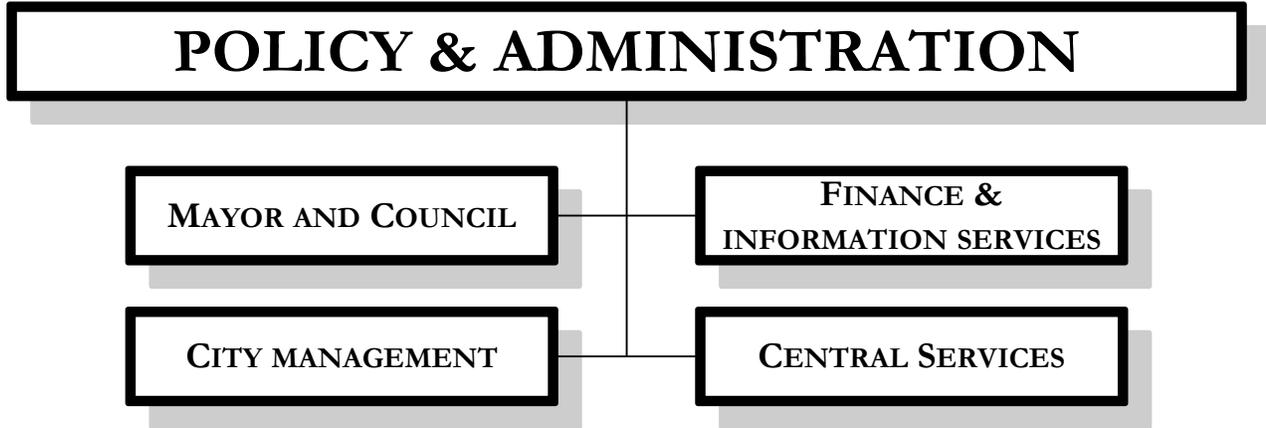


POLICY & ADMINISTRATION ORGANIZATION CHART



POLICY AND ADMINISTRATION PROGRAM

The Policy and Administration Program consists of the Mayor and Council, City Management, Central Services and the Finance and Information Service Departments. This program includes a wide variety of functions that encompass the areas of administrative support, fleet and property management, strategic planning, city management, computer and information services, financial management, accounting, utility billing, municipal court, human resource management, records management, risk management and contracts and purchasing.

The Mayor and Council and the Municipal Court budgets are funded completely out of the General Fund. The other budget units are funded by charge backs to other city programs that use these common services.

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	43.95	45.85	53.35	54.35	54.35	54.35	1.9%
Budget By Category							
Personal Services	4,715,484	4,801,637	6,245,017	6,219,190	6,219,190	6,258,570	0.2%
Materials & Services	1,993,205	2,194,717	3,855,738	3,977,813	4,107,813	4,109,601	6.6%
Interdepartmental Costs	100,737	130,821	116,202	110,336	110,336	110,336	-5.0%
Capital Outlay	262,106	194,492	384,044	533,250	533,250	533,250	38.9%
Total All Category	7,071,531	7,321,666	10,601,001	10,840,589	10,970,589	11,011,757	3.9%
Budget By Division							
Mayor and Council	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
City Manager's Office	794,852	812,517	972,438	879,111	879,111	879,111	-9.6%
Human Resources	664,331	542,496	730,773	685,940	685,940	685,940	-6.1%
Risk Management	544,054	664,247	759,275	772,114	772,114	813,282	7.1%
Communications	456,488	444,455	571,811	601,469	601,469	601,469	5.2%
Municipal Court	460,425	507,330	576,678	526,846	526,846	526,846	-8.6%
City Recorder/Records	480,397	370,729	426,967	521,202	521,202	521,202	22.1%
Finance & Info. Services Admin.	405,229	450,332	540,272	482,776	482,776	482,776	-10.6%
Financial Operations	529,413	531,554	615,506	620,053	620,053	620,053	0.7%
Utility Billing	776,258	940,907	1,163,974	1,092,227	1,092,227	1,092,227	-6.2%
Information Technology	1,505,675	1,565,357	1,828,672	2,185,193	2,185,193	2,185,193	19.5%
FIS Interim Plan	0	0	0	0	0	0	0.0%
Contracts and Purchasing	213,664	220,232	239,449	250,996	250,996	250,996	4.8%
Fleet Maintenance	0	0	203,772	257,692	257,692	257,692	26.5%
Property Management	0	0	1,648,590	1,654,221	1,784,221	1,784,221	8.2%
Total All Division	7,071,531	7,321,666	10,601,001	10,840,589	10,970,589	11,011,757	3.9%
Budget by Fund							
General Fund - 100	701,172	778,840	899,502	837,595	837,595	837,595	-6.9%
Water Debt Service Fund - 533	0	0	0	0	0	0	0.0%
Central Services Fund - 600	6,351,518	6,529,460	7,799,137	8,041,081	8,041,081	8,082,249	3.6%
Fleet/Property Management Fund	0	0	1,852,362	1,911,913	2,041,913	2,041,913	10.2%
Insurance Fund - 660	18,842	13,365	50,000	50,000	50,000	50,000	0.0%
Total All Fund	7,071,531	7,321,666	10,601,001	10,840,589	10,970,589	11,011,757	3.9%

MAYOR AND CITY COUNCIL

POLICY & ADMINISTRATION

MAYOR & COUNCIL

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Budget By Category							
Personal Services	141,249	151,964	185,874	163,289	163,289	163,289	-12.2%
Materials & Services	99,498	119,546	136,950	147,460	147,460	147,460	7.7%
Interdepartmental Costs	0	0	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0	0	0.0%
Total All Category	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
Budget By Division							
Mayor and Council	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
Total All Division	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
Budget by Fund							
General Fund - 100	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
Total All Fund	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%

PROGRAM DESCRIPTION:

The Mayor and four City Councilors provide legislative and policy leadership for city government. The Mayor and Councilors are elected by citizens for four-year terms on a non-partisan basis and serve part-time. The Council hires the City Manager to run day-to-day operations. The City Council reviews, revises and adopts city laws and policies and sets the overall direction of the city.

PROGRAM RESULTS:

- Basic city services provided to citizens are cost-effective and are delivered without interruption.
- Tigard's interest in regional and statewide activities is coordinated with appropriate agencies and jurisdictions.
- Tigard citizens are involved in the community and participate effectively.
- Programs and activities are available in the community to meet the needs of a diverse population.
- External and internal city assets are well managed and utilized.
- Master plans, management and fiscal policies are adopted; resources are allocated to position Tigard for the future.
- The community is engaged and connected to the city's strategic vision.

ACCOMPLISHMENTS:

FY 2015-2016:

1. Provide Recreation Opportunities for the People of Tigard

Accomplishments:

The city hired a recreation coordinator in December and a Park and Recreation Charge study is underway. Staff updated the Recreation Finder tool and Council placed a ballot title for a community center building on the November 2015 ballot. It was defeated by voters.

City continue to talk with recreation providers (THPRD & TTSD) about possible partnership opportunities.

2. Make Downtown Tigard a Place Where People Want to Be

Accomplishments:

The Ash/Burnham site was cleared, building permits issued and construction has begun on this mixed use redevelopment project.

The downtown Saxony property mixed-use public space design study got underway, complementing the installation of Gateway improvements which were completed.

The downtown's first Strolling Street is under construction at Maki/Wine Crafter/Elvia Hair Salon businesses, the Tigard Downtown Assn. Produced a successful Street Fair.

The Sidewalk Gap technical group finished its preliminary inventory and presented results at the October 20 Council Workshop. Tigard Street trail was paved as a temporary measure to allow pedestrian use and easier access to downtown.

3. Adopt Tigard Triangle Strategic Plan and Enable Future Development Capacity

Accomplishments:

A Tigard Triangle Lean Code workshop was held September 14-17 to begin drafting code and zoning changes for the Tigard Triangle. The workshop provided an opportunity for the city leaders, Triangle landowners, business leaders, and developers to work with the PlaceMakers/DPZ/Crabtree consultant team to establish a framework for the new Lean Code to implement the Triangle Strategic Plan. Three public meetings were held. Drafts of the following documents received two rounds of public input and staff review: zoning map, street network plan, thoroughfare plan (which designates street classification and section requirements such as width, on-street parking, number of lanes, etc.) and frontage types, which illustrates how different types of development will look on the sites.

The city was awarded a \$145,000 Metro Community Planning & Development Grant to investigate the feasibility of walkable mixed-use development and tools to facilitate such development.

A new section of sidewalk was completed to fill the gap between 68th Ave and the I-5 Bridge on Haines/Atlanta Streets, and a seating area at the "overlook" at 68th and Dartmouth using the Lighter, Quicker, Cheaper project funds.

Community Development held an ice cream social in the Tigard Triangle to promote the completion of the Dartmouth Overlook project and walkability in the Triangle.

4. Enable Groundbreaking in River Terrace by Summer 2015

Accomplishments:

Infrastructure Financing Project

Discussions continue with HBA regarding their legal challenge of our residential transportation SDCs. Discussions are on hold with business community regarding proposed non-residential transportation SDCs due to HBA legal challenge. Citywide park utility fee of \$1.11/month is on track for adoption. River Terrace transportation and stormwater utility fee adoption schedule TBD.

River Terrace Community Plan Implementation:

A downstream analysis of River Terrace drainageways is complete; the final report is being prepared. An interdepartmental design review committee meets regularly to review park, stormwater facility and River Terrace Blvd design proposals. A consultant was hired to evaluate and make recommendations for optimal ped/bike connections, streetscape and intersection treatments, and wayfinding signage, while the city sent a letter to Metro requesting that the southern Urban Reserve Area be added to the UGB.

Permitting:

Six subdivision applications approved by the city for a total of over 1,000 homes; One subdivision application reviewed at a pre-application conference; Four demolition permits and three grading permits issued; Eight model home permits under review; One public facility improvement permit issued and another under review.

Public Facilities:

The Clean Water Services sewer pump station application was deemed complete and the public hearing before the Hearings Office happened on November 9.
A draft MSTIP IGA for funding Roy Rogers Rd reviewed by the city, awaiting county's comments.

River Terrace webpages revamped to reflect the project's shift from planning to development and to provide more background information ([FAQ](#)) and up-to-date development information

5. Expand Opportunities to Engage People in the Community

Accomplishments:

City Council hosted two events to talk about issues with residents: a Picnic in Summerlake Park (July) and a Tigard Tailgate at Tigard High (October). City staff completed a series of Community Ice Cream Visits to gain feedback on issues relevant to neighborhoods.

A Voters Forum was held at Twality Middle School on October 8 in service to three measures on the November ballot.

Open Budget Portal was deployed (<http://budget.tigard-or.gov/#!/year/default>) and went live with the new fiscal year. Staff added the CIP in August and had over 750 page views in one month. Finance staff worked with Socrata to add unaudited year-to-date actuals with the budget and explored the Open Checkbook application which would provide full detailed multi-year history on line.

Thirteen Tigard Walks events were held between January and December. In three instances walks supported community events planned to bring people outside.

The communications plan was completed in June with key messages to be used by all staff in external communications. The Communications Strategist and the Goal 3 Team for the Strategic Plan are using the plan's three strategies to strengthen communications internally and externally and build public involvement with the Strategic Plan, including dynamic community engagement outside of City Hall.

Successful National Night Out neighborhood events were held throughout the city, with visits by the City Manager, Chief Orr, Asst. Chief deSulley, Mayor Cook and the City Councilors.

City Council received an award from the Oregon Chapter of the American Planning Assn. for leadership in adoption of strategic plan.

A plan to reboot the Neighborhood Network Program has been submitted to the City Manager.

GOALS & OBJECTIVES:

FY 2016-2017:

2015-2017 Tigard City Council Goals Priorities for Council Attention and Action**1. Provide Recreation Opportunities for the People of Tigard Objectives**

- Establish city recreation program in 2015-16 adopted budget
 - Recreation clearinghouse and program guide
 - Grants & scholarships
 - Recreation coordinator – staff position
 - Programs and classes (beginning Year 2)
 - Outdoor events (Year 2)
 - Indoor events (Year 3)

- Explore feasibility of partnership opportunities, including THPRD, YMCA, TTAD, TTSD, other city, or non-profit opportunities; establish facility partnership if feasible

- Consider a voter-approved measure to fund recreation

- Complete the city's facilities strategic plan to identify future facility needs for a recreation/community center.

2. Make Downtown Tigard a Place Where People Want to Be

- Objectives:
 - Support residential and mixed use development in walkable and transit-supported areas by completing the Ash Ave/Burnham Redevelopment project

 - Increase walkable access to open space by advancing plans for new downtown open space, including the Tigard Street Trail plaza, the Fanno Creek Overlook, and a Main Street plaza, including programming

 - Strengthen downtown's identity by completing gateway improvements and install art at both Main Street entrances

 - Support walkability by completing two Strolling Street projects

 - Secure brownfields cleanup grant (if eligible) to facilitate infill or open space development enabling a more walkable and interconnected downtown

 - Promote downtown as a place to shop, dine and recreate through communications and support of Tigard Downtown Alliance activities.

