

MANAGEMENT SERVICES DEPARTMENT

Budget History

Fiscal Years 1991-92 through 2003-04

Background

In January 1992, the Human Resource Management/Administrative Services Department was merged with the Finance Department to create the Management Services Department. Since its creation, the Management Services Department has been evolving and, therefore, it is difficult to compare one budget year to the next.

The Management Services Department provides administrative and financial services for Salt Lake City. The Department ensures that the City's financial resources are controlled, invested, and disbursed effectively and appropriately.

The Management Services Department is organized into seven main divisions: Office of the Director (including Policy and Budget, Emergency Management Planning, Environmental Management, Labor Relations, Police Civilian Review Board Administration, Economic and Demographic Resource Center, and during the Olympic Games the Office of Olympic Opportunities Planning); City Recorder/Information Management Services (IMS); Human Resource Management; Purchasing, Contracts and Property Management; Justice Court, Finance; and the City Treasurer.

Historical City Council Policy Objectives and Service Level Expectations

During the budget process for Fiscal Year 1999-00, the Council reviewed the Mayor's Recommended Budget from a performance measurement perspective based on operational plans submitted by the departments. Each department's budget was reviewed with respect to the objectives listed in its operational plan. Departments that had not developed an operational plan were asked to do so by December 31, 1999. All completed operational plans are available for review in the Council Office.

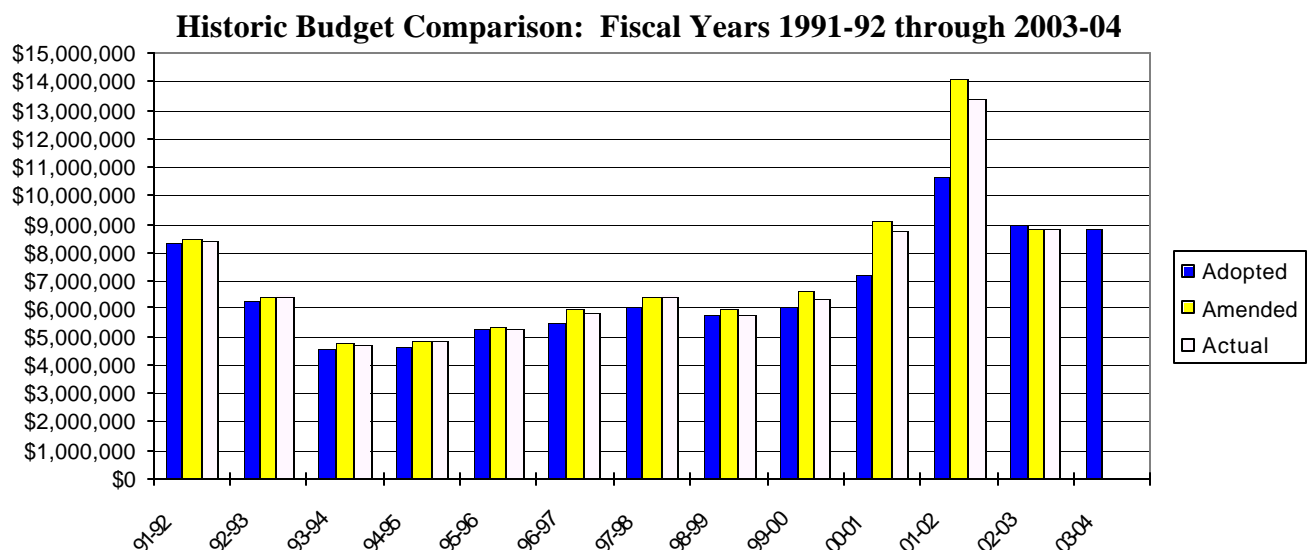
Prior to Fiscal Year 1999-00, the Council reviewed the Mayor's Recommended Budget for the Management Services Department based on the following policy objectives and service level expectations:

