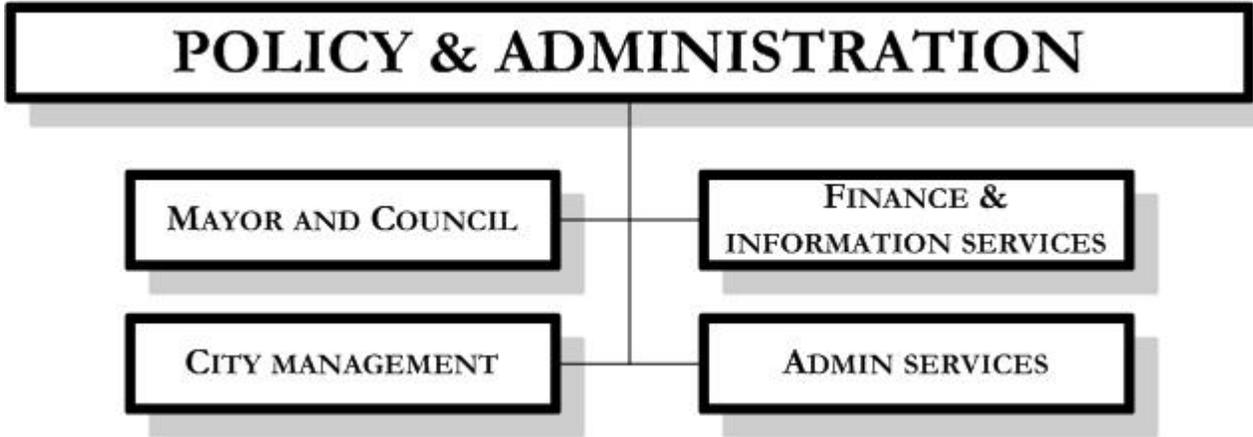


**POLICY & ADMINISTRATION ORGANIZATION CHART**

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## POLICY AND ADMINISTRATION PROGRAM

The Policy and Administration Program consists of the Mayor and Council, City Management, Administrative Services and the Finance and Information Service Departments. This program includes a wide variety of functions that encompass the areas of administrative support, 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 2012 Actual	FY 2013 Actual	FY 2014 Revised	FY 2015 Proposed	FY 2015 Approved	FY 2015 Adopted	2015 Adopted vs.2014 Revised
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Number of Positions	44.95	43.95	43.95	45.85	45.85	45.85	4.3%
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### Budget By Category

Personal Services	4,465,134	4,361,708	4,892,238	5,116,776	5,145,914	5,145,914	5.2%
Materials & Services	1,989,005	1,907,014	2,260,215	2,542,011	2,542,011	2,542,011	12.5%
Interdepartmental Costs	197,301	87,507	117,218	136,217	136,217	136,217	16.2%
Capital Outlay	212,194	169,077	156,690	137,832	137,832	137,832	-12.0%
<b>Total All Category</b>	<b>6,863,633</b>	<b>6,525,306</b>	<b>7,426,361</b>	<b>7,932,836</b>	<b>7,961,974</b>	<b>7,961,974</b>	<b>7.2%</b>

### Budget By Division

Mayor and Council	276,225	235,068	265,654	264,927	294,065	294,065	10.7%
City Manager's Office	645,919	665,914	717,986	739,073	739,073	739,073	2.9%
Human Resources	662,208	637,451	734,804	754,062	754,062	754,062	2.6%
Risk Management	579,409	549,646	647,751	754,998	754,998	754,998	16.6%
Design & Communications	477,750	442,944	480,459	483,695	483,695	483,695	0.7%
Municipal Court	542,809	476,317	536,862	544,871	544,871	544,871	1.5%
City Recorder/Records	391,731	393,411	464,364	482,659	482,659	482,659	3.9%
Finance & Info. Services Admin.	415,465	404,688	453,508	469,810	469,810	469,810	3.6%
Financial Operations	650,425	538,631	574,654	594,214	594,214	594,214	3.4%
Utility Billing	740,204	726,939	798,413	922,387	922,387	922,387	15.5%
Information Technology	1,289,198	1,260,661	1,534,563	1,696,729	1,696,729	1,696,729	10.6%
FIS Interim Plan	0	0	0	0	0	0	0.0%
Contracts and Purchasing	192,290	193,637	217,343	225,411	225,411	225,411	3.7%
<b>Total All Division</b>	<b>6,863,633</b>	<b>6,525,306</b>	<b>7,426,361</b>	<b>7,932,836</b>	<b>7,961,974</b>	<b>7,961,974</b>	<b>7.2%</b>

### Budget by Fund

General Fund - 100	819,034	711,385	802,516	809,798	838,936	838,936	4.5%
Central Services Fund - 600	6,044,599	5,780,351	6,573,845	7,073,038	7,073,038	7,073,038	7.6%
Insurance Fund - 660	0	33,570	50,000	50,000	50,000	50,000	0.0%
<b>Total All Fund</b>	<b>6,863,633</b>	<b>6,525,306</b>	<b>7,426,361</b>	<b>7,932,836</b>	<b>7,961,974</b>	<b>7,961,974</b>	<b>7.2%</b>

MAYOR AND CITY COUNCIL

**POLICY & ADMINISTRATION**

**MAYOR & COUNCIL**

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	FY 2015 Proposed	FY 2015 Approved	FY 2015 Adopted	2015 Adopted vs.2014 Revised
Number of Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Budget By Category							
Personal Services	105,181	109,719	145,847	145,920	175,058	175,058	20.0%
Materials & Services	112,349	125,350	119,007	119,007	119,007	119,007	0.0%
Interdepartmental Costs	58,695	0	0	0	0	0	0.0%
Capital Outlay	0	0	800	0	0	0	-100.0%
Total All Category	276,225	235,068	265,654	264,927	294,065	294,065	10.7%
Budget By Division							
Mayor and Council	276,225	235,068	265,654	264,927	294,065	294,065	10.7%
Total All Division	276,225	235,068	265,654	264,927	294,065	294,065	10.7%
Budget by Fund							
General Fund - 100	276,225	235,068	265,654	264,927	294,065	294,065	10.7%
Total All Fund	276,225	235,068	265,654	264,927	294,065	294,065	10.7%

**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.

**PROGRAM DESCRIPTION:**

The Mayor and City Council provide the 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.

**ACCOMPLISHMENTS:**

FY 2013-2014:

**Southwest Corridor**

Tigard played a pivotal role in regional effort to identify route options and modes that focus on transit strategy.

**River Terrace**

Tigard began community-wide efforts to involve residents in planning urban services and standards for a new neighborhood.

**Economic Development**

Hired first Economic Development manager to position Tigard as a thriving partner to the regional economy.

**Water**

Lake Oswego\*Tigard Water Partnership began construction on the shared water system.

**Engaging the Community**

Council's commitment to engaging residents resulted in monthly fireside chats with the Mayor, town hall meetings with council to discuss relevant topics and research into new and better ways to connect with residents.

**GOALS & OBJECTIVES:**

FY 2014-2015:

**Tigard City Council - Proposed Goals and Milestones  
Through December 2014****Water**

- Lake Oswego-Tigard Water Partnership - Negotiate/proceed with water purchase from Lake Oswego
- LO\*T Water Partnership Bond Sale - monitor progress of construction and budget
- Develop Willamette River Water Sources

**River Terrace**

- Complete Community Plan

**Tigard Triangle**

- Complete Triangle Strategic Plan
- Adopt design standards

**Southwest Corridor**

- Determine modes and key destinations for further study and representative alignments for the federal EIS process

**Recreation**

- Compare recreation inventory with demand analysis to identify needs/gaps

**Economic Development**

- Establish Economic Development Program

**Community Engagement**

- Redesign community survey effort to include regular two-way communication efforts (based on fall-2013 survey results)
- Continue 3-4 quarterly open forums to engage residents/neighborhood groups, develop fiscal report card as recommended by Mayor's Blue Ribbon Task Force
- Develop Tigard's community identity

**Downtown**

- Strategy for redevelopment of city-owned property
- Continue Downtown Plaza site acquisition and design approval (contingent on site acquisition)
- Finalize downtown redevelopment opportunities

**Growth/Annexation**

- Successfully complete River Terrace Community Plan

**Finance**

- Represent Tigard at the regional, state and federal level to advocate for tax reform
- Prepare for voter-approved measure for major investment (capital, parks, etc.)

**WORKLOAD MEASURES**

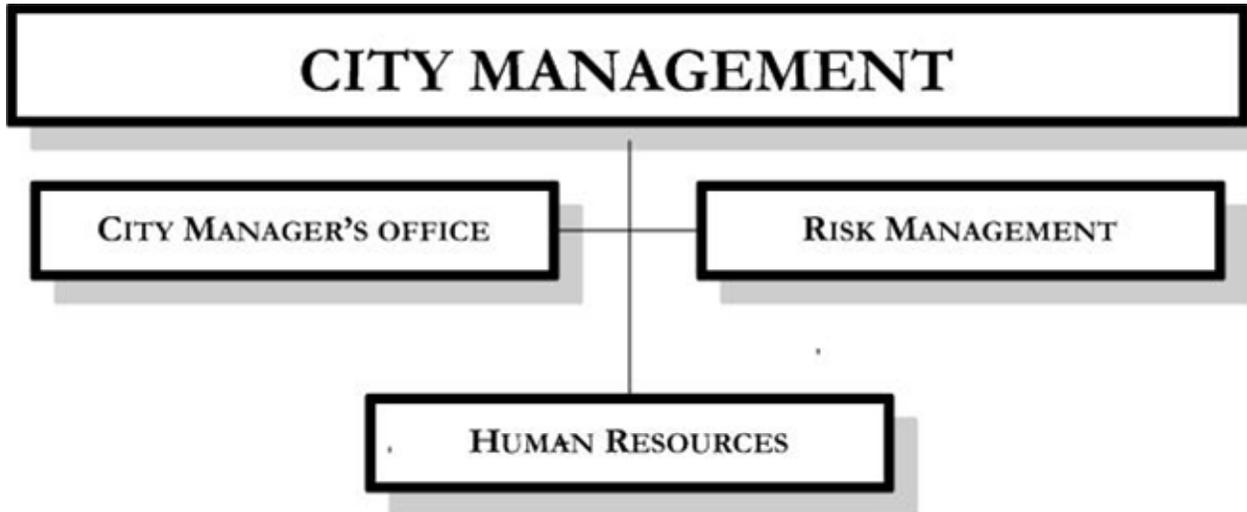
	<u>2011-2012</u>	<u>2012-2013</u>	<u>2013-2014</u>	<u>2014-2015</u>
Number of regional committees requiring elected official attendance	8	8	9	9
Number of City Council meetings	36	38	38	38
Average length (hours) of council meetings	3	3	3	3
Number of Resolutions adopted	78	78	78	78
Number of Ordinances adopted	20	20	20	20
Population served	48,035	48,415	48,695	49,135
Number of opportunities for residents to interact with elected officials	NA	NA	NA	16

**EFFECTIVENESS MEASURES**

	<u>2011-2012</u>	<u>2012-2013</u>	<u>2013-2014</u>	<u>2014-2015</u>
Average rating on citizens' highest service priorities	8	8	8.5	8.5
Citizens rating overall city services as good or better	80%	85%	85%	85%
Citizens who feel that Tigard will be a better place to live and work in the future	85%	85%	85%	85%
Citizens rating overall city services as good or better	80%	85%	87%	87%