3. Adopt and Begin Implementation of Tigard Triangle Strategic Plan

- Tigard Triangle Strategic Plan
 - Plan Development
 - Council consideration and adoption (code and plan amendments)

- Consider Lean Code and Plan Amendments
 - Zoning
 - Community Development Code
 - Transportation System Plan
 - Parks and Trails Master Plans

- Infrastructure Planning
 - Citywide Stormwater Master Plan
 - Triangle Stormwater Implementation Plan
 - Streetscape Design Plan
 - 72nd Avenue Study (pending CIP approval)

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of regional committees requiring elected official attendance	9	9	9	9
Number of City Council meetings	38	38	38	38
Average length (hours) of council meetings	3	3	3	3
Number of Resolutions adopted	78	78	78	78
Number of Ordinances adopted	20	20	20	20
Population served	48,695	49,135	50,444	50,750
Number of opportunities for residents to interact with elected officials (12 Fireside Chats, 16 1x10 events, 2 Town Halls)	NA	16	30	30

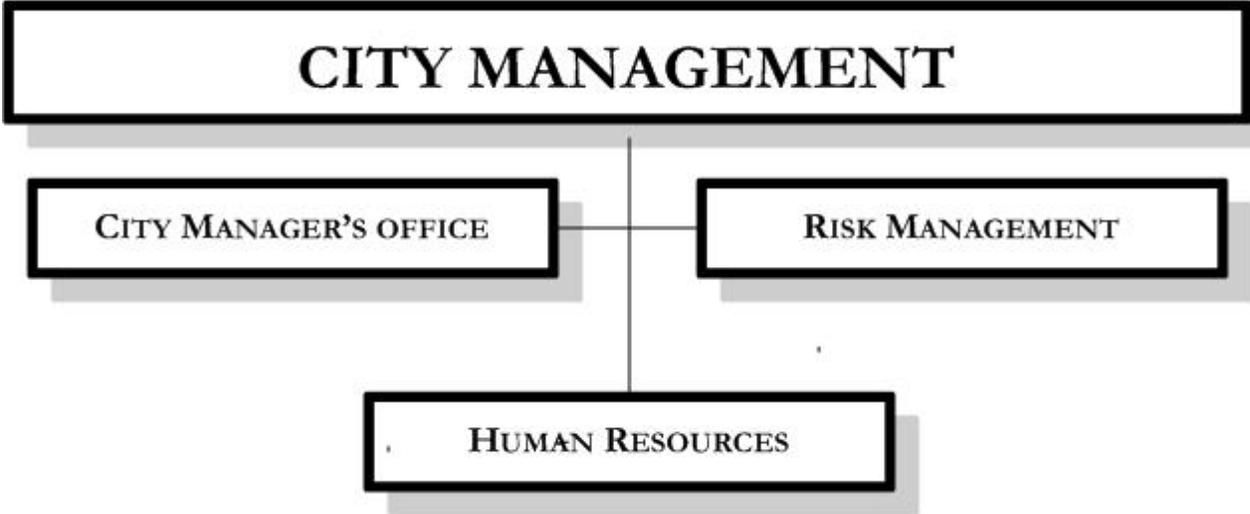
EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Survey is conducted every other year.	Yes	No	Yes	No
Average rating on citizens' highest service priorities	8.5	8.5	8.5	8.5
Citizens rating overall city services as good or better	85%	0	93%	95%
Citizens who feel that Tigard will be a better place to live and work in the future	85%	0	85%	85%
Citizens rating overall city services as good or better	87%	0	87%	87%
Citizens who say the city's long-term strategic vision represents their long-term vision (as measured in biennial survey)	49%*	0	55%	60%

*average of phone & web responses

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
	0.00	0.00	Total FTE	0.00	0.00	0.00	
84,971	85,413	113,694	51001 - Salaries - Management	88,071	88,071	88,071	-22.5%
84,971	85,413	113,694	Total Personal Services - Salaries	88,071	88,071	88,071	-22.5%
1,185	997	480	52001 - Unemployment	98	98	98	-79.6%
507	585	221	52002 - Worker's Compensation	267	267	267	20.8%
6,620	6,279	7,288	52003 - Social Security/Medicare	7,430	7,430	7,430	1.9%
611	617	690	52004 - Tri-Met Tax	702	702	702	1.7%
0	0	266	52005 - Retirement	0	0	0	-100.0%
42,176	51,550	63,235	52010 - Medical/Dental/Vision	66,721	66,721	66,721	5.5%
5,178	6,522	0	52011 - Dental Benefits	0	0	0	0.0%
56,277	66,551	72,180	Total Personal Services - Benefits	75,218	75,218	75,218	4.2%
93	182	800	53001 - Office Supplies	800	800	800	0.0%
93	182	800	Total Supplies	800	800	800	0.0%
9,974	13,767	9,540	54001 - Professional/Contractual Services	10,390	10,390	10,390	8.9%
21,310	29,023	27,651	54003 - Legal Fees	27,651	27,651	27,651	0.0%
0	0	0	54114 - R & M - Office Equipment	0	0	0	0.0%
0	0	25	54115 - Vehicle Usage	25	25	25	0.0%
1,815	3,451	0	54205 - Utilites - Phone/Pager/Cells	0	0	0	0.0%
0	450	0	54300 - Advertising & Publicity	0	0	0	0.0%
39,059	43,782	50,234	54302 - Dues & Subscriptions	48,794	48,794	48,794	-2.9%
25,338	27,367	43,100	54303 - Travel and Training	53,400	53,400	53,400	23.9%
1,909	1,525	5,600	54311 - Special Department Expenses	6,400	6,400	6,400	14.3%
99,405	119,364	136,150	Total Services	146,660	146,660	146,660	7.7%
240,746	271,510	322,824	Total Mayor and Council	310,749	310,749	310,749	-3.7%

CITY MANAGEMENT ORGANIZATION CHART



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	12.60	11.60	12.60	10.90	10.90	10.90	-13.5%
Budget By Category							
Personal Services	1,256,024	1,338,971	1,579,057	1,419,524	1,419,524	1,458,904	-7.6%
Materials & Services	734,596	677,688	877,929	911,141	911,141	912,929	4.0%
Capital Outlay	12,616	2,600	5,500	6,500	6,500	6,500	18.2%
Total All Category	2,003,237	2,019,260	2,462,486	2,337,165	2,337,165	2,378,333	-3.4%
Budget By Division							
City Manager's Office	794,852	812,517	972,438	879,111	879,111	879,111	-9.6%
Human Resources	664,331	542,496	730,773	685,940	685,940	685,940	-6.1%
Risk Management	544,054	664,247	759,275	772,114	772,114	813,282	7.1%
Total All Division	2,003,237	2,019,260	2,462,486	2,337,165	2,337,165	2,378,333	-3.4%
Budget by Fund							
Central Services Fund - 600	1,984,395	2,005,895	2,412,486	2,287,165	2,287,165	2,328,333	-3.5%
Insurance Fund - 660	18,842	13,365	50,000	50,000	50,000	50,000	0.0%
Total All Fund	2,003,237	2,019,260	2,462,486	2,337,165	2,337,165	2,378,333	-3.4%

PROGRAM DESCRIPTION:

The City Management Division consists of the City Manager and staff supporting the activities of the City Council and assisting in the overall management of city programs. The City Manager is hired by the City Council to run the daily affairs of the city and to implement policies adopted by the council. A major focus of this division is on communications among the city, citizens, and employees. Specific activities of this division include:

- Communicate City Council's direction on policies, laws and directives to the executive staff and employees.
- Encourage the use of a variety of communication tools, including the Cityscape, the city's web page, Facebook, Twitter, Neighborhood Network Web pages and other means to make information available to citizens and employees.
- Review and refine the information presented to the City Council.
- Coordinate the city's legislative agenda including monitoring bills, facilitating written and oral testimony and schedule regular meetings with state and federal legislators for the Mayor and Council members.
- Oversee the implementation of Tigard's Strategic Plan: *To make Tigard the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.*

PROGRAM RESULTS:

- Tigard citizens have access to accurate information on current issues in a variety of formats.
- Plans and programs are in place for coordinated management of the city's assets.
- Tigard citizens participate in programs and activities that connect them with decision-makers and community members.
- City departments proactively manage issues and achieve stated goals.
- Messaging engages the community and advances the vision.

ACCOMPLISHMENTS:

FY 2015-2016:

- **Strategic Planning** efforts were very successful this year towards making *Tigard the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.*
 - City Management staff planned and led 13 free community walks in support of the city's vision
 - The Tigard Street trail was paved as a temporary measure to allow pedestrian use and easier access to downtown.
 - Staff increased awareness of the strategic plan through photo contests, a Walk Friendly assessment, Cityscape articles, and weekly website updates.

- A list of staff and resident's favorite walking and biking routes was compiled & made available on the city web.
- A new section of sidewalk was completed to fill the gap between 68th Ave and the I-5 Bridge on Haines/Atlanta Streets, and a seating area at the "overlook" at 68th and Dartmouth was completed using the Lighter, Quicker, Cheaper project funds.

- **Communication & Community Engagement with Tigard residents**

- The biennial citizen survey was conducted and delivered valuable feedback in the areas of parks maintenance fee, detailed views on the failed community and recreation center ballot measure, priorities for possible walkability improvements and strategic planning and transportation preferences for the Southwest Corridor.
- Tigard staff met with hundreds of residents at the downtown Farmers Market between May and October.
- A citywide communication plan was completed, providing staff with tools to strengthen communication internally and externally and build public involvement.
- Council 1x10 meetings were replaced by Council outreach that included a Summerlake barbeque in July and community "tailgate" at the high school in October. More outreach events are planned for 2016 in support of the city's goal to engage residents through communication in the community.
- Staff guided the revitalized Tigard Youth Advisory Council throughout the year, including a trip for two students to the National League of Cities Congressional Cities Conference in Washington, DC.
- A plan to reboot the Neighborhood Network Program got underway in 2015 and proposes new initiatives to engage residents where they live.
- The city hosted a quarterly community roundtable with 20 leaders from non-profits and churches.
- The city unveiled a new, technologically adept website accessible to today's media devices. July was a record-breaking month for the new website with more than 53,000 views.

- **Legislative Advocacy**

- Assisted Just Compassion with establishing a homeless day shelter in Tigard and navigating the grants process at the federal level.
- Submitted a \$400,000 in EPA Brownfields Cleanup grant application to facilitate infill or open space development enabling a more walkable and interconnected downtown.
- The city was successful in gaining lottery funds for economic development of the Hunziker Industrial Core.
- The city was awarded a \$145,000 Metro Community Planning & Development Grant to investigate the feasibility of walkable mixed-use development and tools to facilitate such development in the Tigard Triangle.

GOALS & OBJECTIVES:

FY 2016-2017:

City Management will continue to advance the city's strategic plan vision to make Tigard the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.

STRATEGIC GOALS:

1. Facilitate walking connections to develop an identity.
2. Ensure development advances the vision.
3. Engage the community through dynamic communication.
4. Fund the vision while maintaining core services.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Legislative status reports issued weekly during the current legislative session	22	22	22	22
Cityscape issues published each year	12	12	12	12
Number of City Manager meetings with Councilors and Mayor	100	100	100	100
Up-to-date and accurate messaging - currency of web pages, Twitter followers, Facebook followers	NA	90%	90%	90%
Number of TigardWalks events as part of Strategic Plan integration	NA	12	13	12

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Citizens ranking responsiveness of city staff as good or better	90%	90%	90%	90%
Citizens ranking the quality of city services as good or better	80%	80%	80%	80%
People that name Cityscape as a good source of information about the city	75%	65%	65%	66%
People that name the city's website as a source of information	15%	30%	35%	40%
Number of active Neighborhood Network webpages	13	13	14	14
Facebook followers	NA	800	850	1,450
Twitter followers	NA	2,014	2,500	3,168
Percentage of residents that are aware of the city's Strategic Plan (The most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives).	52%	NA	54%	60%
Percentage of website visits that lead to use of an online engagement tool	NA	25%	25%	35%
City communication tools provide the most accurate and current information measured by an increase in use	NA	20%	20%	30%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.70	0.70	0.70	1.00
Assistant to the City Manager	0.20	0.20	0.40	1.00
Exec. Asst. to City Manager	0.90	0.90	0.90	0.90
Web Services Coordinator	1.00	1.00	1.00	0.00
Communications Strategist	0.00	1.00	1.00	0.00
Sr. Management Analyst	0.20	0.20	0.50	1.00
Total FTE	4.00	5.00	5.50	4.90

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
4.00	5.00	5.50	Total FTE	4.90	4.90	4.90	
427,382	501,113	559,073	51001 - Salaries - Management	545,869	545,869	545,869	-2.4%
0	11,523	15,256	51005 - Part Time - Temporary	0	0	0	-100.0%
427,382	512,636	574,329	Total Personal Services - Salaries	545,869	545,869	545,869	-5.0%
5,964	5,861	2,913	52001 - Unemployment	541	541	541	-81.4%
824	1,193	1,509	52002 - Worker's Compensation	1,211	1,211	1,211	-19.7%
30,376	36,022	44,546	52003 - Social Security/Medicare	41,388	41,388	41,388	-7.1%
3,083	3,713	4,215	52004 - Tri-Met Tax	3,915	3,915	3,915	-7.1%
62,857	68,347	81,511	52005 - Retirement	75,745	75,745	75,745	-7.1%
2,640	3,133	3,360	52007 - VEBA - ER	3,300	3,300	3,300	-1.8%
1,875	1,083	2,974	52008 - Life Ins/ADD/LTD	2,263	2,263	2,263	-23.9%
1,460	1,460	0	52009 - Long Term Disability	0	0	0	0.0%
36,040	45,010	63,187	52010 - Medical/Dental/Vision	39,163	39,163	39,163	-38.0%
3,815	4,530	0	52011 - Dental Benefits	0	0	0	0.0%
-1,190	7,864	22,968	52012 - Accrued Vacation	23,000	23,000	23,000	0.1%
147,744	178,215	227,183	Total Personal Services - Benefits	190,526	190,526	190,526	-16.1%
2,260	1,174	4,500	53001 - Office Supplies	3,500	3,500	3,500	-22.2%
0	1,946	0	53002 - Small Tools & Equipment	0	0	0	0.0%
2,260	3,121	4,500	Total Supplies	3,500	3,500	3,500	-22.2%
169,983	88,212	130,800	54001 - Professional/Contractual Services	90,150	90,150	90,150	-31.1%
0	1,295	500	54003 - Legal Fees	500	500	500	0.0%
0	431	1,440	54205 - Utilites - Phone/Pager/Cells	480	480	480	-66.7%
34,768	4,600	5,000	54300 - Advertising & Publicity	6,000	6,000	6,000	20.0%
20	72	480	54301 - Fees and Charges	360	360	360	-25.0%
2,119	1,600	6,439	54302 - Dues & Subscriptions	7,276	7,276	7,276	13.0%
8,103	11,930	18,267	54303 - Travel and Training	27,375	27,375	27,375	49.9%
401	10,405	3,500	54311 - Special Department Expenses	6,075	6,075	6,075	73.6%
215,394	118,546	166,426	Total Services	138,216	138,216	138,216	-17.0%
0	0	0	56004 - Computer Hardware and Software	1,000	1,000	1,000	100.0%
2,072	0	0	56006 - Equipment	0	0	0	0.0%
2,072	0	0	Total Capital Improvement	1,000	1,000	1,000	100.0%
794,852	812,517	972,438	Total City Manager's Office	879,111	879,111	879,111	-9.6%

PROGRAM DESCRIPTION:

The Human Resources Division provides human resource leadership and support to city departments and employees by providing quality policies, programs, systems, services and consultation that contribute to ethical, lawful, equitable, consistent and efficient human resources management practices and advance the vision of the City. Human Resources also helps support the future of the organization through employee and supervisory training; organization development and performance management; workforce planning; equal opportunity employment, and wellness/employee life balance efforts. Program services include strategic planning, recruitment, selection and testing, benefits administration, union negotiations and contract administration, personnel policy administration, employee relations, succession planning, job classification and salary administration, personnel record management, coordination of grievances, discipline, investigations and complaint processes, and employee recognition.

PROGRAM RESULTS:

- The city attracts, develops, motivates and retains the best employees who get it done, do the right thing, and treat all people with respect and care.
- The city complies with local, state and federal employment laws.
- The Human Resources Division provides human resources management support and assistance to departments and employees that advance the strategic vision of the organization and support an effective, dynamic workforce.

ACCOMPLISHMENTS:

FY 2015-2016:

- Successfully implemented the pilot performance management system to increase efficiency in the evaluation process, improve the natural flow of two-way communication and provide timely and meaningful feedback to staff. In addition the pilot system encourages staff and managers to set at least one goal directly linked to furthering the city's Strategic Vision. Early feedback is positive from both supervisor staff.
- Successfully implemented the physical capacities test for Public Work's Utility Worker classifications. The test allows the department to ensure that finalists have the capabilities to perform the essential physical functions of the position prior to finalizing a hire.
- Successfully launched the new internal wellness committee for city staff. People make healthier choices when healthy options are accessible, affordable, attractive, and convenient. Studies show that healthier staff lead to lower costs, increased efficiencies, and improved staff morale. The committee has developed and initiated an events calendar that provides opportunities for health education, healthier choice availability, and for staff involvement in healthy activities.
- Completed phase II of the SEIU health insurance committee March of 2015-September of 2016. The committee was able to evaluate a number of insurance strategies/options, reviewed the market, and examine some potential cost containment options for consideration in calendar year 2017 that will be used for discussion in bargaining.

