of professionals each having over a decade of experience individually, who performs their duties effectively and efficiently.

  - Key Operational changes planned to improve service level (FY12-13):
    The department has little ability to redesign or alter the programs that it oversees as the programs are codified entirely or to some great degree by local or state statute.

- Business case and justification for increases requested:
  No increases, other than salary/benefit increases due to collective bargaining agreements, are requested.

**2012/13 Budget Presentation**

**Property Revaluation (1026)**

- Financial Request
  - Total funding requested: $513,936
  - Increase / Decrease: -$891,866 (63.44%) decrease over projected FY11/12 expenditures
  - There was a $1,043,750 additional appropriation to the department for finalizing the contract for outside revaluation services.
  - Human Capital/Personnel Change:
    1. Deleted: Real Estate Sales Analyst; added: Commercial and Residential Analyst – increase in salary from $59,048 to $65,160
    2. Title Change: Account Clerk II to Tax Exempt Coordinator – no change in salary

- Budget Management

  - Cost reduction summary
  - There were no significant cost reductions taken in 11/12.

  - Cost management actions to be taken FY12/13:
    Overtime will be approved judiciously, but as the City is presently undergoing revaluation, actual spending may deviate greatly from the budget request.
    Non-personnel items will be monitored to ensure we stay within budget.

- Cost Analysis and Spending Priorities

  - Prioritize department spending and resources:
  - Priority 1: Personnel salary and fringe; cost determined by OPM - $378,505
  - Priority 2: Contracted Services - $105,000 – This line item is for outside review of commercial properties assessments for purposes of revaluation.
  - Priority 3: Postage and Copying & Printing - $19,270 and $4,000 – This pays for the department to print and mail out all the income & expense statements to commercial property owners as part of the annual development of the Grand List.

  - Cost Drivers, highlighting controllable cost drivers:
  - 73.6% of the department's cost drivers are fixed personnel and fringe costs.
  - Contracted services, postage, and copying & printing comprise 24.9% of the budget.
  - As all of our duties derive either from state statutes or local ordinances, all of which are highly time-sensitive, there is very little that goes on in the office that is not legally mandated. The entire staff consists of professionals each having over a decade of experience individually, who performs their duties effectively and efficiently.

  - Key Operational changes planned to improve service level (FY12-13):
    The department has little ability to redesign or alter the programs that it oversees as the programs are codified entirely or to some great degree by local or state statute.

**2012/13 Budget Presentation**

**Controller's Office (1032)**

- Financial Request
  - Total funding requested: $1,935,663
  - Increase / Decrease: $280,622 increase over projected 11/12 expenditures
  - Human Capital/ Personnel Change: Internal Audit Analyst not funded, Internal Auditor Manager Vacant, Sr. Accountant Vacant.

- Budget Management
  - There were no significant cost reductions taken in 11/12.
  - Cost management actions:
    Non-personnel items will be monitored to ensure we stay within budget.

  - Justification for increases requested: Ceridian increase in accordance with contract - All increases are tied to costs of salaries and benefits.

- Cost Analysis and Spending Priorities
  - Priority 1: Personnel salary and fringe; cost determined by OPM $1,456,202
    Priority 2: Administrative costs based upon current use $479,461
  - 75.2% of anticipated expenditures, and therefore cost drivers, are fixed personnel costs. The balance is for administrative purposes—office supplies, overtime, contracted services, etc.
  - Key Operational changes: Instituting the Controller's council to address the MD&A and all audit issues.

- The increased funding request is based on salary/benefits increases determined by collective bargaining agreements.

**2012/13 Budget Presentation**

**Technology Management Services (1060)**

- Financial Request
  - Total funding requested: $1,339,376
  - Increase / Decrease: $131,960 increase over projected 11/12 expenditures
  - Human Capital/ Personnel Change: 1 GIS Analyst added (half year)
  - Total "IT spend" less than one percent of total city budget

- Budget Management
  - Summary of cost reductions taken in 11/12 – include amount and source
    There were no significant cost reductions taken in 11/12.
  - Cost management actions to be taken in 2012-13:
    Quarterly reports are in place and reviewed to measure expenses.
    Overtime will be approved judiciously and, when appropriate, will be compensated through "comp time".

  - Justification for increases requested: GIS analyst is required to administer WPCA storm and sewer mapping project. Software maintenance increase is reflected by the following additional programs:

- Cost Analysis and Spending Priorities:
  - As the TMS budget is comprised of City and Board of Education initiatives it is difficult to prioritize the budget line by line. An elevated view of the budget will reflect 6 key areas within Technology Management Services; Administration, Application Support, Field Tech Support, E-Government/Web, GIS and Training/Education. All areas overlap each other and without one component the TMS budget will, in effect, raise the need for resources in other areas.
  - Cost drivers are union contracts, leased data circuit contracts, and Hardware/ Software support contracts.
  - An example of cost reduction measures would be the implementation of dark Fiber connectivity between buildings, although capital funding is required for installation; greater than 50% of the operational costs are reduced. Capital payback in most cases is less than 7 years.
  - Key Operational changes: Increase in personnel to include one GIS analyst.

- Business case and justification for any increases in resources:
  - The increase of the GIS analyst position will allow for the facilitation of the WPCA project as well as increase support to the public safety department.
    Currently the entire city is supported by one GIS position and the position requested has become imperative for the city to utilize GIS analytical tools in compliance with state and federal mandates. Financial impact on non-compliance can be measured by fines levied on city.

**Risk Management Department**

**2012/2013 Budget Presentation**

- Review of Budget Request:
  - Total Request is $83,808,089 which includes City and BOE Medical/Life Insurance
  - Total increase of $1,838,245
  - Actual Risk Management Fund variance for non-Medical is a decrease of $349,232 compared to FY 2011/2012
  - Human Capital/Personnel Change: No proposed change

- Budget Management:
  - The decrease in this year's budget is largely due to reductions in workers' compensation claims. Risk sets a goal of at least a 10% reduction in workers' compensation claims and dollars incurred each year. We have reduced our WC self- insured payments budget by 4.8%.
  - Other reductions can be attributed to reduced liability claims, partially from motor vehicle accidents.

- Cost Analysis and Spending Priorities:
  - Risk utilizes 3 years loss data, current insurance market trends, and employee counts to calculate budget. All items listed in the budget submitted are a priority and necessary to the function of the Risk Management Department.
  - Providing safety training, investigating claims, and holding departments accountable has and will continue to reduce self- insured payments, and have a positive effect on premiums and assessments.