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
0.00	0.00	0.00	Total FTE	0.00	0.00	0.00	
31,516	47,526	83,210	51001 - Salaries - Management	83,210	84,375	84,375	1.4%
31,516	47,526	83,210	Total Personal Services - Salaries	83,210	84,375	84,375	1.4%
221	669	1,166	52001 - Unemployment	999	1,014	1,014	-13.0%
150	200	145	52002 - Worker's Compensation	184	186	186	28.3%
2,445	3,739	6,364	52003 - Social Security/Medicare	6,368	6,456	6,456	1.4%
219	337	585	52004 - Tri-Met Tax	602	610	610	4.3%
0	0	3,000	52007 - VEBA - ER	0	0	0	-100.0%
0	0	2,655	52008 - Life Ins/ADD/LTD	5,310	5,310	5,310	100.0%
63,744	51,289	48,722	52010 - Medical/Dental/Vision	49,247	77,107	77,107	58.3%
6,887	5,958	0	52011 - Dental Benefits	0	0	0	0.0%
73,666	62,193	62,637	Total Personal Services - Benefits	62,710	90,683	90,683	44.8%
178	739	800	53001 - Office Supplies	800	800	800	0.0%
178	739	800	Total Supplies	800	800	800	0.0%
7,111	9,808	9,550	54001 - Professional/Contractual Services	9,540	9,540	9,540	-0.1%
24,877	32,393	17,000	54003 - Legal Fees	27,651	27,651	27,651	62.7%
0	0	0	54115 - Vehicle Usage	25	25	25	100.0%
3,524	5,951	8,617	54205 - Utilites - Phone/Pager/Cells	0	0	0	-100.0%
152	37	0	54300 - Advertising & Publicity	0	0	0	0.0%
47,694	48,649	50,940	54302 - Dues & Subscriptions	48,891	48,891	48,891	-4.0%
25,963	27,330	31,500	54303 - Travel and Training	31,500	31,500	31,500	0.0%
2,850	444	600	54311 - Special Department Expenses	600	600	600	0.0%
112,171	124,610	118,207	Total Services	118,207	118,207	118,207	0.0%
0	0	800	56004 - Computer Hardware and Software	0	0	0	-100.0%
0	0	800	Total Capital Improvement	0	0	0	-100.0%
2,860	0	0	58100 - Indirect Charges- City Management	0	0	0	0.0%
15,164	0	0	58150 - Indirect Charges- Records	0	0	0	0.0%
1,908	0	0	58200 - Indirect Charges- Finance Administration	0	0	0	0.0%
3,471	0	0	58210 - Indirect Charges- Financial Operations	0	0	0	0.0%
34,405	0	0	58230 - Indirect Charges- Technology	0	0	0	0.0%
886	0	0	58250 - Indirect Charges- Contracts and Purchasing	0	0	0	0.0%
58,694	0	0	Total Internal Services	0	0	0	0.0%
276,225	235,068	265,654	Total Mayor and Council	264,927	294,065	294,065	10.7%

**CITY MANAGEMENT ORGANIZATION CHART**



Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	FY 2015 Proposed	2015 Proposed vs. 2014 Revised
Number of Positions	11.50	10.70	10.90	11.60	6.4%
Budget By Category					
Personal Services	1,263,246	1,225,741	1,279,286	1,423,158	11.2%
Materials & Services	587,049	613,667	812,855	819,475	0.8%
Capital Outlay	37,241	13,603	8,400	5,500	-34.5%
<b>Total All Category</b>	<b>1,887,536</b>	<b>1,853,011</b>	<b>2,100,541</b>	<b>2,248,133</b>	<b>7.0%</b>
Budget By Division					
City Manager's Office	645,919	665,914	717,986	739,073	2.9%
Human Resources	662,208	637,451	734,804	754,062	2.6%
Risk Management	579,409	549,646	647,751	754,998	16.6%
<b>Total All Division</b>	<b>1,887,536</b>	<b>1,853,011</b>	<b>2,100,541</b>	<b>2,248,133</b>	<b>7.0%</b>
Budget by Fund					
Central Services Fund - 600	1,887,536	1,819,441	2,050,541	2,198,133	7.2%
Insurance Fund - 660	0	33,570	50,000	50,000	0.0%
<b>Total All Fund</b>	<b>1,887,536</b>	<b>1,853,011</b>	<b>2,100,541</b>	<b>2,248,133</b>	<b>7.0%</b>

**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.

**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.

**ACCOMPLISHMENTS:**

FY 2013-2014:

- Developed and launched a Strategic Plan for the city.
- Developed and monitored Federal & State Legislative agendas for the city.
- Completed biennial community survey with focus groups and expanded opportunities for citizen engagement citywide.

GOALS & OBJECTIVES:

FY 2014-2015:

City Management will advance the city's strategic plan vision and goals:

**Strategic Vision:**

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

	2011-2012	2012-2013	2013-2014	2014-2015
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	NA	NA	90%

EFFECTIVENESS MEASURES

	2011-2012	2012-2013	2013-2014	2014-2015
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	54%	75%	75%	65%
People that name the city's website as a source of information	12%	15%	15%	30%
Number of active Neighborhood Network webpages	NA	13	13	13
Facebook followers	NA	NA	NA	800
Twitter followers	NA	NA	NA	2,014

Percentage of residents that agree the city’s vision statement (The most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.) reflects their long-term vision for the city.	NA	NA	52%	NA
Percentage of website visits that lead to use of an online engagement tool	NA	NA	NA	25%

***FULL-TIME EQUIVALENT POSITIONS***

	2011-2012	2012-2013	2013-2014	2014-2015
Assistant City Manager	0.70	0.70	0.70	0.70
Assistant to the City Manager	0.50	0.20	0.20	0.20
City Manager	1.00	1.00	1.00	1.00
Communications Strategist	0.00	0.00	0.00	1.00
Exec. Asst. to City Manager	1.00	0.90	0.90	0.90
Sr. Management Analyst	0.00	0.20	0.20	0.20
Web Services Coordinator	1.00	1.00	1.00	1.00
<b>Total FTE</b>	4.20	4.00	4.00	5.00



*City Hall buildings are separated by a common breezeway*

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
4.20	4.00	4.00	Total FTE	5.00	5.00	5.00	
379,049	399,457	377,977	51001 - Salaries - Management	455,975	455,975	455,975	20.6%
379,049	399,457	377,977	Total Personal Services - Salaries	455,975	455,975	455,975	20.6%
2,657	5,710	5,280	52001 - Unemployment	5,473	5,473	5,473	3.7%
682	806	990	52002 - Worker's Compensation	1,270	1,270	1,270	28.3%
27,613	27,814	28,850	52003 - Social Security/Medicare	34,884	34,884	34,884	20.9%
2,635	2,835	2,647	52004 - Tri-Met Tax	3,299	3,299	3,299	24.6%
51,285	58,835	52,799	52005 - Retirement	63,836	63,836	63,836	20.9%
2,187	2,520	2,340	52007 - VEBA - ER	2,940	2,940	2,940	25.6%
1,031	1,419	2,071	52008 - Life Ins/ADD/LTD	2,602	2,602	2,602	25.6%
794	1,400	0	52009 - Long Term Disability	0	0	0	0.0%
28,714	31,600	34,235	52010 - Medical/Dental/Vision	55,621	55,621	55,621	62.5%
2,989	3,570	0	52011 - Dental Benefits	0	0	0	0.0%
-1,326	1,280	20,850	52012 - Accrued Vacation	22,968	22,968	22,968	10.2%
119,261	137,789	150,062	Total Personal Services - Benefits	192,893	192,893	192,893	28.5%
3,709	3,531	9,245	53001 - Office Supplies	4,538	4,538	4,538	-50.9%
560	0	0	53002 - Small Tools & Equipment	0	0	0	0.0%
93	0	0	53003 - Fuel	0	0	0	0.0%
4,362	3,531	9,245	Total Supplies	4,538	4,538	4,538	-50.9%
87,717	78,376	131,260	54001 - Professional/Contractual Services	69,290	69,290	69,290	-47.2%
109	0	750	54003 - Legal Fees	500	500	500	-33.3%
1,036	166	1,200	54205 - Utilites - Phone/Pager/Cells	1,200	1,200	1,200	0.0%
35,140	33,849	41,200	54300 - Advertising & Publicity	4,400	4,400	4,400	-89.3%
0	0	0	54301 - Fees and Charges	480	480	480	100.0%
1,372	3,442	3,092	54302 - Dues & Subscriptions	4,292	4,292	4,292	38.8%
10,925	8,552	2,200	54303 - Travel and Training	4,505	4,505	4,505	104.8%
6,947	753	1,000	54311 - Special Department Expenses	1,000	1,000	1,000	0.0%
143,246	125,137	180,702	Total Services	85,667	85,667	85,667	-52.6%
0	0	0	56006 - Equipment	0	0	0	0.0%
0	0	0	Total Capital Improvement	0	0	0	0.0%
645,918	665,914	717,986	Total City Manager's Office	739,073	739,073	739,073	2.9%

**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.

**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.

**ACCOMPLISHMENTS:**

FY 2013-2014:

- Negotiated new three year collective bargaining agreement with SEIU-OPEU
- Negotiated and implemented new cost sharing formula for health insurance with SEIU-OPEU bargaining unit
- Conducted communication & problem solving training for 187 city employees, including customer service, coaching & collaboration improvement
- Presented City Wide Benefit and Wellness Fair for city employees
- Implemented automated applicant tracking system for customers to electronically apply for city jobs and departments to more rapidly process recruitments (NEO GOV)
- Begin Labor Management Committees in city departments as part of new SEIU collective bargaining agreement aimed at improving communication and cooperation

**GOALS & OBJECTIVES:**

FY 2014-2015:

- Continue to work with Executive Staff on development and implementation of the City Strategic Plan including developing ways in which Human Resources can advance the plan through internal policies, systems and services
- Finish negotiations for new Tigard Police Officer’s Association collective bargaining agreement
- Chair and coordinate the City/SEIU Labor Management Health Insurance Committee whose purpose is to review insurance plan options aimed at containing insurance costs
- Review and refine the current Performance Management System to better meet the need of the organization and align the program to support achieving the goals of the City’s Strategic Plan
- Complete implementation of an integrated Human Resource Information System that links with Payroll, provides Employee Self-Serve, automates personnel action paperwork, enables managers to access employee data, and allows management to track and utilize workforce data for planning and decision making purposes.
- Complete a Succession Plan for the organization which results in a strategic and tactical plan to attract, retain and manage the talent needed to deliver our business goals and strategies.

**WORKLOAD MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Number of HR sponsored employee events/information/education programs	35	20	20	20
Number of attendees at HR sponsored events	450	500	368	400
Number of benefit related assistance provided to employees	750	380	500	500
Number of FMLA/ADA requests processed	135	126	95	100
Number of job applications received	1,100	2,200	2,000	2,100
Number of recruitments	25	32	30	34
Number of full time equivalent employees (FTE)	271.75	255.85	256.85	261.95

***EFFECTIVENESS MEASURES***

	2011-2012	2012-2013	2013-2014	2014-2015
Average time (days) to complete recruitment process (requisition date to date apps sent to hiring dept)	15	14	14	NA
Citywide turnover rate	5%	3.1%	3.5%	7.0%
% of classification reviews completed within 15 business days	85%	67%	60%	NA
% of employees still employed after five years	60%	66%	80%	80%
% of employees successfully completing probation	95%	80%	90%	90%
# of employees that participate in city internal training activities	NA	NA	NA	150
% of employees rating training as transferable to work	NA	NA	NA	85%

***FULL-TIME EQUIVALENT POSITIONS***

	2011-2012	2012-2013	2013-2014	2014-2015
HR Assistant	1.00	0.80	0.80	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
Senior HR Analyst	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>5.00</b>	<b>4.80</b>	<b>4.80</b>	<b>4.50</b>