- Initiated negotiates for a successor collective bargaining agreement with the SEIU bargaining group.
- Established Human Resources reporting standards to assist departments in labor force analysis.
- Increased employee engagement in the city's strategic plan through the development of departmental based options for employees to incorporate into their performance goals as part of the evaluation process.
- Increased some efficiencies in Human Resource processes and systems to increase the ease of connectivity between our services and our customers; this included an overhaul of the content and organization of the city's Employee Resource section of the intranet (Inside Tigard) in addition to streamlining the Personnel Action Form processing procedure, establishing a written procedure for position control, and an initial revamp of the classification review process.
- Enhanced on-site training opportunities for staff and supervisors. Areas of training included – prevention of workplace harassment, diversity/equity and inclusion, dealing with ageing parents, mediation skills, effective workplace communication, and effective writing.
- Still in process with finalizing policy changes to update for legal compliance, best practices, and changes to city processes as we grow, including negotiating any changes, as necessary, through both the city's collective bargaining units.
- Completed an initial implementation of a new on-boarding process that incorporates -- increased follow-up to ensure greater blending and retention, an integration component to the city's values and strategic vision, improved policy training, and clearer on-boarding roles between Human Resources and department hiring supervisors and managers.
- Developed and implemented a new staff departure process that captures metric on city performance. This will allow for trend analysis and action to be taken to both acknowledge and grow the positive trends and correct the negative trends. This should increase the city's retention of staff over time and contain the costs association with turn-over.

GOALS & OBJECTIVES:

FY 2016-2017:

- Initiate a review jointly with Risk Management of the physical capacities requirement for Library positions in order to ensure that job classifications accurately outline the physical aspects of the jobs.
- Negotiate a successor collective bargaining agreement with the SEIU bargaining group.
- Evaluate the effectiveness Human Resources reporting of labor force analysis, modify reporting as necessary to meet city departmental needs.
- Continue to increase employee engagement in the city's strategic plan through Human Resource programing like training, development opportunities, recognition, etc.
- Continue to seek efficiencies in Human Resource processes and systems to increase the ease of connectivity between our services and our customers; this may include further development of the Human Resources internal website (Inside Tigard), improvement in recruitment processing, increased engagement in diversity recruiting, etc.

- Evaluate the effectiveness of our new on-boarding system and make changes as indicated to ensure greater blending and retention, an integration component to the city’s values and strategic vision, improved policy training, and clearer on-boarding roles between Human Resources and department hiring supervisors and managers.
- Launch an equity and inclusion team within the city to help identify methods to broaden city culture and awareness, advance new initiatives to increase the diversity of our applicant pools and ultimately our city staff and to create an open, welcoming and safe workplace environment for all city staff.
- Finalize and implement an electronic personnel action process that meets legal records requirements while further reducing the use of paper within the system.
- Continue to process through the leadership team and bargaining groups, revised Citywide Policies and Management/Non-Represented Personnel Policies. The goal is to bring the city’s documents into full compliance with law changes, increase alignment with best practices, and capture changes to city processes.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of HR sponsored employee events/information/education programs	20	20	26	33
Number of attendees at HR sponsored events	368	400	662	709
Number of benefit-related inquiries provided to employees	500	500	274	314
Number of FMLA/OFLA requests processed	95	73	52	39
Number of job applications received	2,000	2,100	2,200	3,120
Number of recruitments	30	34	39	41
Number of full time equivalent employees (FTE)	256.85	261.95	270.15	277
Number of ADA accommodation requests	NA	6	10	11
Number of investigations completed	NA	6	5	5
Number of performance management requirements (develop work plans or corrective action)	NA	10	11	10

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Average length of recruitments (from requisition approval to job offer)	14	16	16	16
Citywide turnover rate	6.6%	12.1%	13%	15%
% of classification reviews completed within 15 business days	60%	40%	50%	50%

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
% of employees still employed after five years	80%	88%	91%	72%
% of employees successfully completing probation	90%	100%	95%	97%
# of employees that participate in city internal training activities	NA	150	200	254
% of employees rating training as transferable to work	NA	85%	NA	88%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
HR Assistant	0.80	0.50	0.50	0.50
HR Technician	1.00	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Principal HR Analyst	1.00	1.00	1.00	1.00
Risk/HR Benefits Manager	0.00	0.00	0.30	0.00
Senior HR Analyst	1.00	1.00	1.00	1.00
Total FTE	4.80	4.50	4.80	4.50

HUMAN RESOURCES

BUDGET UNIT: 1100

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
4.80	4.50	4.80	Total FTE	4.50	4.50	4.50	
373,716	312,929	402,711	51001 - Salaries - Management	383,931	383,931	383,931	-4.7%
4,644	25,740	8,137	51005 - Part Time - Temporary	8,137	8,137	8,137	0.0%
0	0	0	51006 - Overtime	2,018	2,018	2,018	100.0%
378,360	338,669	410,848	Total Personal Services - Salaries	394,086	394,086	394,086	-4.1%
5,265	3,816	2,055	52001 - Unemployment	383	383	383	-81.4%
716	999	2,149	52002 - Worker's Compensation	1,220	1,220	1,220	-43.2%
28,231	25,519	31,399	52003 - Social Security/Medicare	29,372	29,372	29,372	-6.5%
2,722	2,451	2,974	52004 - Tri-Met Tax	2,779	2,779	2,779	-6.6%
38,687	39,622	54,831	52005 - Retirement	53,749	53,749	53,749	-2.0%
3,034	2,618	3,090	52007 - VEBA - ER	3,000	3,000	3,000	-2.9%
465	424	2,735	52008 - Life Ins/ADD/LTD	2,655	2,655	2,655	-2.9%
1,007	1,114	0	52009 - Long Term Disability	0	0	0	0.0%
43,056	36,158	61,954	52010 - Medical/Dental/Vision	63,958	63,958	63,958	3.2%
5,691	5,442	0	52011 - Dental Benefits	0	0	0	0.0%
-6,021	8,924	0	52012 - Accrued Vacation	2,000	2,000	2,000	100.0%
122,853	127,087	161,187	Total Personal Services - Benefits	159,116	159,116	159,116	-1.3%
3,719	5,041	10,650	53001 - Office Supplies	9,650	9,650	9,650	-9.4%
0	0	0	53002 - Small Tools & Equipment	0	0	0	0.0%
0	0	0	53316 - CCIS-Worksite Wellness Funds	4,000	4,000	4,000	100.0%
3,719	5,041	10,650	Total Supplies	13,650	13,650	13,650	28.2%
31,915	6,445	6,500	54001 - Professional/Contractual Services	6,500	6,500	6,500	0.0%
106,466	37,380	86,348	54003 - Legal Fees	56,348	56,348	56,348	-34.7%
356	0	0	54205 - Utilites - Phone/Pager/Cells	0	0	0	0.0%
0	950	0	54300 - Advertising & Publicity	0	0	0	0.0%
545	1,147	2,940	54302 - Dues & Subscriptions	2,940	2,940	2,940	0.0%
3,444	7,679	34,300	54303 - Travel and Training	35,300	35,300	35,300	2.9%
6,130	15,497	12,500	54311 - Special Department Expenses	12,500	12,500	12,500	0.0%
148,856	69,099	142,588	Total Services	113,588	113,588	113,588	-20.3%
10,545	2,600	5,500	56004 - Computer Hardware and Software	5,500	5,500	5,500	0.0%
10,545	2,600	5,500	Total Capital Improvement	5,500	5,500	5,500	0.0%
664,333	542,496	730,773	Total Human Resources	685,940	685,940	685,940	-6.1%

PROGRAM DESCRIPTION:

The City of Tigard Risk Management Division is tasked with proactively identifying and managing the inherent risks of providing municipal services. Potential losses are mitigated through loss prevention programs and training, an employee safety committee, insurance and self-insurance funded programs.

The division provides risk management services to the City Council and all city departments. The Risk Benefits Manager reports directly to the Director of Human Resources. Risk Management provides a comprehensive program that strives to achieve the following citywide results:

- Establish, to the extent possible, a work and service environment in which the public and city staff can enjoy safety and security in the course of their daily pursuits.
- Preserve assets and service capabilities by minimizing the total long-term cost of unplanned losses and their physical and financial consequences.
- Advise and otherwise assist the City Manager, other city staff and the public on liability reduction and safety enhancement.

PROGRAM RESULTS:

- Reduce harm and adverse financial impact to the city by providing legally-mandated health and safety services, insurance programs, and other services.
- Ensure the city's ability to quickly recover from accidental loss by cost-effectively balancing risk retention and risk transfer.
- Investigate, evaluate and resolve liability, property damage and workers compensation claims including the pursuit of third party loss recovery.

ACCOMPLISHMENTS:

FY 2015-2016:

- Preserved city's ability to purchase property/casualty and worker's compensation insurance with adequate coverage and reasonable rates.
- Provided internal consulting services for all departments on risk reduction matters. This included managing & coordinating employee safety awareness and training in claims handling, public contracting and insurance reviews, and conducting risk assessments prior to starting or changing services and contracts.
- Executed transition plan with the retirement of key personnel, incorporating Risk Management into the Human Resources Department. This included creation of the Risk Benefits Manager position, reallocation of non-risk management responsibilities to other areas within the organization, and reallocation of FTE to meet city needs.

- Provided special project support for City Manager to ensure effective and efficient services.
- Managed successful franchise negotiations with telecommunications utility providers and Portland General Electric.
- Coordinated resolution of ADA issues related to public access to facilities and infrastructure citywide.
- Risk staff has been engaged in various aspects of the city's Strategic Plan including planning community events, representing the city at Tigard Farmers Market, and serving on the Health & Wellness Committee.
- Oversight and coordination of the Public Works, Human Resources and Risk Management project team to create accurate job descriptions and job analysis for field jobs in order to make the tasks safer.
- Recovered more than \$39,000 of city expenditures through maximizing available incentive funds and grants, as well as pursuit of recovery of costs on losses sustained by the city.
- Liaison with Meals on Wheels People to continue to provide senior services to the community and negotiated a new 5-year service contract.

GOALS & OBJECTIVES:

FY 2016-2017:

In this first fiscal year with all new staff in Risk Management roles, develop and enhance employees while continuing to provide core services to the city.

- Preserve city's ability to purchase property/casualty and worker's compensation insurance with adequate coverage and reasonable rates recognizing the continued hard insurance market for flood, quake and pollution coverage.
- Devote staff resources toward supporting the city's strategic plan.
- Provide internal consulting services for all departments on risk management issues.
- Coordinate the citywide safety committee to maintain and improve employee safety and health awareness.
- Begin a comprehensive review and update of more than 60 risk and safety procedures. Risk Management will coordinate the process with Police, Public Works, Community Development – Building Division, and Finance – Utility Billing. The process will last through 6/30/2017.
- In concert with Human Resources and the Library develop a project team to conduct physical capacity analysis of library jobs and revise job descriptions and job analysis for Library jobs in order to make work tasks safer.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of general liability, property and vehicle claims (property and casualty)	36	57	40	40
Number of vehicle collisions	17	28	20	20
Number of preventable auto collisions	8	11	10	10
Number of workers' compensation claims	24	13	20	20
Total recovered funds (EAIP wages, worksite mod, salary continuation, and restitution)	\$54,100	\$47,560	\$39,600	\$30,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Vehicle collisions which were preventable by city driver	47%	46%	45%	45%
Workers' compensation experience rating modifier: Target is < 1.0	0.88	0.99	0.90	0.93
Average number of worker days lost per workers' compensation claim	5.4	0.23	3.0	3.0
Percentage of general liability claims resulting in litigation	5.9%	0.0%	2.5%	2.5%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Assistant to the City Manager	0.80	0.80	0.60	0.00
Senior Management Analyst	0.80	0.80	0.50	0.00
Risk/HR Benefits Manager	0.00	0.00	0.70	1.00
Risk Management Technician	0.50	0.50	0.50	0.00
Risk Analyst	0.00	0.00	0.00	0.50
Total FTE	2.10	2.10	2.30	1.50