**HUMAN RESOURCES**

**BUDGET UNIT: 1100**

<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Revised</b>	<b>Budget Resource Summary</b>	<b>2015 Proposed</b>	<b>2015 Approved</b>	<b>2015 Adopted</b>	<b>Adopted vs. FY 14</b>
5.00	4.80	4.80	<b>Total FTE</b>	4.50	4.50	4.50	
381,823	370,241	384,759	<b>51001 - Salaries - Management</b>	389,228	389,228	389,228	1.2%
0	7,931	2,063	<b>51005 - Part Time - Temporary</b>	2,000	2,000	2,000	-3.1%
<b>381,823</b>	<b>378,171</b>	<b>386,822</b>	<b>Total Personal Services - Salaries</b>	<b>391,228</b>	<b>391,228</b>	<b>391,228</b>	<b>1.1%</b>
2,673	5,396	5,415	<b>52001 - Unemployment</b>	4,671	4,671	4,671	-13.7%
682	723	965	<b>52002 - Worker's Compensation</b>	1,086	1,086	1,086	12.5%
29,165	28,563	29,591	<b>52003 - Social Security/Medicare</b>	29,776	29,776	29,776	0.6%
2,650	2,677	2,716	<b>52004 - Tri-Met Tax</b>	2,817	2,817	2,817	3.7%
51,835	49,896	54,155	<b>52005 - Retirement</b>	54,491	54,491	54,491	0.6%
3,025	2,900	3,000	<b>52007 - VEBA - ER</b>	3,000	3,000	3,000	0.0%
502	481	2,655	<b>52008 - Life Ins/ADD/LTD</b>	2,655	2,655	2,655	0.0%
1,214	1,328	0	<b>52009 - Long Term Disability</b>	0	0	0	0.0%
45,438	41,014	48,999	<b>52010 - Medical/Dental/Vision</b>	63,748	63,748	63,748	30.1%
4,742	4,651	0	<b>52011 - Dental Benefits</b>	0	0	0	0.0%
-3,923	-1,942	3,800	<b>52012 - Accrued Vacation</b>	3,500	3,500	3,500	-7.9%
<b>138,003</b>	<b>135,689</b>	<b>151,296</b>	<b>Total Personal Services - Benefits</b>	<b>165,744</b>	<b>165,744</b>	<b>165,744</b>	<b>9.5%</b>
3,499	3,523	12,650	<b>53001 - Office Supplies</b>	12,650	12,650	12,650	0.0%
38	0	0	<b>53003 - Fuel</b>	0	0	0	0.0%
686	0	0	<b>53316 - CCIS-Worksite Wellness Funds</b>	0	0	0	0.0%
<b>4,223</b>	<b>3,523</b>	<b>12,650</b>	<b>Total Supplies</b>	<b>12,650</b>	<b>12,650</b>	<b>12,650</b>	<b>0.0%</b>
1,614	4,065	6,000	<b>54001 - Professional/Contractual Services</b>	8,500	8,500	8,500	41.7%
89,637	71,624	119,616	<b>54003 - Legal Fees</b>	119,620	119,620	119,620	0.0%
491	499	1,080	<b>54205 - Utilites - Phone/Pager/Cells</b>	1,080	1,080	1,080	0.0%
0	422	0	<b>54300 - Advertising &amp; Publicity</b>	0	0	0	0.0%
1,390	1,289	2,940	<b>54302 - Dues &amp; Subscriptions</b>	2,940	2,940	2,940	0.0%
1,457	17,979	34,300	<b>54303 - Travel and Training</b>	34,300	34,300	34,300	0.0%
6,328	10,586	11,700	<b>54311 - Special Department Expenses</b>	12,500	12,500	12,500	6.8%
<b>100,917</b>	<b>106,465</b>	<b>175,636</b>	<b>Total Services</b>	<b>178,940</b>	<b>178,940</b>	<b>178,940</b>	<b>1.9%</b>
37,241	13,603	8,400	<b>56004 - Computer Hardware and Software</b>	5,500	5,500	5,500	-34.5%
<b>37,241</b>	<b>13,603</b>	<b>8,400</b>	<b>Total Capital Improvement</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>-34.5%</b>
<b>662,207</b>	<b>637,451</b>	<b>734,804</b>	<b>Total Human Resources</b>	<b>754,062</b>	<b>754,062</b>	<b>754,062</b>	<b>2.6%</b>

**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.

**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, and insurance programs (property, liability and workers' compensation).

The division provides risk management services to the City Council and all city departments. The Assistant to the City Manager reports directly to the City Manager. 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.

**ACCOMPLISHMENTS:**

FY 2013-2014:

- Preserved city's ability to purchase property/casualty and worker's compensation insurance with adequate coverage reasonable rates.
- Provided internal consulting services for all departments on risk reduction issues.
- Provided special project support for City Manager to ensure effective and efficient services.
- Assisted with managing the city's federal and state legislative agenda through communicating grant opportunities with departments, briefing outside stakeholders on the sunset of the State's vertical housing legislation, and staffing "Town Hall" events.

- Maintained and updated a City Facebook page and Twitter feed with consistent postings. Increased Facebook “likes” by 150 and Twitter “followers” by 500.
- Managed successful franchise negotiations with PGE electrical and a telecommunications utility provider and conducted an electrical franchise address audit.
- Significant update to Risk database information and processes which resulted in claim support being streamlined, claim information updated daily and more effective and efficient processes.
- Managed and coordinated employee training for hearing protection safety, claim handling, ADA program updates with special focus on use of facilities for city meetings, franchise management, public contracting, and insurance review. This included a citywide emphasis in conducting risk assessments prior to contracting for services.
- Researched and presented policy options for regulating social gaming in Tigard.
- Managed the online version of the 2013 citizen survey. More than 900 residents completed the online survey, which is an increase from the 240 who responded in 2011.
- Liaison with Meals on Wheels People to provide Tigard's senior services and over 26,000 meals served or home delivered in 2013.
- Assisted in the development of the city’s strategic plan.
- Managed first phase of Public Works job analysis/work safety review
- Recovered \$70,000 of department expenditures through maximizing use of all available incentive funds and grants, as well as pursuit of recovery of cost on losses sustained by the city.

**GOALS & OBJECTIVES:**

FY 2014-2015:

- Preserve city's ability to purchase property/casualty and worker's compensation insurance with adequate coverage and reasonable rate recognizing a "hard" insurance market for flood and quake coverage.
- Manage utility franchises with focus to maximize franchise revenue. This will include focused education of utility providers about Tigard’s right-of-way use process and rules.
- Provide special project support for City Manager to ensure effective and efficient services citywide.
- Provide internal consulting services for all departments on risk management and utility franchise issues.
- Major update to citywide risk management/safety policies and procedures manual.

- Assist with managing the city's federal and state legislative agenda.
- Continue focused support of the city's Strategic Plan.
- Concentrated ADA training for city departments focused on provisions of city programs and services.
- Assist with Public Works job analysis review. Worker comp rates are increasing due to a change in the national calculation of the modification factor which determines workers' compensation premiums. This review will reinforce strategies for maximizing worker safety, thus, limiting the number of worker comp claims and our modification factor and reducing the workers' comp premium insurance.

**WORKLOAD MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Number of general liability claims (property and casualty)	45	36	40	40
Number of preventable auto collisions	10	5	4	4
Number of vehicle collisions	21	13	18	16
Number of workers' compensation claims	15	21	30	28
Total recovered funds (EAIP wages, worksite mod, salary continuation, and restitution)	\$62,307	\$69,286	\$70,000	\$65,000

**EFFECTIVENESS MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Vehicle collisions which were preventable by city driver	50%	48%	40%	40%
Workers' compensation experience rating modifier: Target = < 1.0	.78	.81	.88	1.02
Average number of worker days lost per workers' compensation claim	8.0	10.2	10.0	11.0
Percentage of general liability claims resulting in litigation	2.2%	2.7%	2.5%	2.5%

**FULL-TIME EQUIVALENT POSITIONS**

	2011-2012	2012-2013	2013-2014	2014-2015
Assistant to the City Manager	0.50	0.80	0.80	0.80
Risk Management Technician	0.80	0.50	0.50	0.50
Senior Management Analyst	1.00	0.80	0.80	0.80
Total FTE	2.30	2.10	2.10	2.10

**RISK MANAGEMENT**

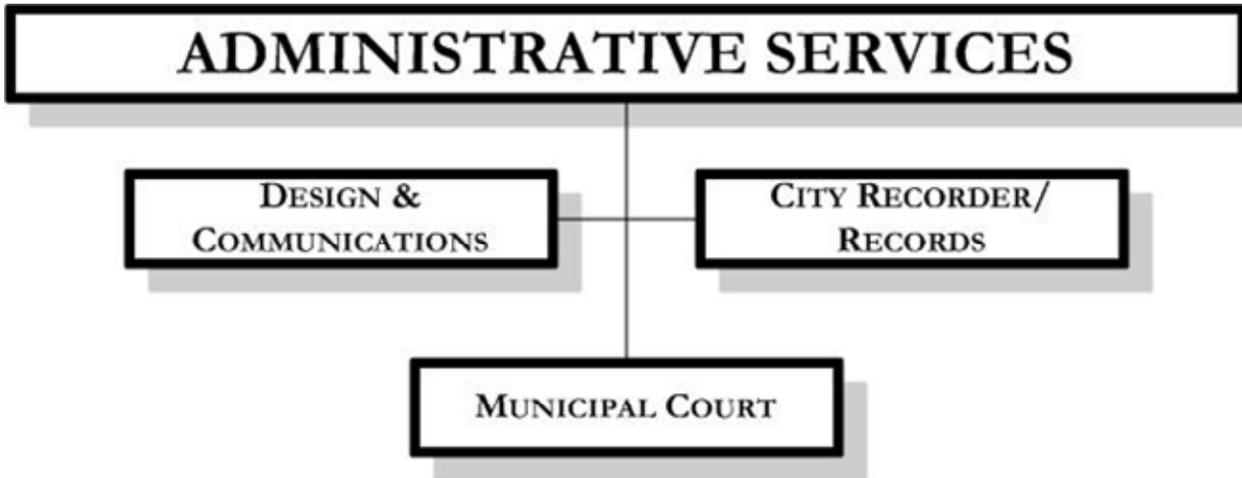
**BUDGET UNIT: 1200**

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
2.30	2.10	2.10	Total FTE	2.10	2.10	2.10	
178,554	142,799	163,642	51001 - Salaries - Management	168,713	168,713	168,713	3.1%
178,554	142,799	163,642	Total Personal Services - Salaries	168,713	168,713	168,713	3.1%
1,242	2,047	2,311	52001 - Unemployment	2,025	2,025	2,025	-12.4%
292	289	423	52002 - Worker's Compensation	471	471	471	11.3%
13,702	11,210	12,621	52003 - Social Security/Medicare	12,906	12,906	12,906	2.3%
1,230	1,019	1,158	52004 - Tri-Met Tax	1,221	1,221	1,221	5.4%
23,060	17,848	23,097	52005 - Retirement	23,619	23,619	23,619	2.3%
1,312	1,472	1,560	52007 - VEBA - ER	1,560	1,560	1,560	0.0%
218	224	1,381	52008 - Life Ins/ADD/LTD	1,381	1,381	1,381	0.0%
475	485	0	52009 - Long Term Disability	0	0	0	0.0%
33,428	2,788	5,178	52010 - Medical/Dental/Vision	5,422	5,422	5,422	4.7%
3,938	361	0	52011 - Dental Benefits	0	0	0	0.0%
-12,343	-5,906	1,758	52012 - Accrued Vacation	0	0	0	-100.0%
66,554	31,836	49,487	Total Personal Services - Benefits	48,605	48,605	48,605	-1.8%
623	429	500	53001 - Office Supplies	550	550	550	10.0%
0	0	0	53002 - Small Tools & Equipment	500	500	500	100.0%
5	0	0	53003 - Fuel	0	0	0	0.0%
628	429	500	Total Supplies	1,050	1,050	1,050	110.0%
37,568	40,924	36,220	54001 - Professional/Contractual Services	37,300	37,300	37,300	3.0%
6,135	13,919	14,000	54003 - Legal Fees	14,000	14,000	14,000	0.0%
0	3,090	3,400	54006 - Software License and Maintenance	3,400	3,400	3,400	0.0%
624	0	0	54300 - Advertising & Publicity	0	0	0	0.0%
155	0	0	54302 - Dues & Subscriptions	450	450	450	100.0%
331	3,034	3,000	54303 - Travel and Training	1,700	1,700	1,700	-43.3%
288,345	275,655	327,402	54307 - Insurance	429,590	429,590	429,590	31.2%
515	4,389	100	54311 - Special Department Expenses	190	190	190	90.0%
333,673	341,011	384,122	Total Services	486,630	486,630	486,630	26.7%
<b>579,409</b>	<b>516,076</b>	<b>597,751</b>	<b>Total Risk Management</b>	<b>704,998</b>	<b>704,998</b>	<b>704,998</b>	<b>17.9%</b>

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
0.00	0.00	0.00	Total FTE	0.00	0.00	0.00	
0	78	0	54003 - Legal Fees	0	0	0	0.0%
0	33,492	50,000	54311 - Special Department Expenses	50,000	50,000	50,000	0.0%
0	33,570	50,000	Total Services	50,000	50,000	50,000	0.0%
<b>0</b>	<b>33,570</b>	<b>50,000</b>	<b>Total Risk Management</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0.0%</b>

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

**ADMINISTRATIVE SERVICES ORGANIZATION CHART**



Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	FY 2015 Proposed	FY 2015 Approved	FY 2015 Adopted	2015 Adopted vs.2014 Revised
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Number of Positions	10.35	10.85	10.85	10.85	10.85	10.85	0.0%
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**Budget By Category**

Personal Services	973,179	965,041	1,042,610	1,046,280	1,046,280	1,046,280	0.4%
Materials & Services	300,506	260,123	327,288	334,398	334,398	334,398	2.2%
Interdepartmental Costs	138,605	87,507	106,787	121,143	121,143	121,143	13.4%
Capital Outlay	0	0	5,000	9,404	9,404	9,404	88.1%
<b>Total All Category</b>	<b>1,412,290</b>	<b>1,312,671</b>	<b>1,481,685</b>	<b>1,511,225</b>	<b>1,511,225</b>	<b>1,511,225</b>	<b>2.0%</b>

**Budget By Division**

Design & Communications	477,750	442,944	480,459	483,695	483,695	483,695	0.7%
Municipal Court	542,809	476,317	536,862	544,871	544,871	544,871	1.5%
City Recorder/Records	391,731	393,411	464,364	482,659	482,659	482,659	3.9%
<b>Total All Division</b>	<b>1,412,290</b>	<b>1,312,671</b>	<b>1,481,685</b>	<b>1,511,225</b>	<b>1,511,225</b>	<b>1,511,225</b>	<b>2.0%</b>

**Budget by Fund**

General Fund - 100	542,809	476,317	536,862	544,871	544,871	544,871	1.5%
Central Services Fund - 600	869,482	836,354	944,823	966,354	966,354	966,354	2.3%
<b>Total All Fund</b>	<b>1,412,290</b>	<b>1,312,671</b>	<b>1,481,685</b>	<b>1,511,225</b>	<b>1,511,225</b>	<b>1,511,225</b>	<b>2.0%</b>

PROGRAM RESULTS:

- Communications, 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.
- 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 available as well. Staff research and recommend cost-effective methods of distribution, based on project requirements.
- In-house reprographics services—including cost-effective duplicating and bindery services—are provided to all departments on an as-time-permits basis. Staff also assist in vending work that cannot be accomplished in-house, due to time or equipment limitations.
- The division provides backup services for updating the city's web and intranet pages and provides graphic design for webpage elements.

PROGRAM DESCRIPTION:

The Design & Communications Division is an in-house team that provides centralized resources in support of the city's branding 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, taken from concept to deliverables; mailing and shipping services; reprographic services; and oversight of the city's leased copier program.

The division is managed by the administrative services manager, who reports to the assistant city manager, and is supervised by the graphic services supervisor. Typical work includes the development, design and production of presentation materials, brochures, flyers, signage, newsletters, forms and stationery, in both print and electronic formats, as well as artwork for promotional items.

Division staff also:

- 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.
- Write and edit text for communications projects, as time allows.
- 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.

**ACCOMPLISHMENTS:**

FY 2013-2014:

Provided uninterrupted, high-quality and cost-effective graphic design, reprographic and mailing/shipping services.

Significantly increased the number, range and quality of photos available in the division's photo library. This library is used for design projects submitted to the division, and is a resource to staff in other departments to assist with their project needs.

Significantly increased the amount of time spent on communications/design and reprographic/ mailing projects.

Provided design and communications-related support for several major programs/projects, including:

- Tigard-Lake Oswego Water Partnership
- River Terrace Annexation
- Southwest Corridor
- Tigard Triangle
- Main Street Green Street
- Tigard Public Library's 50th Birthday Celebration
- Slurry Seal and Pavement Overlay
- Urban Forestry and Tree Code
- Park Bond outreach materials

**GOALS & OBJECTIVES:**

FY 2014-2015:

- Continue to advocate for modern, timely and effective methods of providing information to Tigard citizens, including a weekly e-newsletter.
- Help to integrate the city's strategic plan vision of a walkable and connected community identity into all appropriate communications materials.
- Assist with the redesign of the city's website.
- Acquire equipment that allows the division to offer enhanced mailing and reprographic services that will help to eliminate repetitive, time-consuming tasks, as well as bring previously out-sourced services in-house for convenience and cost savings.

WORKLOAD MEASURES

	2011-2012	2012-2013	2013-2014	2014-2015
Number of hours spent on design projects	1,262	1,317	1,438	2,500
Number of hours spent on reprographic and mailing projects	889	680	689	1,000
Number of mail pieces sent annually through the mailroom	59,897	63,146	61,923	75,564

EFFECTIVENESS MEASURES

	2011-2012	2012-2013	2013-2014	2014-2015
Design projects delivered by committed date	99%	99%	99%	99%
Reprographics and mailing projects delivered by committed date	99%	99%	99%	99%

FULL-TIME EQUIVALENT POSITIONS

	2011-2012	2012-2013	2013-2014	2014-2015
Administrative Services Manager	0.25	0.25	0.25	0.25
Assistant City Manager	0.20	0.20	0.20	0.20
Graphic Designer	0.80	0.80	0.80	0.80
Graphic Services Supervisor	1.00	1.00	1.00	1.00
Reprographics Specialist	1.00	0.80	0.80	0.80
Total FTE	3.25	3.05	3.05	3.05

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
3.25	3.05	3.05	Total FTE	3.05	3.05	3.05	
120,311	122,238	119,456	51001 - Salaries - Management	123,673	123,673	123,673	3.5%
86,640	45,996	0	51002 - Salaries - General	0	0	0	0.0%
0	36,581	84,339	51004 - Part Time - Regular	87,345	87,345	87,345	3.6%
206,951	204,815	203,795	Total Personal Services - Salaries	211,018	211,018	211,018	3.5%
1,450	2,924	2,854	52001 - Unemployment	2,532	2,532	2,532	-11.3%
403	392	495	52002 - Worker's Compensation	576	576	576	16.4%
15,854	15,294	15,591	52003 - Social Security/Medicare	16,142	16,142	16,142	3.5%
1,437	1,451	1,429	52004 - Tri-Met Tax	1,527	1,527	1,527	6.9%
25,400	25,159	25,158	52005 - Retirement	26,049	26,049	26,049	3.5%
2,795	2,670	2,670	52007 - VEBA - ER	2,670	2,670	2,670	0.0%
417	398	1,142	52008 - Life Ins/ADD/LTD	1,142	1,142	1,142	0.0%
673	700	0	52009 - Long Term Disability	0	0	0	0.0%
44,590	41,746	48,827	52010 - Medical/Dental/Vision	48,524	48,524	48,524	-0.6%
4,941	5,196	0	52011 - Dental Benefits	0	0	0	0.0%
6,012	6,025	0	52012 - Accrued Vacation	0	0	0	0.0%
103,972	101,956	98,166	Total Personal Services - Benefits	99,162	99,162	99,162	1.0%
107,855	86,456	112,521	53001 - Office Supplies	75,871	75,871	75,871	-32.6%
294	245	350	53003 - Fuel	350	350	350	0.0%
108,149	86,700	112,871	Total Supplies	76,221	76,221	76,221	-32.5%
0	0	150	54001 - Professional/Contractual Services	150	150	150	0.0%
0	0	50	54004 - Printing Services	10,000	10,000	10,000	19900.0%
145	178	650	54113 - R & M - Vehicles	650	650	650	0.0%
28,733	25,609	36,360	54114 - R & M - Office Equipment	40,750	40,750	40,750	12.1%
0	0	150	54300 - Advertising & Publicity	300	300	300	100.0%
0	60	0	54301 - Fees and Charges	0	0	0	0.0%
610	672	652	54302 - Dues & Subscriptions	642	642	642	-1.5%
670	949	2,445	54303 - Travel and Training	5,000	5,000	5,000	104.5%
28,475	22,003	23,120	54309 - Rents and Leases	30,398	30,398	30,398	31.5%
47	0	50	54311 - Special Department Expenses	0	0	0	-100.0%
58,680	49,472	63,627	Total Services	87,890	87,890	87,890	38.1%
0	0	2,000	56004 - Computer Hardware and Software	1,404	1,404	1,404	-29.8%
0	0	0	56006 - Equipment	8,000	8,000	8,000	100.0%
0	0	2,000	Total Capital Improvement	9,404	9,404	9,404	370.2%
477,752	442,944	480,459	Total Design & Communications	483,695	483,695	483,695	0.7%

**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.

**PROGRAM DESCRIPTION:**

Municipal Court is part of a three-division department managed by the Administrative Services Manager. The Administrative Services Manager reports to the Assistant City Manager/Administrative Services Director. By city charter, the municipal court judge is the Judicial Officer of the city and is appointed by the Tigard City Council.

Municipal Court is the judicial branch of city government. Tigard Municipal Court provides a local forum for the resolution of parking, minor traffic citations, and limited misdemeanors. Provisions of the Tigard Municipal Code relating to nuisance, building code, licensing, and other violations are also enforced through Tigard's Municipal Court.

The Municipal Court Judge determines the judicial philosophy for the court and creates court rules to ensure fair and 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 community service. 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.

**ACCOMPLISHMENTS:**

FY 2013-2014:

- A major upgrade to the court's case management software was completed which allows more efficient processing of caseload.
- The court rules were updated to reflect changes in legislation.
- Staff coordinated with the Police Department to implement new e-ticketing software.
- The judge and staff worked with the Police Department to establish a distracted driver program.
- The judge continued to provide public education through monthly articles in the Cityscape.

GOALS & OBJECTIVES:

FY 2014-2015:

- Continue to streamline court operations by automating submission of overdue accounts to the collection agency.
- Continue to track Motor Vehicles' progress in developing software to submit abstracts electronically. If the functionality becomes available this fiscal year, work with the case management vendor to be able to send conviction information electronically.
- Research and implement the use of courtroom sessions to expedite the processing of cases during arraignments.
- Research the court's ability to provide the public with greater access to the court; for example, allowing a person to view their case online, posting weekly court calendars and having forms available that customers can fill out and submit. Implement changes as technology becomes available.
- Research the feasibility of using interactive voice recognition software to allow payment by phone, generate reminders for court dates and notify customers of upcoming or overdue payments.
- Promote staff training to expand their knowledge of municipal best practices and court policies and stay aware of proposed changes in legislation. Initiate site visits to other courts to seek ways to improve business practices.