RISK MANAGEMENT

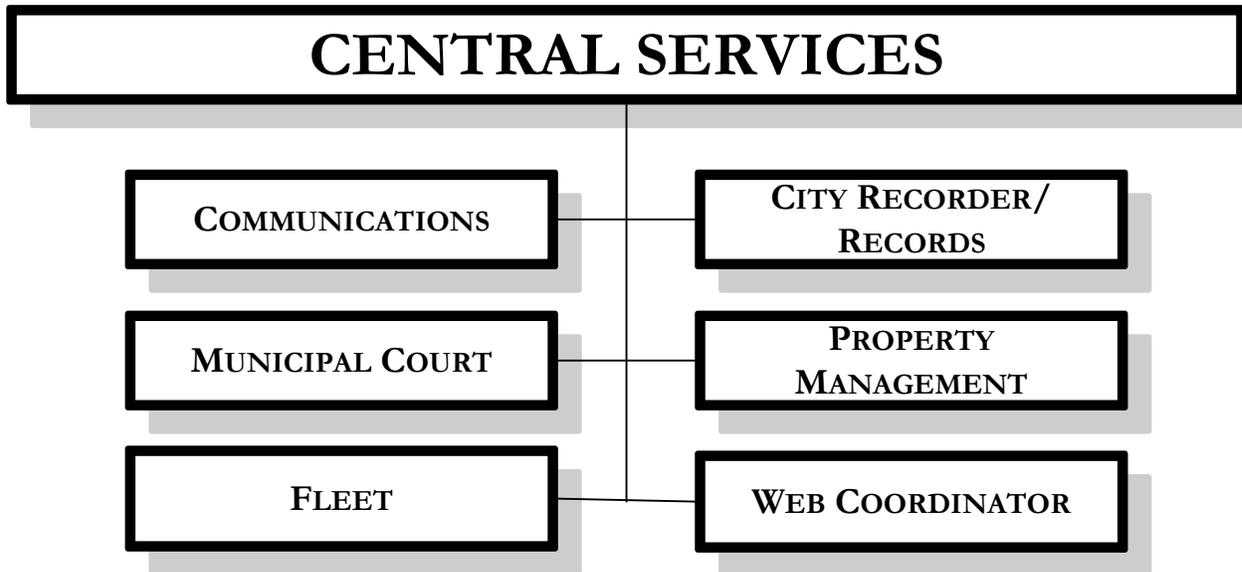
BUDGET UNIT: 1200

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
2.10	2.10	2.30	Total FTE	1.50	1.50	1.50	
139,329	140,487	159,567	51001 - Salaries - Management	97,053	97,053	97,053	-39.2%
0	0	0	51004 - Part Time - Regular	0	0	23,660	100.0%
139,329	140,487	159,567	Total Personal Services - Salaries	97,053	97,053	120,713	-24.3%
1,938	1,608	794	52001 - Unemployment	97	97	215	-72.9%
282	364	440	52002 - Worker's Compensation	320	320	375	-14.8%
10,863	10,969	12,129	52003 - Social Security/Medicare	7,394	7,394	9,204	-24.1%
1,002	1,017	1,149	52004 - Tri-Met Tax	699	699	870	-24.3%
20,457	19,638	18,694	52005 - Retirement	13,532	13,532	16,135	-13.7%
0	0	0	52006 - Retirement - 3% ER Match	0	0	710	100.0%
1,380	1,380	1,470	52007 - VEBA - ER	1,200	1,200	1,725	17.3%
229	229	1,302	52008 - Life Ins/ADD/LTD	1,062	1,062	1,062	-18.4%
477	477	0	52009 - Long Term Disability	0	0	0	0.0%
2,885	3,048	9,965	52010 - Medical/Dental/Vision	8,570	8,570	18,298	83.6%
355	355	0	52011 - Dental Benefits	0	0	0	0.0%
488	2,793	0	52012 - Accrued Vacation	0	0	0	0.0%
40,356	41,878	45,943	Total Personal Services - Benefits	32,874	32,874	48,594	5.8%
466	173	500	53001 - Office Supplies	500	500	500	0.0%
35	0	0	53002 - Small Tools & Equipment	700	700	700	100.0%
501	173	500	Total Supplies	1,200	1,200	1,200	140.0%
37,559	60,690	38,404	54001 - Professional/Contractual Services	39,742	39,742	39,742	3.5%
15,963	12,932	14,000	54003 - Legal Fees	35,000	35,000	35,000	150.0%
690	1,200	5,400	54006 - Software License and Maintenance	5,400	5,400	5,400	0.0%
496	0	300	54300 - Advertising & Publicity	1,000	1,000	1,000	233.3%
450	65	450	54302 - Dues & Subscriptions	560	560	560	24.4%
969	1,685	3,919	54303 - Travel and Training	4,375	4,375	4,375	11.6%
288,456	391,144	440,592	54307 - Insurance	503,820	503,820	503,820	14.4%
441	628	200	54311 - Special Department Expenses	1,090	1,090	2,878	1339.0%
345,024	468,344	503,265	Total Services	590,987	590,987	592,775	17.8%
525,210	650,882	709,275	Total Risk Management	722,114	722,114	763,282	7.6%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
			Total FTE				
0	2,500	0	54001 - Professional/Contractual Services	0	0	0	0.0%
4,305	0	0	54003 - Legal Fees	0	0	0	0.0%
14,537	10,865	50,000	54311 - Special Department Expenses	50,000	50,000	50,000	0.0%
18,842	13,365	50,000	Total Services	50,000	50,000	50,000	0.0%
18,842	13,365	50,000	Total Risk Management	50,000	50,000	50,000	0.0%

Occasionally the Insurance Fund is used to pay for some expenses directly related to Risk Management.

CENTRAL SERVICES ORGANIZATION CHART



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
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Number of Positions	10.85	10.85	17.15	18.85	18.85	18.85	
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Budget By Category

Personal Services	984,733	962,631	1,768,265	1,882,967	1,882,967	1,882,967	6.5%
Materials & Services	311,840	231,575	1,406,587	1,435,617	1,565,617	1,565,617	11.3%
Interdepartmental Costs	100,737	116,332	116,202	110,336	110,336	110,336	-5.0%
Capital Outlay	0	11,975	136,764	132,510	132,510	132,510	-3.1%
Total All Category	1,397,310	1,322,514	3,427,818	3,561,430	3,691,430	3,691,430	7.7%

Budget By Division

Communications	456,488	444,455	571,811	601,469	601,469	601,469	5.2%
Municipal Court	460,425	507,330	576,678	526,846	526,846	526,846	-8.6%
City Recorder/Records	480,397	370,729	426,967	521,202	521,202	521,202	22.1%
Fleet Maintenance	0	0	203,772	257,692	257,692	257,692	26.5%
Property Management	0	0	1,648,590	1,654,221	1,784,221	1,784,221	8.2%
Total All Division	1,397,310	1,322,514	3,427,818	3,561,430	3,691,430	3,691,430	7.7%

Budget by Fund

General Fund - 100	460,425	507,330	576,678	526,846	526,846	526,846	-8.6%
Water Debt Service Fund - 533	0	0	0	0	0	0	0.0%
Central Services Fund - 600	936,885	815,184	998,778	1,122,671	1,122,671	1,122,671	12.4%
Fleet/Property Management Fun	0	0	1,852,362	1,911,913	2,041,913	2,041,913	10.2%
Total All Fund	1,397,310	1,322,514	3,427,818	3,561,430	3,691,430	3,691,430	7.7%

PROGRAM DESCRIPTION:

The Communications Division is an in-house team that provides centralized resources in support of the city's branding and communications efforts, and City Council's desire for effective communication with the public. These resources include full-service marketing and graphic design work for informational and promotional materials, from concept to deliverables; and oversight of the city's leased copier program.

Typical work includes the development, design and production of presentation and informational materials, including brochures, flyers, signage, newsletters, forms and stationery, in both print and electronic formats, as well as artwork for promotional items.

Division staff also:

- Assist departments in developing communication plans that engage the public. Write and edit text for projects.
- Act as "keepers of the city's brand" by providing documentation, advice and direction to departments regarding city standards for communication materials and use of the city's logo.
- Work with vendors, contractors, and city staff who are involved in producing informational materials to ensure brand consistency.
- Work with departments to assess and refine communication/design project needs and make recommendations for appropriate and cost-effective collateral.
- Coordinate with vendors for specialized services that cannot be provided in-house.

This team provides services that can be accomplished with existing staffing levels, within established time frames, using customary materials. New projects, and those requiring longer time commitments, are completed within negotiated time frames. Departments are responsible for the cost of any special materials and/or vendor services necessary to meet project requirements. Cost estimates are supplied in advance, when requested.

PROGRAM RESULTS:

Support is provided to departmental staff to develop communication plans, messaging and timelines that encourage public interest and participation in key initiatives within the city.

Presentation and marketing materials are developed for all departments to effectively inform citizens, and promote city programs, projects and events. This work includes conceptualization, brand development, graphic design, photography, copywriting and editing.

Development and editing of the city's newsletter, Cityscape, is provided.

The city's website and intranet pages are updated and accurate timely information is provided.

ACCOMPLISHMENTS:

FY 2015-2016:

- Provided high-quality and cost-effective graphic design work. Coordinated contracting work when requests exceeded the in-house resources.
- Developed blog pages on the city's website to allow departments engage with the citizens.
- Played an integral role in the design of the Cityscape into a digital product that is accessible to smart phones, tablets and desktops.
- Assisted departments I replacing copies when the previous leases were expiring.
- Participated in the process to choose software to manage the city's growing photo library.
- A communication’s team was developed to proactively work with departments to develop communication plans for major outreach projects.

GOALS & OBJECTIVES:

FY 2016-2017:

- Develop marketing strategies that effectively promote the city and its projects and programs, while educating the public on the issues.
- Identify different types of outreach to promote the city and programs.
- Coordinate city communications programs to obtain community participation in the city's decision making processes.
- Advance the city's vision by providing accurate up-to-date information through the city website and social media outlets.
- Manage copier contracts and work with departments to identify cost-effective solutions for expiring contracts.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of hours spent on design projects	1,438	1,800	1,600	1,700
Number of requests to update the city website	N/A	N/A	750	900
Number of requests for assistance developing communication plans	N/A	N/A	2	18
Number of hours spent on reprographic and mailing projects	689	546	N/A	N/A

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of mail pieces sent annually through the mailroom	61,923	62,147	N/A	N/A

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Communication deliverables provided by committed date	0	0	0	99%
Design projects delivered by committed date	99%	99%	97%	99%
Web service updates provided by the committed date	N/A	N/A	97%	99%
Reprographics and mailing projects delivered by committed date	99%	99%	97%	N/A

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Administrative Services Manager	0.25	0.25	0.00	0.00
Assistant City Manager	0.20	0.20	0.20	0.00
Central Services Director	0.00	0.00	0.25	0.25
Communications Manager	0.00	0.00	0.00	1.00
Communications Strategist	0.00	0.00	0.00	1.00
Graphic Designer	0.80	0.80	1.00	1.00
Graphic Services Supervisor	1.00	1.00	1.00	0.00
Reprographics Specialist	0.80	0.80	0.60	0.00
Web Services Coordinator	0.00	0.00	0.00	1.00
Total FTE	3.05	3.05	3.05	4.25

COMMUNICATIONS

BUDGET UNIT: 1300

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.05	3.05	3.05	Total FTE	4.25	4.25	4.25	
124,162	125,573	135,568	51001 - Salaries - Management	251,843	251,843	251,843	85.8%
5,487	67,481	67,806	51002 - Salaries - General	68,386	68,386	68,386	0.9%
79,599	20,702	99,887	51004 - Part Time - Regular	0	0	0	-100.0%
0	24	0	51006 - Overtime	0	0	0	0.0%
209,248	213,780	303,261	Total Personal Services - Salaries	320,229	320,229	320,229	5.6%
2,913	2,446	1,206	52001 - Unemployment	321	321	321	-73.4%
451	576	633	52002 - Worker's Compensation	1,035	1,035	1,035	63.5%
15,593	15,670	18,408	52003 - Social Security/Medicare	24,582	24,582	24,582	33.5%
1,506	1,547	1,745	52004 - Tri-Met Tax	2,325	2,325	2,325	33.2%
25,802	25,465	29,537	52005 - Retirement	42,251	42,251	42,251	43.0%
2,670	2,670	2,670	52007 - VEBA - ER	2,850	2,850	2,850	6.7%
389	222	1,142	52008 - Life Ins/ADD/LTD	1,912	1,912	1,912	67.4%
676	620	0	52009 - Long Term Disability	0	0	0	0.0%
39,333	30,230	40,527	52010 - Medical/Dental/Vision	65,214	65,214	65,214	60.9%
5,160	4,832	0	52011 - Dental Benefits	0	0	0	0.0%
-554	1,992	1,421	52012 - Accrued Vacation	1,091	1,091	1,091	-23.2%
93,939	86,269	97,289	Total Personal Services - Benefits	141,581	141,581	141,581	45.5%
95,762	60,208	80,331	53001 - Office Supplies	22,050	22,050	22,050	-72.6%
0	6,108	6,500	53002 - Small Tools & Equipment	0	0	0	-100.0%
221	154	350	53003 - Fuel	0	0	0	-100.0%
95,983	66,470	87,181	Total Supplies	22,050	22,050	22,050	-74.7%
108	0	190	54001 - Professional/Contractual Services	39,220	39,220	39,220	20542.1%
507	150	3,000	54004 - Printing Services	3,000	3,000	3,000	0.0%
273	556	650	54113 - R & M - Vehicles	0	0	0	-100.0%
32,999	35,893	40,850	54114 - R & M - Office Equipment	36,600	36,600	36,600	-10.4%
0	0	0	54205 - Utilites - Phone/Pager/Cells	720	720	720	100.0%
139	230	800	54300 - Advertising & Publicity	400	400	400	-50.0%
827	817	642	54302 - Dues & Subscriptions	645	645	645	0.5%
516	320	10,000	54303 - Travel and Training	10,000	10,000	10,000	0.0%
21,769	28,513	26,241	54309 - Rents and Leases	21,514	21,514	21,514	-18.0%
180	0	0	54311 - Special Department Expenses	0	0	0	0.0%
57,318	66,479	82,373	Total Services	112,099	112,099	112,099	36.1%
0	1,762	1,707	56004 - Computer Hardware and Software	5,510	5,510	5,510	222.8%
0	9,695	0	56006 - Equipment	0	0	0	0.0%
0	11,457	1,707	Total Capital Improvement	5,510	5,510	5,510	222.8%
456,488	444,455	571,811	Total Communications	601,469	601,469	601,469	5.2%

PROGRAM DESCRIPTION:

The Tigard Municipal Court is the judicial branch of city government. The court has the authority to hear a wide range of cases arising under Oregon law and the Tigard Municipal Code. As the judicial branch of local government, the court is committed to:

- Resolve cases in a manner that is fair and impartial.
- Treat all defendants, police officers and witnesses with respect as we provide services that are efficient, timely and accurate.
- Listen carefully so members of the public will feel that their unique situations have been addressed.
- Provide education about Oregon law and traffic safety concerns within Tigard with the goal of helping to make our community safer.

The majority of cases filed in our municipal court are traffic and parking citations that arose within the city limits and were issued by officers of the Tigard Police Department. However, there are occasions when more serious cases, or citations issued by an officer from a different law enforcement agency, are filed in our court.

The Municipal Court Judge determines the judicial philosophy for the court and creates court rules to ensure consistent service to the citizens involved in Tigard's judicial system. The judge presides over arraignments, special hearings and trials. Judgments often include fines and may include other sentences such as traffic school or unsupervised probation. Additionally, the judge creates written materials that provide information about laws and promote safety within the city.

Many of the daily responsibilities of the court staff are guided by the court rules established by the judge. The rules allow staff to reduce presumptive fine amounts for many citizens, set cases for new hearing dates, establish payment plans and enforce judgments through collection actions.

PROGRAM RESULTS:

- Judicial decisions are fair and impartial.
- Court services are efficient, timely and accurate.
- Public education is provided about Oregon law and traffic safety concerns in Tigard.

ACCOMPLISHMENTS:

FY 2015-2016:

- Restructured court administration and recruited Court Operations Supervisor.
- Staff collaborated to develop an additional avenue for public education on traffic safety through expanding current traffic diversion programs for Council's review. Council later adopted the traffic school and distracted driver diversion programs.
- Staff updated procedures to expedite the suspension clearance notice to DMV which in turn helps ensure drivers on the road have valid driving privileges.