WORKLOAD MEASURES

	2011-2012	2012-2013	2013-2014	2014-2015
Total financial obligation assessed	\$1,501,719	\$1,297,225	\$1,102,011	1,133,498
Total amount collected	\$1,314,827	\$1,189,235	1,010,272	1,039,137
Number of trials docketed	943	727	630	650
Number of licenses suspended for failure to pay fine	1,111	1,038	840	864
Number of traffic violations processed	9,369	8,240	7,000	7,200

EFFECTIVENESS MEASURES

	2011-2012	2012-2013	2013-2014	2014-2015
Fines collected during the year compared to amount assessed	87%	91%	91%	91%
Cases resulting in license suspension for failure to pay	12%	12.5%	12%	12%
Cases disposed of within 90 days of issuance of citation	93%	97%	97%	97%

FULL-TIME EQUIVALENT POSITIONS

	2011-2012	2012-2013	2013-2014	2014-2015
Administrative Services Manager	0.50	0.50	0.50	0.50
Court Clerk II	3.00	2.90	2.90	2.90
Municipal Judge	0.25	0.25	0.25	0.25
Total FTE	3.75	3.65	3.65	3.65



*In 2013, there were 546 citations issued for operating a cell phone while driving in the City of Tigard*

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
3.75	3.65	3.65	Total FTE	3.65	3.65	3.65	
94,933	95,481	94,626	51001 - Salaries - Management	97,929	97,929	97,929	3.5%
140,709	95,347	90,972	51002 - Salaries - General	95,195	95,195	95,195	4.6%
0	43,104	47,882	51004 - Part Time - Regular	44,645	44,645	44,645	-6.8%
235,642	233,932	233,480	Total Personal Services - Salaries	237,769	237,769	237,769	1.8%
1,703	3,337	3,262	52001 - Unemployment	2,870	2,870	2,870	-12.0%
266	387	431	52002 - Worker's Compensation	400	400	400	-7.2%
18,597	17,917	17,830	52003 - Social Security/Medicare	18,297	18,297	18,297	2.6%
1,690	1,656	1,634	52004 - Tri-Met Tax	1,731	1,731	1,731	5.9%
21,464	20,366	27,073	52005 - Retirement	27,889	27,889	27,889	3.0%
3,100	3,000	3,600	52007 - VEBA - ER	3,600	3,600	3,600	0.0%
211	205	1,355	52008 - Life Ins/ADD/LTD	1,355	1,355	1,355	0.0%
506	570	0	52009 - Long Term Disability	0	0	0	0.0%
47,144	33,401	53,603	52010 - Medical/Dental/Vision	44,354	44,354	44,354	-17.3%
4,453	3,826	0	52011 - Dental Benefits	0	0	0	0.0%
0	0	1,705	52012 - Accrued Vacation	1,795	1,795	1,795	5.3%
99,134	84,664	110,493	Total Personal Services - Benefits	102,291	102,291	102,291	-7.4%
1,390	1,010	3,050	53001 - Office Supplies	2,975	2,975	2,975	-2.5%
213	0	0	53003 - Fuel	0	0	0	0.0%
1,603	1,010	3,050	Total Supplies	2,975	2,975	2,975	-2.5%
11,870	29,250	25,500	54001 - Professional/Contractual Services	30,500	30,500	30,500	19.6%
48,019	31,840	48,000	54003 - Legal Fees	40,000	40,000	40,000	-16.7%
6,600	6,600	8,600	54006 - Software License and Maintenance	8,765	8,765	8,765	1.9%
0	0	0	54115 - Vehicle Usage	250	250	250	100.0%
0	0	0	54300 - Advertising & Publicity	455	455	455	100.0%
260	607	875	54302 - Dues & Subscriptions	927	927	927	5.9%
810	450	3,000	54303 - Travel and Training	3,300	3,300	3,300	10.0%
265	457	700	54311 - Special Department Expenses	790	790	790	12.9%
67,824	69,204	86,675	Total Services	84,987	84,987	84,987	-1.9%
4,409	11,036	6,334	58100 - Indirect Charges- City Management	8,281	8,281	8,281	30.7%
10,926	12,101	12,026	58110 - Indirect Charges- Human Resources	15,168	15,168	15,168	26.1%
7,475	3,736	3,175	58120 - Indirect Charges- Risk Management	4,772	4,772	4,772	50.3%
62,800	18,470	24,179	58130 - Indirect Charges- Office Services	22,437	22,437	22,437	-7.2%
5,830	518	702	58150 - Indirect Charges- Records	638	638	638	-9.1%
2,941	500	261	58200 - Indirect Charges- Finance Administration	294	294	294	12.6%
5,352	12,085	24,516	58210 - Indirect Charges- Financial Operations	28,366	28,366	28,366	15.7%
20,646	22,142	24,076	58230 - Indirect Charges- Technology	27,035	27,035	27,035	12.3%
1,367	359	411	58250 - Indirect Charges- Contracts and Purchasing	2,175	2,175	2,175	429.2%
16,859	6,560	7,484	58640 - Indirect Charges- Property	7,683	7,683	7,683	2.7%
138,605	87,507	103,164	Total Internal Services	116,849	116,849	116,849	13.3%
542,808	476,317	536,862	Total Municipal Court	544,871	544,871	544,871	1.5%

**PROGRAM RESULTS:**

- Centralized and efficient customer services 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.

**PROGRAM DESCRIPTION:**

The City Recorder/Records section is supervised by the City Recorder and managed by the Administrative Services Manager. The Administrative 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.

**ACCOMPLISHMENTS:**

FY 2013-2014:

- Researched software to enable staff to record documents at the county electronically, saving staff time and allowing documents to be recorded on demand.
- Activated the task tracker module of the agenda management software to monitor and follow up on council assignments given to staff during City Council and City Center Development Agency meetings.
- Provided administrative support for additional meetings scheduled this year including two offsite Town Hall and eleven Fireside Chat meetings.

- Assisted with the implementation of computer software to archive official city social media communications. This helps the city in its efforts to comply with public records retention requirements.
- Managed and coordinated election requirements for a citizen initiative petition and city council referendum for two Charter amendments.
- Created a records technician position to enter paper files into the electronic document management system. This is a limited-duration two-year position for which the primary focus is to convert paper land use files into electronic format.
- Implemented Laserfiche Avante software.

**GOALS & OBJECTIVES:**

FY 2014-2015:

- Manage and coordinate elections for mayor and two councilor positions.
- Implement electronic document recording process.
- Finish the two-year project of converting land use files into electronic format.
- Grow the electronic document management system to give additional access to public records to the public.
- Implement public records request software to assist in complying with public records law. This software captures information needed to respond to requests, automatically emails staff assignments, tracks the notification process and generates customized graphics and summaries displaying statistics on the requests filled.

**WORKLOAD MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Annual number of agenda item summaries processed for council meeting packets. (New measurement 2010-2011)	275	300	260	325
Number of City Council meetings where minutes were taken	40	48	48	61
Average cubic feet of records destroyed annually	100	100	100	269
Average number of records requested per month	85	80	80	78
Average length of time required to provide records (minutes)	10	10	11	15
Average number of records entered in the file system per month.	2,600	2,600	2,650	2,924

EFFECTIVENESS MEASURES

	2011-2012	2012-2013	2013-2014	2014-2015
Municipal Code updates posted online by effective date (%)	100%	100%	100%	100%
City Council minutes completed within two business meetings (5)	50%	70%	75%	75%
Records meeting the minimum retention requirements are destroyed (%)	90%	90%	90%	95%
Microfilmed records transmitted to archives (%)	95%	95%	90%	90%

FULL-TIME EQUIVALENT POSITIONS

	2011-2012	2012-2013	2013-2014	2014-2015
Administrative Services Manager	0.25	0.25	0.25	0.25
Assistant City Manager	0.10	0.10	0.10	0.10
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
Records Technician	0.00	0.80	0.80	0.80
Total FTE	3.35	4.15	4.15	4.15



*As of April 2014, there were 26,852 registered voters in Tigard. Oregon was one of the first states to use mail in voting, and Tigard has a drive through ballot box for citizen's convenience.*

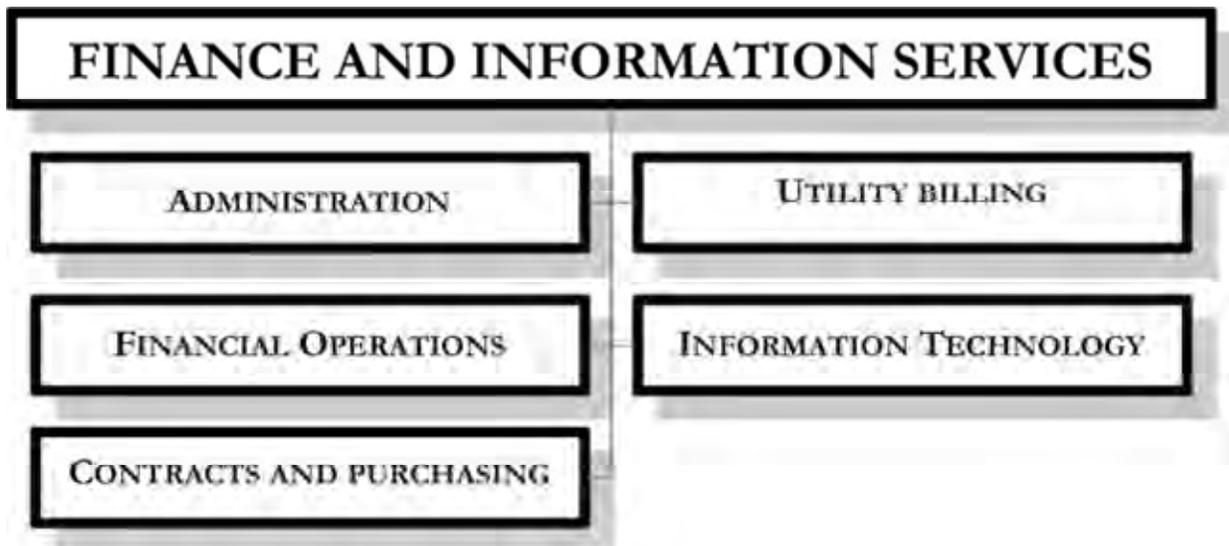
FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
3.35	4.15	4.15	Total FTE	4.15	4.15	4.15	
166,832	171,758	165,820	51001 - Salaries - Management	171,672	171,672	171,672	3.5%
55,412	56,904	93,362	51002 - Salaries - General	58,917	58,917	58,917	-36.9%
0	0	0	51004 - Part Time - Regular	31,040	31,040	31,040	100.0%
1,134	0	3,200	51005 - Part Time - Temporary	3,200	3,200	3,200	0.0%
223,378	228,662	262,382	Total Personal Services - Salaries	264,829	264,829	264,829	0.9%
761	3,274	3,674	52001 - Unemployment	3,241	3,241	3,241	-11.8%
438	489	718	52002 - Worker's Compensation	733	733	733	2.1%
17,837	18,015	20,072	52003 - Social Security/Medicare	20,669	20,669	20,669	3.0%
1,545	1,627	1,845	52004 - Tri-Met Tax	1,956	1,956	1,956	6.0%
28,908	29,747	32,551	52005 - Retirement	33,778	33,778	33,778	3.8%
2,381	2,419	3,210	52007 - VEBA - ER	3,210	3,210	3,210	0.0%
372	361	1,620	52008 - Life Ins/ADD/LTD	1,620	1,620	1,620	0.0%
668	740	0	52009 - Long Term Disability	0	0	0	0.0%
47,573	44,920	66,684	52010 - Medical/Dental/Vision	60,354	60,354	60,354	-9.5%
5,279	5,349	0	52011 - Dental Benefits	0	0	0	0.0%
-1,659	4,072	3,920	52012 - Accrued Vacation	5,650	5,650	5,650	44.1%
104,103	111,012	134,294	Total Personal Services - Benefits	131,211	131,211	131,211	-2.3%
1,558	2,244	3,610	53001 - Office Supplies	3,330	3,330	3,330	-7.8%
38	0	300	53003 - Fuel	300	300	300	0.0%
0	0	2,900	53006 - Technology Equipment under \$5,000	3,000	3,000	3,000	3.4%
1,596	2,244	6,810	Total Supplies	6,630	6,630	6,630	-2.6%
13,161	13,019	16,185	54001 - Professional/Contractual Services	17,600	17,600	17,600	8.7%
13,644	12,412	2,500	54003 - Legal Fees	16,350	16,350	16,350	554.0%
28,685	21,102	26,600	54006 - Software License and Maintenance	33,500	33,500	33,500	25.9%
0	393	600	54114 - R & M - Office Equipment	600	600	600	0.0%
39	0	240	54205 - Utilites - Phone/Pager/Cells	300	300	300	25.0%
276	255	600	54300 - Advertising & Publicity	600	600	600	0.0%
2,400	195	1,950	54301 - Fees and Charges	1,000	1,000	1,000	-48.7%
595	835	1,075	54302 - Dues & Subscriptions	1,025	1,025	1,025	-4.7%
3,770	2,802	3,800	54303 - Travel and Training	4,000	4,000	4,000	5.3%
85	481	705	54311 - Special Department Expenses	720	720	720	2.1%
62,655	51,493	54,255	Total Services	75,695	75,695	75,695	39.5%
0	0	3,000	56004 - Computer Hardware and Software	0	0	0	-100.0%
0	0	3,000	Total Capital Improvement	0	0	0	-100.0%

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
0	0	910	58100 - Indirect Charges- City Management	885	885	885	-2.7%
0	0	516	58110 - Indirect Charges- Human Resources	556	556	556	7.8%
0	0	144	58120 - Indirect Charges- Risk Management	177	177	177	22.9%
0	0	755	58130 - Indirect Charges- Office Services	704	704	704	-6.8%
0	0	568	58150 - Indirect Charges- Records	723	723	723	27.3%
0	0	8	58200 - Indirect Charges- Finance Administration	11	11	11	37.5%
0	0	270	58210 - Indirect Charges- Financial Operations	553	553	553	104.8%
0	0	427	58230 - Indirect Charges- Technology	675	675	675	58.1%
0	0	25	58250 - Indirect Charges- Contracts and Purchasing	10	10	10	-60.0%
0	0	3,623	<b>Total Internal Services</b>	4,294	4,294	4,294	18.5%
391,732	393,411	464,364	<b>Total City Recorder/Records</b>	482,659	482,659	482,659	3.9%



To date Laserfiche holds over 180,000 records! This includes city council records dating back to 1961, all available building records as well as adopted budgets, capital improvement program and comprehensive financial review documents. In the past year we've started to expand the planning department section and will continue until all available case files have been added.