GOALS & OBJECTIVES:

FY 2016-2017:

- Partner with the case management vendor to consider switching to an electronic document management system. This will increase efficiency and streamline current processes, and prepare the court to be able to handle future increased volumes.
- Monitor and implement legislation related to municipal court.
- Review processes, identify problem areas, and look for ways to increase collections rate of outstanding financial obligations.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of traffic violations processed	6,785	6,267	6,000	6,000
Total financial obligation assessed	\$1,198,943	\$1,119,586	\$1,071,890	\$1,108,000
Total amount collected	\$1,091,952	\$988,371	\$942,000	\$961,625
Number of trials docketed	636	568	475	490
Number of licenses suspended for failure to pay fine	764	922	780	750
Guilty by default	873	936	860	915

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Fines collected during the year compared to amount assessed	91%	88%	88%	88%
Cases resulting in license suspension for failure to pay	12%	15%	13%	13%
Cases disposed of within 90 days of issuance of citation	97%	98%	97%	97%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Administrative Services Manager	0.50	0.50	0.00	0.00
Central Services Director	0.00	0.00	0.50	0.25
Court Clerk II	2.90	2.90	3.00	2.00
Court Operations Supervisor	0.00	0.00	0.00	1.00
Municipal Judge	0.25	0.25	0.25	0.25
Total FTE	3.65	3.65	3.75	3.50

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.65	3.65	3.75	Total FTE	3.50	3.50	3.50	
98,013	99,142	126,486	51001 - Salaries - Management	136,808	136,808	136,808	8.2%
79,102	90,212	98,260	51002 - Salaries - General	97,051	97,051	97,051	-1.2%
44,542	45,538	47,133	51004 - Part Time - Regular	0	0	0	-100.0%
0	43	0	51006 - Overtime	303	303	303	100.0%
0	467	611	51007 - Incentive Pay	605	605	605	-1.0%
221,657	235,401	272,490	Total Personal Services - Salaries	234,767	234,767	234,767	-13.8%
3,083	2,694	1,374	52001 - Unemployment	234	234	234	-83.0%
333	405	412	52002 - Worker's Compensation	467	467	467	13.3%
16,804	17,746	20,914	52003 - Social Security/Medicare	17,975	17,975	17,975	-14.1%
1,594	1,704	1,985	52004 - Tri-Met Tax	1,700	1,700	1,700	-14.4%
16,722	20,399	32,450	52005 - Retirement	29,012	29,012	29,012	-10.6%
2,890	3,000	3,000	52007 - VEBA - ER	3,150	3,150	3,150	5.0%
179	205	824	52008 - Life Ins/ADD/LTD	1,222	1,222	1,222	48.3%
457	569	0	52009 - Long Term Disability	0	0	0	0.0%
29,868	32,177	37,247	52010 - Medical/Dental/Vision	39,140	39,140	39,140	5.1%
3,467	3,492	0	52011 - Dental Benefits	0	0	0	0.0%
0	0	1,820	52012 - Accrued Vacation	1,091	1,091	1,091	-40.1%
75,397	82,391	100,026	Total Personal Services - Benefits	93,991	93,991	93,991	-6.0%
1,276	913	2,040	53001 - Office Supplies	2,000	2,000	2,000	-2.0%
1,276	913	2,040	Total Supplies	2,000	2,000	2,000	-2.0%
24,584	26,499	30,000	54001 - Professional/Contractual Services	30,000	30,000	30,000	0.0%
28,100	36,200	40,250	54003 - Legal Fees	38,000	38,000	38,000	-5.6%
5,500	8,765	8,765	54006 - Software License and Maintenance	10,465	10,465	10,465	19.4%
501	0	400	54300 - Advertising & Publicity	400	400	400	0.0%
732	1,047	935	54302 - Dues & Subscriptions	967	967	967	3.4%
1,600	3,152	5,000	54303 - Travel and Training	5,500	5,500	5,500	10.0%
340	240	570	54311 - Special Department Expenses	420	420	420	-26.3%
61,357	75,903	85,920	Total Services	85,752	85,752	85,752	-0.2%
0	518	0	56006 - Equipment	0	0	0	0.0%
0	518	0	Total Capital Improvement	0	0	0	0.0%
6,220	7,959	11,264	58100 - Indirect Charges- City Management	11,164	11,164	11,164	-0.9%
11,810	14,579	14,047	58110 - Indirect Charges- Human Resources	11,006	11,006	11,006	-21.6%
3,118	4,587	4,600	58120 - Indirect Charges- Risk Management	4,558	4,558	4,558	-0.9%
23,745	21,565	17,132	58130 - Indirect Charges- Office Services	21,975	21,975	21,975	28.3%
689	613	557	58150 - Indirect Charges- Records	520	520	520	-6.6%
256	283	529	58200 - Indirect Charges- Finance Administration	682	682	682	28.9%
24,076	27,264	29,261	58210 - Indirect Charges- Financial Operations	21,920	21,920	21,920	-25.1%
23,644	25,985	28,382	58230 - Indirect Charges- Technology	26,049	26,049	26,049	-8.2%
404	2,091	1,071	58250 - Indirect Charges- Contracts and Purchasing	2,440	2,440	2,440	127.8%
6,776	7,280	9,359	58640 - Indirect Charges- Property	10,022	10,022	10,022	7.1%
100,738	112,205	116,202	Total Internal Services	110,336	110,336	110,336	-5.0%
460,425	507,330	576,678	Total Municipal Court	526,846	526,846	526,846	-8.6%

PROGRAM DESCRIPTION:

The City Recorder/Records section is supervised by the City Recorder and managed by the Central Services Manager. The Central Services Manager reports to the Assistant City Manager.

The City Recorder section provides legislative, electoral and record-keeping services to the City Council, the public and staff. This section also manages public access to the legislative process to ensure compliance with legislative requirements and openness of the decision-making process.

City-wide support includes file management, records retrieval, coordination of litigation records and training on records management issues. The section develops and updates policies supporting the retention and disposition of city records in accordance with schedules developed by the State of Oregon Division of Archives and adopted by the City Council. This section creates the destruction lists for departmental approval and coordinates the destruction of the approved records.

Additionally, staff provides assistance to the public by responding to their requests for public records and Notary Public services.

In-house reprographics services, including cost-effective duplicating and bindery services, are provided to all departments.

Handling and distribution of incoming/outgoing U.S. mail and interoffice mail is provided to all departments on a daily basis. Assistance with UPS, FedEx and other shipping services is also provided. Staff research and recommend cost-effective mail/shipping methods, based on project requirements.

PROGRAM RESULTS:

- Centralized and efficient customer service is provided to internal and external customers
- City Recorder support is provided to City Council
- Records are provided to the public as required under Oregon's public records law
- Management of inactive departmental records is provided
- City records are protected through use of current records management practices and technology
- Incoming/outgoing U.S. mail and interoffice mail is provided to all departments daily
- Assistance with UPS, FedEx and other shipping services is provided.
- In-house reprographics services are provided.

ACCOMPLISHMENTS:

FY 2015-2016:

- Procedures were refined and implemented for entering prior and current Community Development planning and building records into the electronic document system.
- A process was developed to make current planning records available through the electronic document management system for the new Tigard Active Permit tool, a multi-departmental service provided to citizens and contractors seeking information about development and construction within the City of Tigard.
- Implemented the electronic document recording process.
- Provided support for additional meetings including offsite council outreach events in different neighborhoods, a voters forum and 12 Fireside Chats.
- Administered city elections process with Washington County for three ballot measures in November 2015.

GOALS & OBJECTIVES:

FY 2016-2017:

- Administer candidate election for two city council positions.
- Research forms module for electronic document management system.
- Evaluate internal procedures to ensure compliance with new public records retention schedule.
- Continue to add access to public records to staff and the public through the electronic document management system.
- Add searchable Tigard Municipal Code and Community Development Code hosted database for faster and easier public access.
- Research and recommend cost-effective mail/shipping methods, based on project requirements. Provide in-house reprographics services - including cost-effective duplicating and bindery services on an as-time-permits basis. Assist with vending work that cannot be accomplished in-house, due to time or equipment limitations.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Annual number of agenda item summaries processed for council meeting packets. (New measurement 2010-2011)	312	300	298	300
Number of City Council meetings where minutes were taken	59	62	54	60
Average cubic feet of records destroyed annually	100	188	150	303
Average number of records requested per month	80	59	70	84
Average length of time required to provide records (minutes)	11	18	15	13
Average number of electronic records entered in the citywide file system per month.	2,650	757	700	880
Number of mail pieces sent annually through the mailroom	61,923	62,147	51,818	58,000
Number of hours spent on reprographic and mailing projects	689	546	417	500

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Municipal Code updates posted online by effective date (%)	100%	100%	100%	100%
City Council minutes completed within two business meetings	75%	75%	73%	90%
Records meeting the minimum retention requirements are destroyed (%)	90%	90%	95%	100%
Microfilmed records transmitted to archives (%)	90%	90%	90%	90%
Reprographics and mailing projects delivered by committed date	99%	99%	99%	99%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Central Services Director	0.00	0.00	0.35	0.25
City Recorder	1.00	1.00	1.00	1.00
Deputy City Recorder	1.00	1.00	1.00	1.00
Records Management Specialist	1.00	1.00	1.00	1.00
Reprographics Specialist	0.00	0.00	0.00	0.60
Records Technician	0.80	0.80	0.00	0.00
Assistant City Manager	0.10	0.10	0.00	0.00
Administrative Services Manager	0.25	0.25	0.00	0.00
Total FTE	4.15	4.15	3.35	3.85



FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
4.15	4.15	3.35	Total FTE	3.85	3.85	3.85	
174,808	165,645	162,765	51001 - Salaries - Management	156,773	156,773	156,773	-3.7%
59,730	60,561	62,215	51002 - Salaries - General	60,443	60,443	60,443	-2.8%
29,961	12,902	0	51004 - Part Time - Regular	23,399	23,399	23,399	100.0%
0	1,865	1,628	51005 - Part Time - Temporary	0	0	0	-100.0%
264,499	240,974	226,608	Total Personal Services - Salaries	240,615	240,615	240,615	6.2%
3,682	2,773	1,152	52001 - Unemployment	242	242	242	-79.0%
553	315	616	52002 - Worker's Compensation	800	800	800	29.9%
20,507	18,553	17,569	52003 - Social Security/Medicare	18,515	18,515	18,515	5.4%
1,902	1,744	1,667	52004 - Tri-Met Tax	1,759	1,759	1,759	5.5%
32,041	27,356	29,375	52005 - Retirement	30,668	30,668	30,668	4.4%
3,210	2,717	2,310	52007 - VEBA - ER	3,150	3,150	3,150	36.4%
408	280	1,434	52008 - Life Ins/ADD/LTD	1,567	1,567	1,567	9.3%
802	590	0	52009 - Long Term Disability	0	0	0	0.0%
51,453	53,398	61,910	52010 - Medical/Dental/Vision	71,206	71,206	71,206	15.0%
6,101	6,355	0	52011 - Dental Benefits	0	0	0	0.0%
-667	-10,263	3,002	52012 - Accrued Vacation	2,369	2,369	2,369	-21.1%
119,992	103,817	119,035	Total Personal Services - Benefits	130,276	130,276	130,276	9.4%
2,758	4,346	3,010	53001 - Office Supplies	64,330	64,330	64,330	2037.2%
0	0	200	53003 - Fuel	350	350	350	75.0%
0	900	3,000	53006 - Technology Equipment under \$5,000	3,000	3,000	3,000	0.0%
2,758	5,246	6,210	Total Supplies	67,680	67,680	67,680	989.9%
11,598	6,897	21,600	54001 - Professional/Contractual Services	17,600	17,600	17,600	-18.5%
22,171	3,790	12,350	54003 - Legal Fees	12,350	12,350	12,350	0.0%
9,294	1,470	30,000	54006 - Software License and Maintenance	34,300	34,300	34,300	14.3%
0	0	0	54113 - R & M - Vehicles	650	650	650	100.0%
0	0	600	54114 - R & M - Office Equipment	2,500	2,500	2,500	316.7%
0	100	0	54115 - Vehicle Usage	0	0	0	0.0%
216	278	300	54205 - Utilites - Phone/Pager/Cells	300	300	300	0.0%
739	0	600	54300 - Advertising & Publicity	1,300	1,300	1,300	116.7%
1,039	254	2,000	54301 - Fees and Charges	800	800	800	-60.0%
800	465	1,050	54302 - Dues & Subscriptions	750	750	750	-28.6%
3,513	2,187	5,549	54303 - Travel and Training	6,744	6,744	6,744	21.5%
43,247	0	0	54304 - Election Expenses	0	0	0	0.0%
0	0	0	54309 - Rents and Leases	4,317	4,317	4,317	100.0%
530	1,123	1,065	54311 - Special Department Expenses	1,020	1,020	1,020	-4.2%
93,147	16,565	75,114	Total Services	82,631	82,631	82,631	10.0%
0	851	0	58100 - Indirect Charges- City Management	0	0	0	0.0%
0	534	0	58110 - Indirect Charges- Human Resources	0	0	0	0.0%
0	170	0	58120 - Indirect Charges- Risk Management	0	0	0	0.0%
0	677	0	58130 - Indirect Charges- Office Services	0	0	0	0.0%
0	695	0	58150 - Indirect Charges- Records	0	0	0	0.0%
0	11	0	58200 - Indirect Charges- Finance Administration	0	0	0	0.0%
0	531	0	58210 - Indirect Charges- Financial Operations	0	0	0	0.0%
0	649	0	58230 - Indirect Charges- Technology	0	0	0	0.0%
0	10	0	58250 - Indirect Charges- Contracts and Purchasing	0	0	0	0.0%
0	4,127	0	Total Internal Services	0	0	0	0.0%
480,396	370,729	426,967	Total City Recorder/Records	521,202	521,202	521,202	22.1%

PROGRAM DESCRIPTION:

The Fleet Maintenance Division provides services to achieve sustainability in the maintenance, operation and timely replacement of all city vehicles and equipment. The division provides both contractual oversight and in-house assistance for the routine maintenance and repair of all city vehicles and equipment.

PROGRAM RESULTS:

The Fleet Maintenance Division maintains and repairs city vehicles and equipment with an emphasis on safety, cost effectiveness and dependability.

ACCOMPLISHMENTS:

FY 2015-2016:

- Coordinated purchase of new vehicles for Utility Billing, Building and the Police Department and completed the required up-fitting of PD vehicles.
- Coordinated retrofitting Police vehicles with upgraded tablets and printer systems.
- Provided assistance to departments to surplus end of life cycle vehicles and equipment.
- Provide maintenance coordination for the city's fueling station and support the vendors upgrade of user interface.
- Engage with community partners to gain EcoBiz certification for the Fleet Shop and Public Works Operations.

GOALS & OBJECTIVES:

FY 2016-2017:

- Coordinate replacement of five Police vehicles and the required up-fitting.
- Provide city-wide vehicle maintenance and improve response time by 10%.
- Coordinate with Public Works for the replacement of four to six vehicles.