## FINANCE AND INFORMATION SERVICES ORGANIZATION CHART



Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	FY 2015 Proposed	FY 2015 Approved	FY 2015 Adopted	2015 Adopted vs.2014 Revised
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Number of Positions	23.10	22.20	22.20	23.40	23.40	23.40	5.4%
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### Budget By Category

Personal Services	2,123,528	2,061,208	2,424,495	2,501,418	2,501,418	2,501,418	3.2%
Materials & Services	989,101	907,874	1,001,065	1,269,131	1,269,131	1,269,131	26.8%
Interdepartmental Costs	0	0	10,431	15,074	15,074	15,074	44.5%
Capital Outlay	174,953	155,474	142,490	122,928	122,928	122,928	-13.7%
<b>Total All Category</b>	<b>3,287,582</b>	<b>3,124,556</b>	<b>3,578,481</b>	<b>3,908,551</b>	<b>3,908,551</b>	<b>3,908,551</b>	<b>9.2%</b>

### Budget By Division

Finance & Info. Services Admin.	415,465	404,688	453,508	469,810	469,810	469,810	3.6%
Financial Operations	650,425	538,631	574,654	594,214	594,214	594,214	3.4%
Utility Billing	740,204	726,939	798,413	922,387	922,387	922,387	15.5%
Information Technology	1,289,198	1,260,661	1,534,563	1,696,729	1,696,729	1,696,729	10.6%
FIS Interim Plan	0	0	0	0	0	0	0.0%
Contracts and Purchasing	192,290	193,637	217,343	225,411	225,411	225,411	3.7%
<b>Total All Division</b>	<b>3,287,582</b>	<b>3,124,556</b>	<b>3,578,481</b>	<b>3,908,551</b>	<b>3,908,551</b>	<b>3,908,551</b>	<b>9.2%</b>

### Budget by Fund

General Fund - 100	0	0	0	0	0	0	0.0%
Central Services Fund - 600	3,287,582	3,124,556	3,578,481	3,908,551	3,908,551	3,908,551	9.2%
<b>Total All Fund</b>	<b>3,287,582</b>	<b>3,124,556</b>	<b>3,578,481</b>	<b>3,908,551</b>	<b>3,908,551</b>	<b>3,908,551</b>	<b>9.2%</b>

**PROGRAM RESULTS:**

- The city builds and maintains a strong financial position.
- Contributes to the attainment of the Tigard Council Goals.
- 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.

**PROGRAM DESCRIPTION:**

Activities of staff in Finance and Information Services Administration include the annual budget process, annual 5-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.

**ACCOMPLISHMENTS:**

FY 2013-2014:

- Updated the city's financial management software for business license processing, enabling customers to pay their business license fees online.
- Received the Government Finance Officers Association Award for the 2013-2014 annual budget.
- Director served on the Oregon Municipal Officer's Association's Developing Professionals Committee and took part in the annual conference by co-teaching course on viewer friendly documents.

- Continued to update the city's budget system in order to increase the productivity and reporting of the city's department budgets.
- Participated in the city's creation of the Citywide Strategic Plan.
- Collected 97% of the business license fees from the local businesses in Tigard.
- Continued a monthly collaboration with other departments to enhance the communication and work process surrounding the Capital Improvement Plan and other city projects.
- Collaborated on November ballot measure that brought the city's code on urban renewal tax increment in alignment with state property tax law.
- Through a collaborative labor negotiation process, helped to decrease the annual growth in Tigard's operating expenditures by limiting the growth in the city's share of medical/dental benefit expenses.
- Secured financing for the Urban Renewal projects

**GOALS & OBJECTIVES:**

FY 2014-2015:

- Implement on-line payment process for Business Licenses
- Submit the FY 2014-2015 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
- Explore options for a new budget system
- Bring River Terrace Financial Strategies Plan to Council and start implementing approved strategies
- Update water rates to include the additional 4 million gallons per day (mgd) of capacity that Tigard purchased from Lake Oswego
- Issue second set of Water Revenue Bonds to support the Lake Oswego \* Tigard Water Partnership
- Research the applicability of biennial budgeting for the City of Tigard

**WORKLOAD MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Amount of Debt Outstanding (In Millions)	41.0	133.0	234.1	270.0
Number of budgetary units (division)	37	38	37	35
Number of funds managed	29	29	29	29
Number of special assessment accounts	20	20	26	22
Number of business license accounts	2,894	2,757	3,066	3,185

**EFFECTIVENESS MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Processed new business license requests within one week of receipt(goal is 98%)	98%	98%	99%	99%
Scheduled debt payments made on time	100%	100%	100%	100%
Tigard receives the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Ratio of nonpayment of Business Licenses to total licenses	1%	1%	1%	1%
Voicemail calls returned within 24 hours department-wide (goal is over 95%)	97%	97%	98%	99%

**FULL-TIME EQUIVALENT POSITIONS**

	2011-2012	2012-2013	2013-2014	2014-2015
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
<b>Total FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>



*Finance Administration staff help the city's departments with their budgets, as well as managing the city's resources and expenditures*

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
3.00	3.00	3.00	Total FTE	3.00	3.00	3.00	
235,877	250,089	253,566	51001 - Salaries - Management	270,911	270,911	270,911	6.8%
235,877	250,089	253,566	Total Personal Services - Salaries	270,911	270,911	270,911	6.8%
1,656	3,515	3,544	52001 - Unemployment	3,251	3,251	3,251	-8.3%
461	487	653	52002 - Worker's Compensation	731	731	731	11.9%
18,272	18,884	19,366	52003 - Social Security/Medicare	20,717	20,717	20,717	7.0%
1,643	1,747	1,777	52004 - Tri-Met Tax	1,960	1,960	1,960	10.3%
33,128	34,523	35,441	52005 - Retirement	37,914	37,914	37,914	7.0%
1,815	1,800	1,800	52007 - VEBA - ER	1,800	1,800	1,800	0.0%
1,051	299	1,593	52008 - Life Ins/ADD/LTD	1,593	1,593	1,593	0.0%
751	871	0	52009 - Long Term Disability	0	0	0	0.0%
42,660	40,315	46,777	52010 - Medical/Dental/Vision	46,290	46,290	46,290	-1.0%
5,050	5,151	0	52011 - Dental Benefits	0	0	0	0.0%
179	-922	4,500	52012 - Accrued Vacation	4,500	4,500	4,500	0.0%
106,666	106,669	115,451	Total Personal Services - Benefits	118,756	118,756	118,756	2.9%
1,510	1,451	2,660	53001 - Office Supplies	1,745	1,745	1,745	-34.4%
144	0	0	53003 - Fuel	0	0	0	0.0%
1,654	1,451	2,660	Total Supplies	1,745	1,745	1,745	-34.4%
53,350	27,177	42,500	54001 - Professional/Contractual Services	35,900	35,900	35,900	-15.5%
3,340	4,235	4,800	54003 - Legal Fees	4,000	4,000	4,000	-16.7%
3,729	516	2,350	54004 - Printing Services	750	750	750	-68.1%
4,000	3,020	12,000	54006 - Software License and Maintenance	7,000	7,000	7,000	-41.7%
594	2,846	1,725	54300 - Advertising & Publicity	5,800	5,800	5,800	236.2%
0	514	0	54301 - Fees and Charges	0	0	0	0.0%
1,493	1,087	1,050	54302 - Dues & Subscriptions	1,005	1,005	1,005	-4.3%
1,094	1,137	3,150	54303 - Travel and Training	4,919	4,919	4,919	56.2%
267	839	425	54311 - Special Department Expenses	500	500	500	17.6%
3,400	4,750	3,400	54312 - Bank Fees	3,450	3,450	3,450	1.5%
71,267	46,120	71,400	Total Services	63,324	63,324	63,324	-11.3%
0	359	0	56004 - Computer Hardware and Software	0	0	0	0.0%
0	359	0	Total Capital Improvement	0	0	0	0.0%
0	0	1,929	58100 - Indirect Charges- City Management	1,882	1,882	1,882	-2.4%
0	0	1,741	58110 - Indirect Charges- Human Resources	1,747	1,747	1,747	0.3%
0	0	442	58120 - Indirect Charges- Risk Management	572	572	572	29.4%
0	0	869	58130 - Indirect Charges- Office Services	1,958	1,958	1,958	125.3%
0	0	718	58150 - Indirect Charges- Records	1,417	1,417	1,417	97.4%
0	0	21	58200 - Indirect Charges- Finance Administration	27	27	27	28.6%
0	0	733	58210 - Indirect Charges- Financial Operations	711	711	711	-3.0%
0	0	3,917	58230 - Indirect Charges- Technology	6,744	6,744	6,744	72.2%
0	0	61	58250 - Indirect Charges- Contracts and Purchasing	16	16	16	-73.8%
0	0	10,431	Total Internal Services	15,074	15,074	15,074	44.5%
415,464	404,688	453,508	Total Finance & Info. Services Admin.	469,810	469,810	469,810	3.6%

**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.
- Maximize revenue sources to the city.

**PROGRAM DESCRIPTION:**

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

**ACCOMPLISHMENTS:**

FY 2013-2014:

- Implemented the Work Order module in the city's financial management software (Springbrook) to improve tracking of capital improvement projects for city departments.
- Completed FY 2012-13 audit and Comprehensive Annual Financial Report (CAFR) by November 30, 2013 and submitted it to the Government Finance Officers Association for evaluation.
- Redesigned the format for the Comprehensive Annual Financial Report (CAFR) to improve the graphics and make the document easier to read.
- Received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting (CAFR) for FY 2011-12 (28th consecutive year).
- Trained Community Development and Public Works staff on electronic time entry using the financial accounting software.
- Completed the improved tracking system for revenue bond covenants per the Tigard/Lake Oswego Water Partnership bond issuance.

**GOALS & OBJECTIVES:**

FY 2014-2015:

- Complete annual audit and issue Comprehensive Annual Financial Report (CAFR) by November 30, 2014.
- Receive Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the FY 2013-14 report.
- Participate in the city's annual budget process with adoption by the council before June 30, 2015.
- Participate in updating the city's Five-Year Financial Forecast.
- Work with city management in the process of implementing the Strategic Plan for Tigard.
- Continue to enhance the financial tracking and reporting functions using the city's financial management software (Springbrook).