WORKLOAD MEASURES

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
Number of assets maintained in Fleet	129	137	146	146
Number of other vehicle work orders	210	265	235	250
Number of scheduled vehicle maintenance work orders	335	262	250	250
Number of vehicle repair work orders	505	450	450	450
Total number of fleet work orders	1,223	1,131	1,100	1,100

EFFECTIVENESS MEASURES

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
Percentage of work orders completed within 48 hours	36%	39%	35%	50%

FULL-TIME EQUIVALENT POSITIONS

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
Administrative Specialist II	0.45	0.45	0.30	0.75
Central Services Director	0.00	0.00	0.00	0.10
Facilities Services Supervisor	0.50	0.50	0.50	0.50
Utility Worker I	0.00	1.00	1.00	1.00
Total FTE	0.95	1.95	1.80	2.35

FLEET MAINTENANCE

BUDGET UNIT: 6350

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
		1.80	Total FTE	2.35	2.35	2.35	
0	0	34,122	51001 - Salaries - Management	47,869	47,869	47,869	40.3%
0	0	62,077	51002 - Salaries - General	81,849	81,849	81,849	31.9%
0	0	16,871	51005 - Part Time - Temporary	16,875	16,875	16,875	0.0%
0	0	2,035	51006 - Overtime	2,311	2,311	2,311	13.6%
0	0	115,105	Total Personal Services - Salaries	148,904	148,904	148,904	29.4%
0	0	579	52001 - Unemployment	148	148	148	-74.4%
0	0	2,497	52002 - Worker's Compensation	1,359	1,359	1,359	-45.6%
0	0	16,635	52003 - Social Security/Medicare	11,436	11,436	11,436	-31.3%
0	0	837	52004 - Tri-Met Tax	1,081	1,081	1,081	29.2%
0	0	11,217	52005 - Retirement	15,302	15,302	15,302	36.4%
0	0	1,470	52007 - VEBA - ER	1,935	1,935	1,935	31.6%
0	0	508	52008 - Life Ins/ADD/LTD	645	645	645	27.0%
0	0	21,254	52010 - Medical/Dental/Vision	45,345	45,345	45,345	113.3%
0	0	0	52012 - Accrued Vacation	437	437	437	100.0%
0	0	54,997	Total Personal Services - Benefits	77,688	77,688	77,688	41.3%
0	0	800	53001 - Office Supplies	1,200	1,200	1,200	50.0%
0	0	7,800	53002 - Small Tools & Equipment	7,000	7,000	7,000	-10.3%
0	0	5,500	53003 - Fuel	2,500	2,500	2,500	-54.5%
0	0	14,100	Total Supplies	10,700	10,700	10,700	-24.1%
0	0	2,000	54001 - Professional/Contractual Services	2,000	2,000	2,000	0.0%
0	0	8,700	54101 - R & M - Facilities	5,000	5,000	5,000	-42.5%
0	0	5,500	54113 - R & M - Vehicles	5,000	5,000	5,000	-9.1%
0	0	0	54114 - R & M - Office Equipment	1,000	1,000	1,000	100.0%
0	0	250	54204 - Utilities - Garbage	1,000	1,000	1,000	300.0%
0	0	720	54205 - Utilites - Phone/Pager/Cells	1,500	1,500	1,500	108.3%
0	0	300	54300 - Advertising & Publicity	0	0	0	-100.0%
0	0	200	54301 - Fees and Charges	0	0	0	-100.0%
0	0	0	54302 - Dues & Subscriptions	2,000	2,000	2,000	100.0%
0	0	800	54303 - Travel and Training	1,800	1,800	1,800	125.0%
0	0	1,100	54311 - Special Department Expenses	1,100	1,100	1,100	0.0%
0	0	19,570	Total Services	20,400	20,400	20,400	4.2%
0	0	203,772	Total Fleet Maintenance	257,692	257,692	257,692	26.5%

Note: Prior to FY 2015-2016, Fleet Maintenance was part of Public Works Program.

PROGRAM DESCRIPTION:

The Property Management Division provides services to achieve sustainability in the maintenance and operation of all city facilities. Property Management provides both contractual oversight and in-house assistance for the environmental health, safety and security of all city facilities. In addition, the department provides building security, fire safety, janitorial services, maintenance and repair, structural repairs, painting, HVAC maintenance, plumbing, electrical work and setup/cleanup for meetings.

PROGRAM RESULTS:

To effectively and efficiently maintain the City of Tigard's facilities and provide a safe and clean environment for staff and our customers.

ACCOMPLISHMENTS:

FY 2015-2016:

- Provided facilities project oversight for the installation of the AMH system at the Library
- Completed the move from the Ash St yard to the new site on Burnham St. Added a bathroom and built a new fabrication shop.
- Assessed roof maintenance/replacement options at the Police Department.
- Completed a remodel in the Police Department to upgrade security.
- Converted the Police sally port into a gun cleaning room.

GOALS & OBJECTIVES:

FY 2016-2017:

- Take a more active role in the coordination of the city's leases.
- Provide coordination for Title II ADA complaints.
- Participate in the Tigard Facilities Planning and Visioning Study.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Annual electricity usage parks (KWh)	134,036	133,000	133,000	133,000
Annual electricitiy usage facilities (KWh)	1,997,407	1,900,000	1,895,000	1,895,000
Annual electricitiy usage water facilities (KWh)	1,542,627	1,500,000	1,500,000	1,500,000
Annual electricty usage street (KWh)	201,870	200,000	195,000	195,000
Natural gas usage (consumption ccf)	63,007	63,000	63,000	63,000
Number of annual online service requests	822	944	1,025	1,200
Number of annual work orders	1,957	1,656	1,735	2,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Work orders completed within 48 hours	37%	38%	36%	50%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Administrative Specialist II	0.35	0.35	0.70	0.25
Building Maintenance Tech I	0.00	1.00	1.00	0.00
Building Maintenance Tech II	2.00	2.00	2.00	3.00
Cental Services Director	0.00	0.00	0.00	0.15
Facilities Services Supervisor	0.50	0.50	0.50	0.50
Senior Building Mainteance Tech	1.00	1.00	1.00	1.00
Total FTE	3.85	4.85	5.20	4.90

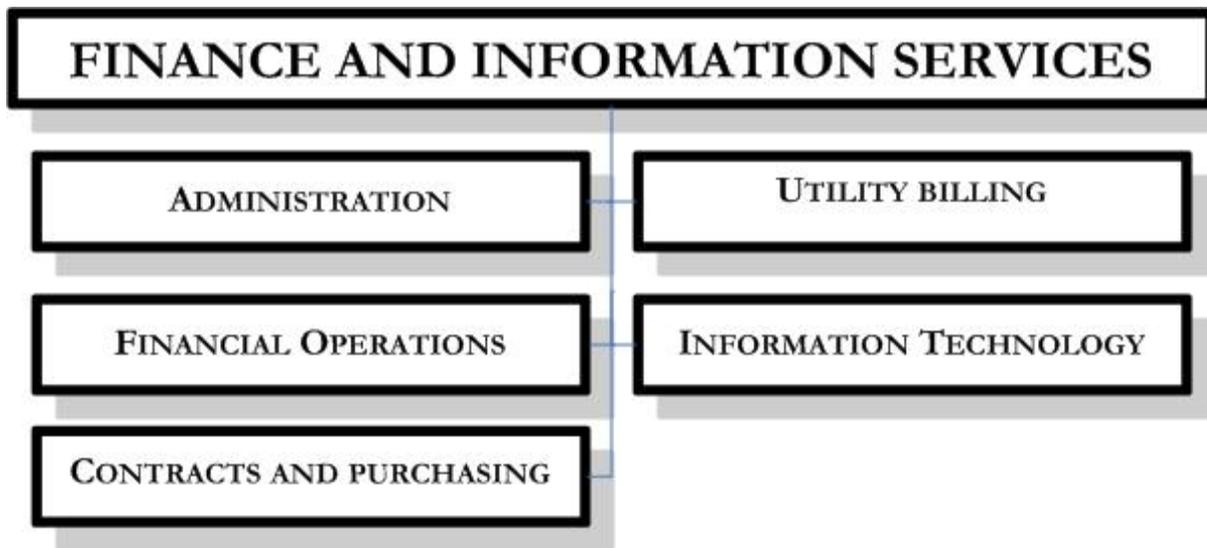
Note: Prior to FY 2015-2016, Property Management was part of Public Works Program.

PROPERTY MANAGEMENT

BUDGET UNIT: 6450

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
		5.20	Total FTE	4.90	4.90	4.90	
0	0	34,122	51001 - Salaries - Management	53,595	53,595	53,595	57.1%
0	0	259,568	51002 - Salaries - General	225,852	225,852	225,852	-13.0%
0	0	33,741	51005 - Part Time - Temporary	49,764	49,764	49,764	47.5%
0	0	3,672	51006 - Overtime	5,045	5,045	5,045	37.4%
0	0	331,103	Total Personal Services - Salaries	334,256	334,256	334,256	1.0%
0	0	1,863	52001 - Unemployment	350	350	350	-81.2%
0	0	7,944	52002 - Worker's Compensation	8,042	8,042	8,042	1.2%
0	0	22,794	52003 - Social Security/Medicare	26,937	26,937	26,937	18.2%
0	0	2,160	52004 - Tri-Met Tax	2,422	2,422	2,422	12.1%
0	0	31,158	52005 - Retirement	30,794	30,794	30,794	-1.2%
0	0	4,530	52007 - VEBA - ER	4,215	4,215	4,215	-7.0%
0	0	1,140	52008 - Life Ins/ADD/LTD	1,136	1,136	1,136	-0.4%
0	0	76,762	52010 - Medical/Dental/Vision	86,764	86,764	86,764	13.0%
0	0	148,351	Total Personal Services - Benefits	160,660	160,660	160,660	8.3%
0	0	1,500	53001 - Office Supplies	1,800	1,800	1,800	20.0%
0	0	3,425	53002 - Small Tools & Equipment	2,500	2,500	2,500	-27.0%
0	0	3,999	53003 - Fuel	3,000	3,000	3,000	-25.0%
0	0	8,924	Total Supplies	7,300	7,300	7,300	-18.2%
0	0	384,165	54001 - Professional/Contractual Services	382,880	512,880	512,880	33.5%
0	0	1,500	54003 - Legal Fees	2,000	2,000	2,000	33.3%
0	0	101,600	54101 - R & M - Facilities	93,000	93,000	93,000	-8.5%
0	0	0	54105 - R & M - Grounds	7,500	7,500	7,500	100.0%
0	0	5,800	54113 - R & M - Vehicles	5,000	5,000	5,000	-13.8%
0	0	228,860	54201 - Utilities - Electric	221,375	221,375	221,375	-3.3%
0	0	143,800	54202 - Utilities-Water/Sewer/SWM	151,000	151,000	151,000	5.0%
0	0	73,410	54203 - Utilities - Natural Gas	78,000	78,000	78,000	6.3%
0	0	6,120	54205 - Utilites - Phone/Pager/Cells	4,500	4,500	4,500	-26.5%
0	0	1,000	54300 - Advertising & Publicity	500	500	500	-50.0%
0	0	3,500	54301 - Fees and Charges	3,500	3,500	3,500	0.0%
0	0	450	54302 - Dues & Subscriptions	450	450	450	0.0%
0	0	2,500	54303 - Travel and Training	2,500	2,500	2,500	0.0%
0	0	70,150	54309 - Rents and Leases	70,500	70,500	70,500	0.5%
0	0	2,300	54311 - Special Department Expenses	2,300	2,300	2,300	0.0%
0	0	1,025,155	Total Services	1,025,005	1,155,005	1,155,005	12.7%
0	0	127,187	56002 - Buildings & Improvements	127,000	127,000	127,000	-0.1%
0	0	7,870	56004 - Computer Hardware and Software	0	0	0	-100.0%
0	0	135,057	Total Capital Improvement	127,000	127,000	127,000	-6.0%
0	0	1,648,590	Total Property Management	1,654,221	1,784,221	1,784,221	8.2%

FINANCE AND INFORMATION SERVICES ORGANIZATION CHART



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
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Number of Positions	23.60	23.40	23.60	24.60	24.60	24.60	4.2%
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Budget By Category

Personal Services	2,333,477	2,348,070	2,711,821	2,753,410	2,753,410	2,753,410	1.5%
Materials & Services	847,271	1,165,907	1,434,272	1,483,595	1,483,595	1,483,595	3.4%
Interdepartmental Costs	0	14,488	0	0	0	0	0.0%
Capital Outlay	249,489	179,917	241,780	394,240	394,240	394,240	63.1%
Total All Category	3,430,238	3,708,382	4,387,873	4,631,245	4,631,245	4,631,245	5.5%

Budget By Division

Finance & Info. Services Admin.	405,229	450,332	540,272	482,776	482,776	482,776	-10.6%
Financial Operations	529,413	531,554	615,506	620,053	620,053	620,053	0.7%
Utility Billing	776,258	940,907	1,163,974	1,092,227	1,092,227	1,092,227	-6.2%
Information Technology	1,505,675	1,565,357	1,828,672	2,185,193	2,185,193	2,185,193	19.5%
FIS Interim Plan	0	0	0	0	0	0	0.0%
Contracts and Purchasing	213,664	220,232	239,449	250,996	250,996	250,996	4.8%
Total All Division	3,430,238	3,708,382	4,387,873	4,631,245	4,631,245	4,631,245	5.5%

Budget by Fund

General Fund - 100	0	0	0	0	0	0	0.0%
Central Services Fund - 600	3,430,238	3,708,382	4,387,873	4,631,245	4,631,245	4,631,245	5.5%
Total All Fund	3,430,238	3,708,382	4,387,873	4,631,245	4,631,245	4,631,245	5.5%

PROGRAM DESCRIPTION:

Activities of staff in Finance and Information Services Administration include the annual budget process, annual 6-year Capital Improvement Plan (CIP) process, long range financial planning, financial analysis, project management, issuance of Business Licenses for Tigard business owners, and advice to the City Council, departments, and various boards and committees. The division manages the city's investments and the issuance of debt as required for general and enterprise activities and manages the city's investment portfolio. This program is responsible for the oversight of the Financial Operations, Utility Billing, Purchasing and Contracts, and Information Technology divisions.

Finance and Information Services Administration continues to actively work to anticipate issues and to develop policies and procedures to allow the city to deal with financial issues as they occur. The Director of Finance and Information Services reports directly to the City Manager and is responsible for all financial transactions and information technology of the city.

PROGRAM RESULTS:

- The city builds and maintains a strong financial position.
- Contributes to the attainment of the Tigard Council Goals.
- Enhances Tigard's Strategic Vision, particularly Goal #4 to Fund the Vision while maintaining Core Services
- Supports departmental, operational, and programmatic goals.
- Provides expert financial advice and assistance and policy analysis to city departments.
- Provides expert technical leadership and support of the city's information technology infrastructure.
- Provides excellent customer service to our city department staff as well as to the citizens of Tigard.

ACCOMPLISHMENTS:

FY 2015-2016:

- Continued with business license renewal online processing
- Received the Government Finance Officer's Association Award for the 2015-2016 annual budget.
- Implemented open budget online tool on the city's website to make basic budget information easily accessible to citizens and staff.

- Managed the process that resulted in implementation of Parks & Recreation fee to provide a stable funding source for our Parks & Recreation.
- Conducted an update on the Street Maintenance Fee which resulted in the ability to help fund existing program and add resources for Right-Of-Way beautification in commercial areas.
- Explored a program to close gaps in the city's sidewalks.
- Reviewed options for a new budget system.
- Made three training presentations at the Oregon Government Finance Officers Association conferences.

GOALS & OBJECTIVES:

FY 2016-2017:

- Work with the city management to put a ballot measure forward to tax marijuana.
- Work to put a ballot measure forward to increase gas tax for road maintenance.
- Forward an initiative to secure a local option levy on the November, 2017 ballot so day to day city services can have adequate funding and facilities.
- Guide the Information Technology division to update desktop technology and improve customer service.
- Determine course of action for next budget system alternative.
- Submit the 2016-2017 budget to the Government Finance Officers Association and earn the Distinguished Budget Presentation Award.
- Work with other city departments to continue to develop and implement the Strategic Plan and make Tigard the most walkable city in the Pacific Northwest.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Amount of Debt Outstanding (In Millions)	134.7	163.2	160.9	153.5
Number of budgetary units (division)	37	35	35	35
Number of funds managed	29	29	31	31
Number of special assessment accounts	26	22	20	18
Number of business license accounts	2,960	2,843	2,855	2,976
Number of Capital Projects Developed	60	47	72	60
Number of Council Meetings Supported	0	0	27	23

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
City's General Obligation Bond Rating from Moody's	Aa2	Aa2	Aa2	Aa2
City's General Obligation Bond Rating from Standard and Poor's	AA	AA	AA	AA
Tigard receives the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Processed new business license requests within one week of receipt(goal is 98%)	99%	99%	99%	99%
Ratio of nonpayment of Business Licenses to total licenses	1%	1%	1%	>1%
Scheduled debt payments made on time	100%	100%	100%	100%
Voicemail calls returned within 24 hours department-wide (goal is over 95%)	98%	99%	99%	97%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Confidential Executive Assistant	1.00	1.00	1.00	1.00
Finance & Information Services Director	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00	1.00
Total FTE	3.00	3.00	3.00	3.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.00	3.00	3.00	Total FTE	3.00	3.00	3.00	
261,526	264,464	292,679	51001 - Salaries - Management	278,907	278,907	278,907	-4.7%
261,526	264,464	292,679	Total Personal Services - Salaries	278,907	278,907	278,907	-4.7%
3,639	3,038	1,464	52001 - Unemployment	278	278	278	-81.0%
516	684	781	52002 - Worker's Compensation	860	860	860	10.1%
19,677	19,814	22,362	52003 - Social Security/Medicare	21,306	21,306	21,306	-4.7%
1,880	1,920	2,119	52004 - Tri-Met Tax	2,016	2,016	2,016	-4.9%
36,613	37,130	40,916	52005 - Retirement	38,991	38,991	38,991	-4.7%
1,800	1,800	1,800	52007 - VEBA - ER	1,800	1,800	1,800	0.0%
299	1,049	2,343	52008 - Life Ins/ADD/LTD	1,593	1,593	1,593	-32.0%
869	869	0	52009 - Long Term Disability	0	0	0	0.0%
40,161	41,191	48,378	52010 - Medical/Dental/Vision	44,965	44,965	44,965	-7.1%
5,126	5,158	0	52011 - Dental Benefits	0	0	0	0.0%
-3,548	2,324	0	52012 - Accrued Vacation	0	0	0	0.0%
107,032	114,975	120,163	Total Personal Services - Benefits	111,809	111,809	111,809	-7.0%
683	1,572	1,745	53001 - Office Supplies	1,930	1,930	1,930	10.6%
683	1,572	1,745	Total Supplies	1,930	1,930	1,930	10.6%
18,679	37,342	53,900	54001 - Professional/Contractual Services	45,100	45,100	45,100	-16.3%
2,999	4,081	49,000	54003 - Legal Fees	10,000	10,000	10,000	-79.6%
553	0	750	54004 - Printing Services	2,275	2,275	2,275	203.3%
1,400	3,400	6,000	54006 - Software License and Maintenance	19,000	19,000	19,000	216.7%
3,929	1,807	5,400	54300 - Advertising & Publicity	2,050	2,050	2,050	-62.0%
1,598	1,055	1,005	54302 - Dues & Subscriptions	1,150	1,150	1,150	14.4%
1,982	1,750	5,680	54303 - Travel and Training	6,030	6,030	6,030	6.2%
946	1,998	500	54311 - Special Department Expenses	1,125	1,125	1,125	125.0%
3,900	3,400	3,450	54312 - Bank Fees	3,400	3,400	3,400	-1.4%
35,986	54,832	125,685	Total Services	90,130	90,130	90,130	-28.3%
0	1,809	0	58100 - Indirect Charges- City Management	0	0	0	0.0%
0	1,679	0	58110 - Indirect Charges- Human Resources	0	0	0	0.0%
0	550	0	58120 - Indirect Charges- Risk Management	0	0	0	0.0%
0	1,882	0	58130 - Indirect Charges- Office Services	0	0	0	0.0%
0	1,362	0	58150 - Indirect Charges- Records	0	0	0	0.0%
0	26	0	58200 - Indirect Charges- Finance Administration	0	0	0	0.0%
0	683	0	58210 - Indirect Charges- Financial Operations	0	0	0	0.0%
0	6,482	0	58230 - Indirect Charges- Technology	0	0	0	0.0%
0	15	0	58250 - Indirect Charges- Contracts and Purchasing	0	0	0	0.0%
0	14,488	0	Total Internal Services	0	0	0	0.0%
405,227	450,332	540,272	Total Finance & Info. Services Admin.	482,776	482,776	482,776	-10.6%

PROGRAM DESCRIPTION:

This division includes accounts payable, accounts receivable, payroll, capital assets, inventory recording and reporting, general ledger, project cost tracking, preparation of the annual Comprehensive Annual Financial Report (CAFR), cost accounting (citywide cost allocation plan), grant accounting, and preparation of financial and special reports, as requested. This division is also responsible for overseeing the annual external financial statement audit.

PROGRAM RESULTS:

- The division contributes to the Finance and Information Services Department's overall desired result of building and maintaining a strong financial position for the city
- Financial and management reporting being provided to city departments meets local budget law and generally accepted governmental accounting standards as well as meeting the informational needs of city programs
- Support of city programs and departments in managing the cost of doing business through timely and effective financial reporting

ACCOMPLISHMENTS:

FY 2015-2016:

- Received the Government Finance Officers Association's award for fiscal year 2014 for excellence in financial reporting.
- Improved city Engineering and Public Works departments construction project tracking with financial software (Springbrook).
- Participated in the city's annual budget process with adoption by the council before June 30, 2015.
- Worked with city management in the process of implementing the Strategic Plan for Tigard.

GOALS & OBJECTIVES:

FY 2016-2017:

- Receive the Government Finance Officers Association's award for excellence in financial reporting for fiscal year 2015.
- Develop and implement a central grant tracking system with city departments to improve grant reporting internally and externally.
- Continue to improve capital project tracking and reporting for city programs with financial software (Springbrook).

- Participate in the implementation of the strategic plan objectives as outlined by city management.
- Complete the annual audit and issue the Comprehensive Annual Financial Report (CAFR) by December 15, 2016.

WORKLOAD MEASURES

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
Number of payroll checks/ACH transactions processed	7,843	7,858	8,421	8,500
Number of check requests/invoices processed	8,864	7,715	6,814	6,700
Number of accounts payable checks processed	3,524	3,632	3,792	3,892

EFFECTIVENESS MEASURES

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
Financial Reports accurate and submitted timely (within 6 months of year-end)	Met	Met	Not Met	Met

FULL-TIME EQUIVALENT POSITIONS

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
Accountant	0.80	0.80	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00
Assistant Finance Director	0.80	0.80	0.80	0.80
Payroll Specialist	1.00	1.00	1.00	1.00
Senior Accounting Assistant	1.00	1.00	1.00	1.00
Total FTE	4.60	4.60	4.80	4.80

FINANCIAL OPERATIONS

BUDGET UNIT: 2100

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
4.60	4.60	4.80	Total FTE	4.80	4.80	4.80	
279,580	256,110	296,417	51001 - Salaries - Management	305,425	305,425	305,425	3.0%
54,455	57,881	57,792	51002 - Salaries - General	46,192	46,192	46,192	-20.1%
0	0	0	51006 - Overtime	0	0	0	0.0%
334,035	313,991	354,209	Total Personal Services - Salaries	351,617	351,617	351,617	-0.7%
4,650	3,602	1,779	52001 - Unemployment	353	353	353	-80.2%
719	833	995	52002 - Worker's Compensation	1,098	1,098	1,098	10.4%
26,220	24,181	27,189	52003 - Social Security/Medicare	27,077	27,077	27,077	-0.4%
2,403	2,272	2,573	52004 - Tri-Met Tax	2,565	2,565	2,565	-0.3%
43,553	41,405	47,443	52005 - Retirement	47,611	47,611	47,611	0.4%
3,180	3,073	3,180	52007 - VEBA - ER	3,180	3,180	3,180	0.0%
449	404	2,204	52008 - Life Ins/ADD/LTD	2,204	2,204	2,204	0.0%
1,018	957	0	52009 - Long Term Disability	0	0	0	0.0%
35,212	31,140	40,261	52010 - Medical/Dental/Vision	38,533	38,533	38,533	-4.3%
4,114	3,465	0	52011 - Dental Benefits	0	0	0	0.0%
3,949	-6,640	1,173	52012 - Accrued Vacation	2,315	2,315	2,315	97.4%
125,467	104,690	126,797	Total Personal Services - Benefits	124,936	124,936	124,936	-1.5%
2,558	3,568	4,300	53001 - Office Supplies	4,300	4,300	4,300	0.0%
0	1,760	0	53002 - Small Tools & Equipment	0	0	0	0.0%
2,558	5,327	4,300	Total Supplies	4,300	4,300	4,300	0.0%
44,950	49,297	60,500	54001 - Professional/Contractual Services	68,500	68,500	68,500	13.2%
0	1,976	0	54003 - Legal Fees	0	0	0	0.0%
2,750	0	11,500	54006 - Software License and Maintenance	11,500	11,500	11,500	0.0%
16,723	2,326	1,000	54301 - Fees and Charges	2,000	2,000	2,000	100.0%
1,114	775	2,500	54302 - Dues & Subscriptions	2,500	2,500	2,500	0.0%
1,675	3,296	7,000	54303 - Travel and Training	7,000	7,000	7,000	0.0%
0	49,172	47,000	54306 - Credit Card Fees	0	0	0	-100.0%
140	45	0	54311 - Special Department Expenses	0	0	0	0.0%
0	123	0	54312 - Bank Fees	47,000	47,000	47,000	100.0%
67,352	107,009	129,500	Total Services	138,500	138,500	138,500	6.9%
0	537	700	56004 - Computer Hardware and Software	700	700	700	0.0%
0	537	700	Total Capital Improvement	700	700	700	0.0%
529,412	531,554	615,506	Total Financial Operations	620,053	620,053	620,053	0.7%

PROGRAM DESCRIPTION:

The Utility Billing Team is committed to maintaining an accurate and efficient utilities and billing collection system which includes conducting meter reads, meter maintenance, service requests, collections, bill generation, account maintenance and a wide variety of customer service requests for all residential and commercial accounts. The Utility Billing team provides customer service through handling transactions for passports, business licenses, water meter sales as well as perform duties as the city's central point of contact for external phone calls from citizens and providing assistance in answering general questions about city resources and events.

PROGRAM RESULTS:

- The division contributes to the Finance and Information Services Department's overall desired result of building and maintaining a strong financial position for the city.
- Provides support to various city departments to maximize enterprise revenues.
- Provides accurate utility billing information and passport services to customers through knowledgeable and friendly service staff.

ACCOMPLISHMENTS:

FY 2015-2016:

Customer Service

- Utility Billing seigned a new door hanger for customers that provides quick reference information such as contact numbers, meter status, leak information and a variety of other messages that save customers time as well as provide resources for water billing information and conservation.
- During the past year Utility Billing improved its web site by adding a Frequently Asked Questions page and instructions on "How to read your meter", "How to turn your meter on and off", "Water Line Insurance Alerts" and "Utility Billing Policies".
- With the advent of new "chip" card, the Utility Billing staff have become subject matter experts for the city by providing guidance and assistance for all city departments in research, training, purchasing and installation of new Point of Sale systems allowing the use of the new credit and debit cards city wide.

Operational Efficiencies

- Utility Billing installed a new cash register system with three drawers for better accountability and internal control. This in conjunction with a new daily close out procedure and new rules on cash transactions and handling have resulted in zero errors and better accountability.
- Added another day to Passport Processing resulting in the an additional 253 passports being issued and an addition \$5800.00 in revenue for the city.
- Implemented new guidelines and procedures for customer "Payment Plans" allowing each staff member to assist customers with making payments. This has resulted in better customer service and and lesser funds required to support St. Vincent DePaul in the Utility Assistance Program.

GOALS & OBJECTIVES:

FY 2016-2017:

- Document all Utility Billing procedures and processes to effectively maintain consistent and professional core services and seek out area's of possible improvement as the community grows and develops.
- In conjunction with the city's Strategic Plan with new development and construction, Utility Billing will need to adapt by implementing new meter routes, improved reading sequences, and allowing us to support development advancing the vision.
- Develop staff from the office team and field crew to act as ambassadors of the city providing less static communication and more dynamic communication with our customers thus providing better and more informative customer service and promotion of the Strategic Plan.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of passport applications processed	1,350	1,593	1,650	1,700
Total number of utility billing accounts	20,550	20,431	21,700	22,200
Number of water accounts	19,207	19,737	20,500	21,000
Number of utility bills sent	241,500	244,000	256,500	277,000
Number of water meters sold	260	65	300	325
Registered online users	11,000	13,400	15,600	17,000
Total revenue collected through online system	\$5,579,578	\$8,600,000	\$10,000,000	12,500,000
Number of online payment transactions	41,250	68,059	88,000	97,000
Number of interactive voice recognition (IVR / telephone payments) payment transactions	2,453	8,514	9,300	10,500
Total number of payment transactions	234,025	237,910	246,000	248,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
% of the total utility customers with acct balances past due over 30 days	4%	3%	3%	3%
Increase in online customers from previous year	1,900	2,400	2,900	3,500
Percent increase in registered online customers from previous year	19.8%	21.8%	25%	25%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Accounting Assistant II	1.80	1.80	1.80	1.80
Assistant Finance Director	0.20	0.20	0.20	0.20
Customer Service Field Worker	1.80	1.80	1.80	1.80
Senior Accounting Assistant	1.00	1.00	1.00	1.00
Senior Customer Service Field Worker	1.00	1.00	1.00	1.00
Utility Billing Supervisor	1.00	1.00	1.00	1.00
Total FTE	6.80	6.80	6.80	6.80