**WORKLOAD MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Number of payroll checks processed	8,546	7,723	7,800	7,850
Number of check requests/invoices processed	11,000	10,150	10,125	10,100
Number of accounts payable checks processed	3,984	3,924	4,000	3,950

**EFFECTIVENESS MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Financial Reports accurate and released on time	100%	100%	100%	100%
Number of departments rating service as good/excellent	95%	95%	95%	95%

**FULL-TIME EQUIVALENT POSITIONS**

	2011-2012	2012-2013	2013-2014	2014-2015
Accountant	1.00	0.80	0.80	0.80
Accounting Supervisor	1.00	1.00	1.00	1.00
Assistant Finance Director	0.50	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
<b>Total FTE</b>	<b>4.50</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>

FINANCIAL OPERATIONS

BUDGET UNIT: 2100

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
4.50	4.60	4.60	Total FTE	4.60	4.60	4.60	
258,665	237,839	296,830	51001 - Salaries - Management	282,964	282,964	282,964	-4.7%
49,938	52,848	52,848	51002 - Salaries - General	54,707	54,707	54,707	3.5%
308,603	290,687	349,678	Total Personal Services - Salaries	337,671	337,671	337,671	-3.4%
2,160	4,156	4,894	52001 - Unemployment	4,053	4,053	4,053	-17.2%
543	545	833	52002 - Worker's Compensation	956	956	956	14.8%
24,504	23,392	26,751	52003 - Social Security/Medicare	25,919	25,919	25,919	-3.1%
2,143	2,058	2,454	52004 - Tri-Met Tax	2,443	2,443	2,443	-0.4%
39,005	36,523	46,842	52005 - Retirement	45,236	45,236	45,236	-3.4%
3,115	2,907	3,180	52007 - VEBA - ER	3,180	3,180	3,180	0.0%
418	355	2,204	52008 - Life Ins/ADD/LTD	2,204	2,204	2,204	0.0%
942	957	0	52009 - Long Term Disability	0	0	0	0.0%
53,760	41,705	58,318	52010 - Medical/Dental/Vision	36,927	36,927	36,927	-36.7%
6,574	5,122	0	52011 - Dental Benefits	0	0	0	0.0%
-5,181	-1,154	0	52012 - Accrued Vacation	1,125	1,125	1,125	100.0%
127,983	116,566	145,476	Total Personal Services - Benefits	122,043	122,043	122,043	-16.1%
3,703	3,337	5,000	53001 - Office Supplies	4,300	4,300	4,300	-14.0%
3,703	3,337	5,000	Total Supplies	4,300	4,300	4,300	-14.0%
75,422	57,148	55,000	54001 - Professional/Contractual Services	57,500	57,500	57,500	4.5%
456	45,907	9,000	54006 - Software License and Maintenance	6,500	6,500	6,500	-27.8%
95	0	0	54114 - R & M - Office Equipment	0	0	0	0.0%
0	473	0	54300 - Advertising & Publicity	0	0	0	0.0%
123,608	17,041	1,000	54301 - Fees and Charges	1,000	1,000	1,000	0.0%
1,234	1,617	2,500	54302 - Dues & Subscriptions	2,500	2,500	2,500	0.0%
5,065	5,776	7,000	54303 - Travel and Training	7,000	7,000	7,000	0.0%
0	0	0	54306 - Credit Card Fees	55,000	55,000	55,000	100.0%
55	80	0	54311 - Special Department Expenses	0	0	0	0.0%
205,935	128,041	74,500	Total Services	129,500	129,500	129,500	73.8%
4,200	0	0	56004 - Computer Hardware and Software	700	700	700	100.0%
4,200	0	0	Total Capital Improvement	700	700	700	100.0%
650,424	538,631	574,654	Total Financial Operations	594,214	594,214	594,214	3.4%

**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.

**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 has the most direct interaction with the public and also provides Passport, Business License, Water Meter Sales as well as perform duties as the city switchboard for directing calls and answering a variety of questions from citizens in regards to city services on a daily basis.

**ACCOMPLISHMENTS:**

FY 2013-2014:

- Implemented Interactive Voice Response (IVR) allowing customers to pay utility bill via telephone 24/7
- Confirmed and corrected 6,737 water meter locations and corrected information in the Utility Billing database
- Increased hours for sales of Water Meters and Passports
- Began allowing customers to automatically charge their monthly bill to a credit card

**GOALS & OBJECTIVES:**

FY 2014-2015:

- By October 2014 UB customers will be able to file Move In and Move Out Service Requests Online
- By June 17, 2014 a review of the Phone Payment IVR will be complete and a proposal for extended Passport hours and Water Meter Sales hours will be presented to City Management for approval
- By November 28, 2014 all Springbrook customer data bases will up to date and there will be no more Validation Report Issues
- Customer Service will be improved within Utility Billing with the publication of a Customer Service Policy thus ensuring that all customers are treated equally, professionally and with measurable standards and goals for Utility Billing staff. The policy will be submitted to City Management for approval by July 22, 2014

**WORKLOAD MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Number of passport applications processed	1,287	1,273	1,350	1,400
Total number of utility billing accounts	20,167	20,401	20,550	20,700
Number of water accounts	18,265	18,463	19,000	20,000
Number of utility bills sent	236,389	238,804	241,500	244,000
Number of water meters sold	205	237	260	290
Registered online users	7,398	9,470	11,000	12,000
Total revenue collected through online system	\$3,118,820	\$4,135,913	\$4,765,000	\$5,000,000
Number of online transactions	32,457	38,853	41,250	44,000

**EFFECTIVENESS MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Increase in online users from previous year	1,984	2,342	1,900	2,300
Percent increase in online users from previous year	36.6%	28%	25%	30%
Ratio of water bills 60 days past due to total billed	5%	5%	5%	5%

**FULL-TIME EQUIVALENT POSITIONS**

	2011-2012	2012-2013	2013-2014	2014-2015
Accounting Assistant II	2.00	2.30	1.80	1.80
Assistant Finance Director	0.50	0.20	0.20	0.20
Customer Service Field Worker	2.80	1.80	1.80	1.80
Senior Accounting Assistant	1.00	1.20	1.00	1.00
Senior Customer Service Field Worker	0.00	1.00	1.00	1.00
Utility Billing Supervisor	0.00	0.00	1.00	1.00
Total FTE	6.30	6.50	6.80	6.80

UTILITY BILLING

BUDGET UNIT: 2200

FY 2012 Actual	FY 2013 Actual	FY 2014 Revised	Budget Resource Summary	2015 Proposed	2015 Approved	2015 Adopted	Adopted vs. FY 14
6.30	6.50	6.80	Total FTE	6.80	6.80	6.80	
43,026	33,898	83,689	<b>51001 - Salaries - Management</b>	82,601	82,601	82,601	-1.3%
215,642	207,944	203,602	<b>51002 - Salaries - General</b>	209,948	209,948	209,948	3.1%
45,284	91,160	84,326	<b>51004 - Part Time - Regular</b>	86,334	86,334	86,334	2.4%
8,405	5,646	0	<b>51006 - Overtime</b>	0	0	0	0.0%
312,357	338,648	371,617	<b>Total Personal Services - Salaries</b>	378,883	378,883	378,883	2.0%
2,235	4,832	5,203	<b>52001 - Unemployment</b>	4,546	4,546	4,546	-12.6%
2,982	4,043	5,015	<b>52002 - Worker's Compensation</b>	5,891	5,891	5,891	17.5%
23,621	25,397	28,429	<b>52003 - Social Security/Medicare</b>	28,984	28,984	28,984	2.0%
2,217	2,398	2,615	<b>52004 - Tri-Met Tax</b>	2,742	2,742	2,742	4.9%
31,575	33,035	38,690	<b>52005 - Retirement</b>	41,193	41,193	41,193	6.5%
5,505	6,019	6,120	<b>52007 - VEBA - ER</b>	6,120	6,120	6,120	0.0%
322	359	1,753	<b>52008 - Life Ins/ADD/LTD</b>	1,753	1,753	1,753	0.0%
731	888	0	<b>52009 - Long Term Disability</b>	0	0	0	0.0%
87,274	89,600	119,021	<b>52010 - Medical/Dental/Vision</b>	99,725	99,725	99,725	-16.2%
10,534	10,217	0	<b>52011 - Dental Benefits</b>	0	0	0	0.0%
6,550	1,496	0	<b>52012 - Accrued Vacation</b>	0	0	0	0.0%
173,546	178,285	206,846	<b>Total Personal Services - Benefits</b>	190,954	190,954	190,954	-7.7%
1,901	4,447	4,000	<b>53001 - Office Supplies</b>	4,000	4,000	4,000	0.0%
1,332	587	1,250	<b>53002 - Small Tools &amp; Equipment</b>	1,250	1,250	1,250	0.0%
9,906	7,759	10,000	<b>53003 - Fuel</b>	10,000	10,000	10,000	0.0%
13,139	12,793	15,250	<b>Total Supplies</b>	15,250	15,250	15,250	0.0%
131,363	132,434	140,000	<b>54001 - Professional/Contractual Services</b>	140,000	140,000	140,000	0.0%
0	31	0	<b>54003 - Legal Fees</b>	0	0	0	0.0%
62,158	21,609	24,000	<b>54006 - Software License and Maintenance</b>	24,000	24,000	24,000	0.0%
8,296	9,868	15,000	<b>54113 - R &amp; M - Vehicles</b>	15,000	15,000	15,000	0.0%
0	95	200	<b>54114 - R &amp; M - Office Equipment</b>	200	200	200	0.0%
0	1,776	0	<b>54115 - Vehicle Usage</b>	0	0	0	0.0%
583	1,270	1,000	<b>54205 - Utilites - Phone/Pager/Cells</b>	1,600	1,600	1,600	60.0%
1,179	231	0	<b>54300 - Advertising &amp; Publicity</b>	0	0	0	0.0%
40	40	0	<b>54302 - Dues &amp; Subscriptions</b>	0	0	0	0.0%
1,847	919	2,500	<b>54303 - Travel and Training</b>	2,500	2,500	2,500	0.0%
0	0	0	<b>54306 - Credit Card Fees</b>	150,000	150,000	150,000	100.0%
769	904	2,000	<b>54311 - Special Department Expenses</b>	2,000	2,000	2,000	0.0%
206,235	169,176	184,700	<b>Total Services</b>	335,300	335,300	335,300	81.5%
29,100	20,914	0	<b>56003 - Vehicles</b>	0	0	0	0.0%
5,825	7,123	20,000	<b>56004 - Computer Hardware and Software</b>	2,000	2,000	2,000	-90.0%
34,925	28,037	20,000	<b>Total Capital Improvement</b>	2,000	2,000	2,000	-90.0%
<b>740,202</b>	<b>726,939</b>	<b>798,413</b>	<b>Total Utility Billing</b>	<b>922,387</b>	<b>922,387</b>	<b>922,387</b>	<b>15.5%</b>

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.

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.

ACCOMPLISHMENTS:

FY 2013-2014:

- New backup system installed that replaced the tape backup system with an appliance based backup system
- Began replacing older switches with POE switches and management is cloud based
- New VPN rollout allowing staff working remotely to have the same work environment as if they were at their desk
- VMware consolidation for servers continued, continuing to reduce physical servers and replacing with virtual servers
- Police briefing application deployed for briefing, moving from a paper format to an interactive format that includes maps and GIS data
- Upgraded the finance system database from Progress to SQL and updated the associated reports and systems
- Worked with Public Works to produce a Capital Improvement Plan reporting format and information for City Council
- Implemented a new SAN for the city network

- New e-ticketing software deployed for Police Department staff and integrated with court system software
- Implemented a managed printer services contract to outsource maintenance of networked printers

**GOALS & OBJECTIVES:**

FY 2014-2015:

- Upgrade Microsoft Office
- Upgrade Email system
- Bring greater server redundancy in Vmware with failover
- Replicate the appliance based backup to a secondary backup appliance for disaster recovery
- Implement a new SAN for the police department
- Implement new VMware server for PD
- GIS 3D visualization project for River terrace
- Implement two factor authentication for PD
- Replace the current police car computers with tablets/laptops
- Plan for the replacement of the telephone system with a VOIP telephone system

**WORKLOAD MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Number of network appliances citywide	NA	NA	NA	5
Number of physical servers non-PD	NA	NA	NA	18
Number of physical servers PD	NA	NA	NA	4
Number of SAN/NAS servers-citywide	NA	NA	NA	4
Number of virtual servers non-PD	NA	NA	NA	43
Number of virtual servers PD	NA	NA	NA	7
New GIS web mapping applications (Examples: Park Finder, Crime Spotter, and Active Construction)	3	4	9	12
GIS Request for Services	140	150	160	175

GIS Layer/database Additions/Layer Overhaul	14	17	20	15
Non-Spam Email Messages	444,126	450,000	482,000	560,800
Spam Email Message	259,392	225,000	320,500	461,600
Number of phone lines maintained	284	282	284	285
Number of Helpdesk service calls	3,510	3,490	4,650	4,548
Number of cell phones, hotspots and pagers	227	227	248	282
Number of servers	54	48	51	NA
Number of laptops and computers	503	503	523	525

**EFFECTIVENESS MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Backups performed as required (%)	98%	99%	99%	99%
Network up-time (%)	99%	99%	99%	99%
Service calls fixed on first call (%)	88%	90%	90%	90%

**FULL-TIME EQUIVALENT POSITIONS**

	2011-2012	2012-2013	2013-2014	2014-2015
Database Administrator	0.00	0.00	1.00	1.00
GIS Coordinator	1.00	0.80	0.80	1.00
GIS Program/Analyst	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
IT Specialist	1.00	0.50	0.00	0.00
Microcomputer Support Technician	1.00	1.00	0.00	0.00
Network Administrator	2.00	2.00	2.00	3.00
<b>Total FTE</b>	<b>7.00</b>	<b>6.30</b>	<b>5.80</b>	<b>7.00</b>



*The ratio of computers to helpdesk staff is 350:3*

**INFORMATION TECHNOLOGY**

**BUDGET UNIT: 2300**

<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Revised</b>	<b>Budget Resource Summary</b>	<b>2015 Proposed</b>	<b>2015 Approved</b>	<b>2015 Adopted</b>	<b>Adopted vs. FY 14</b>
7.00	6.30	5.80	<b>Total FTE</b>	7.00	7.00	7.00	
352,726	333,756	457,775	<b>51001 - Salaries - Management</b>	527,612	527,612	527,612	15.3%
112,469	71,144	71,076	<b>51002 - Salaries - General</b>	73,580	73,580	73,580	3.5%
150	50	0	<b>51005 - Part Time - Temporary</b>	0	0	0	0.0%
4,639	4,474	8,000	<b>51006 - Overtime</b>	8,000	8,000	8,000	0.0%
469,984	409,424	536,851	<b>Total Personal Services - Salaries</b>	609,192	609,192	609,192	13.5%
3,290	5,844	7,497	<b>52001 - Unemployment</b>	7,216	7,216	7,216	-3.7%
2,777	2,346	3,466	<b>52002 - Worker's Compensation</b>	4,458	4,458	4,458	28.6%
36,183	31,350	40,973	<b>52003 - Social Security/Medicare</b>	45,990	45,990	45,990	12.2%
3,261	2,902	3,767	<b>52004 - Tri-Met Tax</b>	4,235	4,235	4,235	12.4%
55,694	47,333	72,142	<b>52005 - Retirement</b>	78,972	78,972	78,972	9.5%
4,400	3,457	4,350	<b>52007 - VEBA - ER</b>	4,500	4,500	4,500	3.4%
606	404	3,239	<b>52008 - Life Ins/ADD/LTD</b>	3,372	3,372	3,372	4.1%
1,200	1,177	0	<b>52009 - Long Term Disability</b>	0	0	0	0.0%
86,116	69,025	97,450	<b>52010 - Medical/Dental/Vision</b>	103,963	103,963	103,963	6.7%
10,501	8,507	0	<b>52011 - Dental Benefits</b>	0	0	0	0.0%
-4,061	8,982	4,158	<b>52012 - Accrued Vacation</b>	4,266	4,266	4,266	2.6%
199,967	181,327	237,042	<b>Total Personal Services - Benefits</b>	256,972	256,972	256,972	8.4%
33,599	40,859	44,050	<b>53001 - Office Supplies</b>	7,000	7,000	7,000	-84.1%
13,297	15,004	13,000	<b>53002 - Small Tools &amp; Equipment</b>	13,000	13,000	13,000	0.0%
605	377	500	<b>53003 - Fuel</b>	500	500	500	0.0%
41,139	33,319	42,000	<b>53006 - Technology Equipment under \$5,000</b>	50,950	50,950	50,950	21.3%
88,640	89,559	99,550	<b>Total Supplies</b>	71,450	71,450	71,450	-28.2%
4,724	757	53,465	<b>54001 - Professional/Contractual Services</b>	50,080	50,080	50,080	-6.3%
0	78	0	<b>54003 - Legal Fees</b>	0	0	0	0.0%
278,075	296,303	312,226	<b>54006 - Software License and Maintenance</b>	353,818	353,818	353,818	13.3%
282	975	2,000	<b>54113 - R &amp; M - Vehicles</b>	2,000	2,000	2,000	0.0%
13,730	17,099	24,400	<b>54114 - R &amp; M - Office Equipment</b>	20,900	20,900	20,900	-14.3%
82,050	93,130	76,830	<b>54205 - Utilites - Phone/Pager/Cells</b>	141,130	141,130	141,130	83.7%
2,074	1,646	1,500	<b>54300 - Advertising &amp; Publicity</b>	1,500	1,500	1,500	0.0%
3,357	28,964	53,889	<b>54301 - Fees and Charges</b>	53,939	53,939	53,939	0.1%
1,115	800	1,320	<b>54302 - Dues &amp; Subscriptions</b>	1,320	1,320	1,320	0.0%
8,114	10,141	12,500	<b>54303 - Travel and Training</b>	13,700	13,700	13,700	9.6%
1,259	3,378	500	<b>54311 - Special Department Expenses</b>	500	500	500	0.0%
394,780	453,272	538,630	<b>Total Services</b>	638,887	638,887	638,887	18.6%
75,071	54,104	68,100	<b>56004 - Computer Hardware and Software</b>	58,550	58,550	58,550	-14.0%
60,756	72,975	54,390	<b>56007 - GIS Hardware and Software</b>	61,678	61,678	61,678	13.4%
135,827	127,078	122,490	<b>Total Capital Improvement</b>	120,228	120,228	120,228	-1.8%
<b>1,289,198</b>	<b>1,260,661</b>	<b>1,534,563</b>	<b>Total Information Technology</b>	<b>1,696,729</b>	<b>1,696,729</b>	<b>1,696,729</b>	<b>10.6%</b>

**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.

**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, statues, and regulations as well as any other issues as they occur.

**ACCOMPLISHMENTS:**

FY 2013-2014:

- Provided expert advice, assistance, and policy analysis and development to city departments regarding contracting and purchasing
- Enhanced working relationships with city departments, ensuring better communications and streamlining of workloads
- Enhanced the division's InsideTigard intranet pages with training materials and templates on contracts and purchasing which should make the overall processes run more efficiently for departmental staff
- Expanded the information available in the city's contracts database in order to better assist departmental staff with contract tracking

- Development training for departmental staff to help them better understand and navigate the complex contracts and purchasing policies and procedures
- Implemented receipt imaging for the city's purchasing card program
- Implemented the use of eBay to dispose of surplus city equipment.

**GOALS & OBJECTIVES:**

FY 2014-2015:

- Continue to enhance working relationships with city departments, ensuring better communications and streamlining of workloads
- Develop user-friendly online vendor registration system
- Develop expanded reports to assist departmental staff with contract management
- Expand the city's purchasing card program to include large-ticket items
- Oversee revisions to the city's Public Contracting Rules.

**WORKLOAD MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
Number of contracts requiring Local Contracts Review Board Approval	19	6	8	12
Number of contracts written	68	105	100	110
Number of formal Invitation to Bid or Request for Proposal	18	12	12	16
Number of purchase orders processed	75	79	84	100
Number of purchasing card transactions	6,799	6,899	6,850	7,000

**EFFECTIVENESS MEASURES**

	2011-2012	2012-2013	2013-2014	2014-2015
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%)	95%	97%	99%	98%
% of contract awards that are protested (goal is less than 2%)	0%	0%	0%	0%

FULL-TIME EQUIVALENT POSITIONS

	2011-2012	2012-2013	2013-2014	2014-2015
Administrative Specialist II	0.50	0.00	0.00	0.00
Purchasing Assistant	0.80	0.00	1.00	1.00
Senior Accounting Assistant	0.00	0.80	0.00	0.00
Senior Management Analyst	1.00	1.00	1.00	1.00
Total FTE	2.30	1.80	2.00	2.00



*The City of Tigard has between 75-100 active contracts throughout the year. Additionally, this department processes an annual average of 6,557 procurement card transactions.*

**CONTRACTS & PURCHASING**

**BUDGET UNIT: 2500**

<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Revised</b>	<b>Budget Resource Summary</b>	<b>2015 Proposed</b>	<b>2015 Approved</b>	<b>2015 Adopted</b>	<b>Adopted vs. FY 14</b>
2.30	1.80	2.00	<b>Total FTE</b>	2.00	2.00	2.00	
80,166	80,791	80,791	<b>51001 - Salaries - Management</b>	83,643	83,643	83,643	3.5%
20,496	43,283	52,848	<b>51002 - Salaries - General</b>	57,457	57,457	57,457	8.7%
27,210	0	0	<b>51004 - Part Time - Regular</b>	0	0	0	0.0%
127,872	124,074	133,639	<b>Total Personal Services - Salaries</b>	141,100	141,100	141,100	5.6%
895	1,769	1,871	<b>52001 - Unemployment</b>	1,694	1,694	1,694	-9.5%
229	233	326	<b>52002 - Worker's Compensation</b>	403	403	403	23.6%
9,740	9,069	10,224	<b>52003 - Social Security/Medicare</b>	10,794	10,794	10,794	5.6%
887	879	938	<b>52004 - Tri-Met Tax</b>	1,021	1,021	1,021	8.8%
15,994	15,639	16,596	<b>52005 - Retirement</b>	17,455	17,455	17,455	5.2%
1,655	1,320	1,500	<b>52007 - VEBA - ER</b>	1,500	1,500	1,500	0.0%
147	141	717	<b>52008 - Life Ins/ADD/LTD</b>	717	717	717	0.0%
359	401	0	<b>52009 - Long Term Disability</b>	0	0	0	0.0%
27,384	32,039	42,157	<b>52010 - Medical/Dental/Vision</b>	41,352	41,352	41,352	-1.9%
3,380	3,949	0	<b>52011 - Dental Benefits</b>	0	0	0	0.0%
60,670	65,439	74,329	<b>Total Personal Services - Benefits</b>	74,936	74,936	74,936	0.8%
599	322	1,000	<b>53001 - Office Supplies</b>	1,500	1,500	1,500	50.0%
599	322	1,000	<b>Total Supplies</b>	1,500	1,500	1,500	50.0%
0	1,374	5,000	<b>54003 - Legal Fees</b>	4,500	4,500	4,500	-10.0%
148	0	200	<b>54300 - Advertising &amp; Publicity</b>	200	200	200	0.0%
2,263	2,000	2,675	<b>54301 - Fees and Charges</b>	0	0	0	-100.0%
380	368	0	<b>54302 - Dues &amp; Subscriptions</b>	2,675	2,675	2,675	100.0%
306	7	500	<b>54303 - Travel and Training</b>	500	500	500	0.0%
52	55	0	<b>54311 - Special Department Expenses</b>	0	0	0	0.0%
3,149	3,803	8,375	<b>Total Services</b>	7,875	7,875	7,875	-6.0%
<b>192,290</b>	<b>193,637</b>	<b>217,343</b>	<b>Total Contracts and Purchasing</b>	<b>225,411</b>	<b>225,411</b>	<b>225,411</b>	<b>3.7%</b>



*The Tualatin River flows through Cook Park in Tigard, Oregon  
(picture by refalo.com)*