UTILITY BILLING

BUDGET UNIT: 2200

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
6.80	6.80	6.80	Total FTE	6.80	6.80	6.80	
81,747	76,546	90,412	51001 - Salaries - Management	91,066	91,066	91,066	0.7%
207,223	213,340	221,784	51002 - Salaries - General	301,900	301,900	301,900	36.1%
85,624	87,296	92,898	51004 - Part Time - Regular	0	0	0	-100.0%
295	304	0	51006 - Overtime	0	0	0	0.0%
374,889	377,486	405,094	Total Personal Services - Salaries	392,966	392,966	392,966	-3.0%
5,218	4,331	2,031	52001 - Unemployment	393	393	393	-80.6%
4,435	5,688	6,205	52002 - Worker's Compensation	6,425	6,425	6,425	3.5%
27,873	28,140	30,994	52003 - Social Security/Medicare	30,195	30,195	30,195	-2.6%
2,697	2,737	2,935	52004 - Tri-Met Tax	2,857	2,857	2,857	-2.7%
38,261	41,400	44,126	52005 - Retirement	43,216	43,216	43,216	-2.1%
6,000	6,087	6,120	52007 - VEBA - ER	6,120	6,120	6,120	0.0%
422	422	1,753	52008 - Life Ins/ADD/LTD	1,706	1,706	1,706	-2.7%
1,011	1,045	0	52009 - Long Term Disability	0	0	0	0.0%
86,418	88,634	104,866	52010 - Medical/Dental/Vision	108,466	108,466	108,466	3.4%
10,278	10,646	0	52011 - Dental Benefits	0	0	0	0.0%
1,248	-1,493	0	52012 - Accrued Vacation	1,723	1,723	1,723	100.0%
183,861	187,637	199,030	Total Personal Services - Benefits	201,101	201,101	201,101	1.0%
3,628	3,282	4,000	53001 - Office Supplies	4,000	4,000	4,000	0.0%
1,307	610	1,250	53002 - Small Tools & Equipment	1,250	1,250	1,250	0.0%
9,798	8,670	10,000	53003 - Fuel	10,000	10,000	10,000	0.0%
14,733	12,561	15,250	Total Supplies	15,250	15,250	15,250	0.0%
154,122	140,743	165,300	54001 - Professional/Contractual Services	155,000	155,000	155,000	-6.2%
0	1,001	0	54003 - Legal Fees	0	0	0	0.0%
24,324	30,673	49,000	54006 - Software License and Maintenance	71,210	71,210	71,210	45.3%
8,118	4,841	15,000	54113 - R & M - Vehicles	15,000	15,000	15,000	0.0%
95	1,434	200	54114 - R & M - Office Equipment	200	200	200	0.0%
0	245	0	54115 - Vehicle Usage	0	0	0	0.0%
1,819	3,145	2,600	54205 - Utilites - Phone/Pager/Cells	5,000	5,000	5,000	92.3%
0	9,382	0	54300 - Advertising & Publicity	0	0	0	0.0%
0	105	0	54302 - Dues & Subscriptions	0	0	0	0.0%
1,459	3,559	2,500	54303 - Travel and Training	2,500	2,500	2,500	0.0%
0	166,624	245,000	54306 - Credit Card Fees	230,000	230,000	230,000	-6.1%
1,199	1,472	2,000	54311 - Special Department Expenses	2,000	2,000	2,000	0.0%
191,136	363,223	481,600	Total Services	480,910	480,910	480,910	-0.1%
0	0	61,000	56003 - Vehicles	0	0	0	-100.0%
11,638	0	2,000	56004 - Computer Hardware and Software	2,000	2,000	2,000	0.0%
0	0	0	56006 - Equipment	0	0	0	0.0%
11,638	0	63,000	Total Capital Improvement	2,000	2,000	2,000	-96.8%
776,257	940,907	1,163,974	Total Utility Billing	1,092,227	1,092,227	1,092,227	-6.2%

PROGRAM DESCRIPTION:

The Information Technology (IT) Division is responsible for all computing, networking and telecommunications technology used within the city organization. IT performs the traditional helpdesk functions of PC management, troubleshooting and installation as well as maintaining the city's network infrastructure (switches, cables and servers) and software that city departments require that run on both servers and staff PC's. Telecommunications responsibilities include maintaining the city's phone system and voice mail system, automated attendant, cellular phones, pagers and PDA's. IT is also responsible for the city's enterprise GIS system which integrates data from different departments for use internally and by the public.

PROGRAM RESULTS:

- Information Technology (IT) fully supports and properly maintains the citywide technology infrastructure that is both highly reliable and secure
- IT maintains a user-friendly computing environment at the Tigard Public Library for citizens
- IT provides information technology support and assistance to all city departments and staff
- IT maintains and plans the city's GIS system, both internally and for citizen access

ACCOMPLISHMENTS:

FY 2015-2016:

- Support for City Strategic Plan and walkability, including sidewalk gap analysis using GIS
- Updated Tigard Mapping Services web page to support responsive design and use on multiple devices
- Developed framework to support deployment of device agnostic applications for GIS
- Deployed focused web mapping applications to support ease of use and support business needs of city departments
- Increased helpdesk service levels by closing an average of 15% more tickets per week
- Hired and trained new employees to achieve a full staffing level
- Created an IT Priority and Response Plan to ensure consistent and measurable service standards
- Inventoried and analyzed network, servers, and desktop infrastructure to aid in replacement scheduling and budgeting
- Updated fiber connections between buildings to allow for increased bandwidth

GOALS & OBJECTIVES:

FY 2016-2017:

- Develop and deploy upgraded address searching capabilities for main Tigard applications
- GIS support (mapping and analysis) for city strategic plan initiatives, including proposed sidewalk improvement program
- Develop and deploy new Tigard walking maps, both printed and digital applications
- Deploy Pictometry application upgrade as well as oblique photos
- Replace aging network, server and desktop infrastructure.
- Improve service levels through continued education
- Build an IT roadmap for the city of Tigard
- Develop service standards for the IT group

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of network appliances citywide	NA	5	6	8
Number of physical servers non-PD	NA	18	18	20
Number of physical servers PD	NA	4	4	6
Number of SAN/NAS servers-citywide	NA	4	6	7
Number of virtual servers non-PD	NA	43	56	56
Number of virtual servers PD	NA	7	10	11
New GIS web mapping applications (Examples: Park Finder, Crime Spotter, and Active Construction)	9	12	9	8
GIS Request for Services	160	175	170	190
GIS Layer/database Additions/Layer Overhaul	20	15	20	15
Non-Spam Email Messages	482,000	560,800	686,400	835,528
Spam Email Message	320,500	461,600	648,300	696,082
Number of phone lines maintained	284	285	285	285
Number of Helpdesk service calls	4,650	4,548	4,758	7,200
Number of cell phones, hotspots and pagers	248	282	296	300
Number of laptops and computers	523	525	530	530

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Backups performed as required (%)	99%	99%	99%	99%
Network up-time (%)	99%	99%	99%	90%
Service calls fixed on first call (%)	90%	90%	80%	75%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Database Administrator	1.00	1.00	1.00	1.00
GIS Coordinator	0.80	1.00	1.00	1.00
GIS Program/Analyst	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Microcomputer Support Technician	0.00	0.00	0.00	1.00
Network Administrator	2.00	3.00	2.00	2.00
Sr Network Administrator	0.00	0.00	1.00	1.00
Total FTE	5.80	7.00	7.00	8.00

INFORMATION TECHNOLOGY

BUDGET UNIT: 2300

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
5.80	7.00	7.00	Total FTE	8.00	8.00	8.00	
433,106	438,816	567,326	51001 - Salaries - Management	616,221	616,221	616,221	8.6%
72,963	77,159	84,446	51002 - Salaries - General	81,305	81,305	81,305	-3.7%
4,209	6,171	58,139	51005 - Part Time - Temporary	77,985	77,985	77,985	34.1%
14,194	25,801	8,137	51006 - Overtime	10,090	10,090	10,090	24.0%
524,472	547,947	718,048	Total Personal Services - Salaries	785,601	785,601	785,601	9.4%
7,207	6,246	3,374	52001 - Unemployment	740	740	740	-78.1%
2,968	4,277	4,227	52002 - Worker's Compensation	6,223	6,223	6,223	47.2%
39,120	41,154	51,540	52003 - Social Security/Medicare	56,573	56,573	56,573	9.8%
3,725	3,965	4,881	52004 - Tri-Met Tax	5,352	5,352	5,352	9.6%
62,310	65,644	87,965	52005 - Retirement	90,028	90,028	90,028	2.3%
3,966	3,927	4,500	52007 - VEBA - ER	5,400	5,400	5,400	20.0%
506	485	3,372	52008 - Life Ins/ADD/LTD	2,980	2,980	2,980	-11.6%
1,484	1,389	0	52009 - Long Term Disability	0	0	0	0.0%
78,809	78,782	105,868	52010 - Medical/Dental/Vision	113,056	113,056	113,056	6.8%
9,632	8,837	0	52011 - Dental Benefits	0	0	0	0.0%
2,094	6,025	0	52012 - Accrued Vacation	0	0	0	0.0%
211,821	220,731	265,727	Total Personal Services - Benefits	280,352	280,352	280,352	5.5%
43,797	1,735	7,000	53001 - Office Supplies	9,800	9,800	9,800	40.0%
6,641	13,933	13,000	53002 - Small Tools & Equipment	13,000	13,000	13,000	0.0%
405	247	500	53003 - Fuel	700	700	700	40.0%
34,330	41,996	49,971	53006 - Technology Equipment under \$5,000	49,970	49,970	49,970	0.0%
85,173	57,911	70,471	Total Supplies	73,470	73,470	73,470	4.3%
22,845	73,524	66,155	54001 - Professional/Contractual Services	105,600	105,600	105,600	59.6%
0	524	0	54003 - Legal Fees	0	0	0	0.0%
329,293	357,012	349,243	54006 - Software License and Maintenance	350,750	350,750	350,750	0.4%
1,024	1,030	2,000	54113 - R & M - Vehicles	0	0	0	-100.0%
4,262	14,363	20,900	54114 - R & M - Office Equipment	20,900	20,900	20,900	0.0%
68,217	76,141	78,930	54205 - Utilites - Phone/Pager/Cells	83,090	83,090	83,090	5.3%
1,285	1,000	1,500	54300 - Advertising & Publicity	2,000	2,000	2,000	33.3%
8,815	25,497	53,939	54301 - Fees and Charges	56,950	56,950	56,950	5.6%
875	1,088	1,320	54302 - Dues & Subscriptions	1,320	1,320	1,320	0.0%
6,271	7,889	21,859	54303 - Travel and Training	32,120	32,120	32,120	46.9%
3,470	1,858	500	54311 - Special Department Expenses	1,500	1,500	1,500	200.0%
446,357	559,925	596,346	Total Services	654,230	654,230	654,230	9.7%
157,826	177,514	112,000	56004 - Computer Hardware and Software	334,260	334,260	334,260	198.4%
0	50	0	56006 - Equipment	0	0	0	0.0%
80,025	1,279	66,080	56007 - GIS Hardware and Software	57,280	57,280	57,280	-13.3%
237,851	178,843	178,080	Total Capital Improvement	391,540	391,540	391,540	119.9%
1,505,674	1,565,357	1,828,672	Total Information Technology	2,185,193	2,185,193	2,185,193	19.5%

PROGRAM DESCRIPTION:

The Contracts and Purchasing Division reports to the Director of Finance and Information Services. The staff in the Contracts and Purchasing Division support the overall activities of the director and the department. Activities of staff in the Contracts and Purchasing Division include:

- Development and oversight of contracting and procurement policy;
- Contract management,
- Project management,
- Solicitation development and execution,
- Contracting and other procurement process development,
- Advising City Council, Local Contract Review Board, and city departments on general contracting and procurement related topics,
- Disposal of surplus property and equipment, and
- Serving as city liaisons to general public on contracting and purchasing related topics.

The Contracts and Purchasing Division continues to actively work to anticipate issues and to develop policies and procedures that allow the city to stay in line compliance with applicable Federal and State laws, statutes, and regulations as well as any other issues as they occur.

PROGRAM RESULTS:

The Contracts and Purchasing Division contributes to the Finance and Information Services Department's overall desired result of building and maintaining a strong financial position for the city. Contracts and Purchasing provide policy development and analysis, develops efficient procedures for contracts and other forms of procurement, and provides expert advice, assistance, and guidance to city departments on contracting and purchasing.

ACCOMPLISHMENTS:

FY 2015-2016:

- Provided expert advice, assistance, and policy analysis and development to city departments regarding contracting and purchasing.
- Enhanced working relationships with city departments, ensuring better lines of communication and streamlining of workloads.
- Expanded, updated, and maintained information on the division's InsideTigard intranet pages which allows departments to access all forms and templates needed during a contract or purchase process.
- Fully implemented the new "chip and pin" cards for the city's procurement card program.
- Implemented a new process for Intergovernmental Agreements and Memorandums of Understanding.

GOALS & OBJECTIVES:

FY 2016-2017:

- Provide expert advice, assistance, and policy analysis and development to city departments regarding contracting and purchasing.
- Enhance working relationships with city departments, ensuring better lines of communication and streamlining of workloads.
- Expand, update, and maintain information on the division's InsideTigard intranet pages to allow departments to access all forms and templates needed during a contract or purchase process.
- Implement a new database for tracking and maintaining Intergovernmental Agreements and Memorandums of Understanding.
- Expand the city's procurement card system to include the use of non-discretionary funds via purchase requisition system in the Works program.
- Explore a new "cloud-based" eProcurement system allowing for the electronic pushing of solicitation information to vendors by self-registration.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of contracts (including IGAs) requiring Local Contracts Review Board Approval	16	14	20	30
Number of contracts written	87	85	80	85
Number of formal Invitation to Bid or Request for Proposal	17	21	20	20
Number of purchase orders processed	74	78	75	80
Number of purchasing card transactions	7,047	6,924	7,000	7,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Average time to process a Purchase Order (Goal is less than 1 day)	<1	<1	<1	<1
Purchasing card monthly audit completed on time (Goal is less than 1 day)	<1	<1	=1	<1
Contracts executed within 30 days of award notice (Goal is 95%)	99%	95%	99%	99%
% of contract awards that are protested (goal is less than 2%)	0%	0%	0%	0%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Purchasing Assistant	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00	1.00
Total FTE	2.00	2.00	2.00	2.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
2.00	2.00	2.00	Total FTE	2.00	2.00	2.00	
82,947	85,482	88,335	51001 - Salaries - Management	85,822	85,822	85,822	-2.8%
57,173	58,252	60,694	51002 - Salaries - General	58,966	58,966	58,966	-2.8%
0	0	1,018	51006 - Overtime	1,007	1,007	1,007	-1.0%
140,120	143,733	150,047	Total Personal Services - Salaries	145,795	145,795	145,795	-2.8%
1,949	1,645	757	52001 - Unemployment	144	144	144	-81.0%
528	385	421	52002 - Worker's Compensation	471	471	471	11.9%
10,082	10,312	11,556	52003 - Social Security/Medicare	11,077	11,077	11,077	-4.1%
1,008	1,040	1,096	52004 - Tri-Met Tax	1,048	1,048	1,048	-4.4%
17,330	17,793	18,716	52005 - Retirement	17,912	17,912	17,912	-4.3%
1,500	1,500	1,500	52007 - VEBA - ER	1,500	1,500	1,500	0.0%
151	151	717	52008 - Life Ins/ADD/LTD	717	717	717	0.0%
428	428	0	52009 - Long Term Disability	0	0	0	0.0%
36,076	37,134	43,288	52010 - Medical/Dental/Vision	45,453	45,453	45,453	5.0%
4,315	4,311	0	52011 - Dental Benefits	0	0	0	0.0%
-3,115	-2,284	1,976	52012 - Accrued Vacation	2,004	2,004	2,004	1.4%
70,252	72,415	80,027	Total Personal Services - Benefits	80,326	80,326	80,326	0.4%
406	372	2,000	53001 - Office Supplies	2,500	2,500	2,500	25.0%
0	599	0	53002 - Small Tools & Equipment	0	0	0	0.0%
406	971	2,000	Total Supplies	2,500	2,500	2,500	25.0%
467	81	3,000	54003 - Legal Fees	2,700	2,700	2,700	-10.0%
0	0	225	54300 - Advertising & Publicity	275	275	275	22.2%
2,265	2,205	2,650	54302 - Dues & Subscriptions	2,400	2,400	2,400	-9.4%
0	24	1,500	54303 - Travel and Training	1,800	1,800	1,800	20.0%
155	265	0	54311 - Special Department Expenses	15,200	15,200	15,200	100.0%
2,887	2,575	7,375	Total Services	22,375	22,375	22,375	203.4%
0	537	0	56004 - Computer Hardware and Software	0	0	0	0.0%
0	537	0	Total Capital Improvement	0	0	0	0.0%
213,665	220,232	239,449	Total Contracts and Purchasing	250,996	250,996	250,996	4.8%



Tigard has three dog parks that are very popular with our four-legged population.