- Maintain adequate policies, procedures, and controls to ensure that public funds are collected and used effectively, efficiently, and legally
- Provide a balanced system of support and control to ensure the continuity and effectiveness of City human resources
- Provide record keeping services in compliance with State law and provide timely research and information to City departments and the public
- Maintain diversity in the membership of the Citizens' Compensation Advisory Committee
- Provide formalized advance and follow-up information to the Citizens' Compensation Advisory Committee

- Provide cost effective, timely and dependable services to City departments in the most cost efficient manner possible
- Monitor Olympic efforts and plan for appropriate City and community involvement
- Provide the Council with early notification on policy issues that will come before the Council

Historical Expenditure Levels

The following chart depicts a comparison of Council adopted, amended and actual expenditures for the Management Services Department.



HISTORICAL OVERVIEW

Fiscal Year 1991-92

Mayor's Recommended Budget

The Management Services Department did not exist when the 1991-92 budget was developed. It was created in January 1992 by merging Human Resources Management/Administrative Services with the Finance Department. For purposes of this budget history, the 1991-92 section will provide background information on Human Resource Management/Administrative Services and the Finance Department.

The Mayor's Recommended Budget for the Finance Department did not include any significant policy issues or recommended changes. However, the Finance Department did take on the assignment of developing and implementing an ongoing system for user fee analysis. The system was to ensure that direct and indirect costs associated with a particular service were included in the user fees and that fees

charged by other municipalities for like services are monitored to serve as a “market” basis for Salt Lake City’s fees.

The Mayor’s Recommended Budget for the Human Resource Management/Administrative Services Department included implementation of a centralized economic and demographic database. In addition, in-house computer support positions were added for PC computers. Some service level decreases were also recommended. Specifically, it was recommended that elevator maintenance and janitorial services be reduced, the program to pay water bills for charitable organizations be discontinued, the vision care program for employees be discontinued, and vehicle replacement be deferred.

Council Adopted Budget

The City Council adopted the Finance Department and Human Resource Management/ Administrative Services Department budgets as recommended. However, the Council also passed the following legislative intent statements:

- *It is the intent of the City Council to support the Administration’s efforts to consolidate the City’s animal control services with the County. The Administration is requested to provide a written report to the Council regarding its efforts in this area. It is the Council’s understanding that funds for the Director position will not be expended until the report is provided.*

Administration’s Response to Council’s Intent: The City and County agreed to consolidate animal control services in October 1991. After issuing a Request for Proposal for animal control services, and researching options, the City ultimately renegotiated their contract with Salt Lake County in March 1998.

- *It is the intent of the City Council to support the Administration’s plan to reevaluate user fees annually. The Council encourages the Administration to include a final report in or with the Mayor’s Recommended Budget each year.*

Administration’s Response to Council’s Intent: With the adoption of the fiscal year 1992-93 budget, certain user fees, such as vehicle impound fees, cemetery fees, and refuse fees were increased. User fees are continually reviewed by the Administration and increases or decreases are proposed to the Council for consideration.

Fiscal Year 1992-93

Mayor’s Recommended Budget

The Mayor’s Recommended Budget continued to reorganize the Management Services Department, which was created in January 1992 by merging Human Resources Management/Administrative Services with the Finance Department. The computer/telephone charges budget was transferred from Human Resource Management to the Non-Departmental Budget. Total full-time equivalent positions were

decreased considerably from the fiscal year 1991-92 budget, as the responsibility for animal control services was transferred to Salt Lake County in October 1991.

Council Adopted Budget

The City Council adopted the Management Services Department budget as recommended.

Fiscal Year 1993-94

Mayor's Recommended Budget

The Mayor's Recommended Budget for fiscal year 1993-94 included funds for a centralized copy center in the City & County Building. This budget also included the transfer of the Fleet Management division and the Support Services division to the newly created Department of Public Services.

Council Adopted Budget

The Council adopted the budget as recommended with the following legislative intent statement:

- *It is the intent of the City Council that the Administration provide a quarterly report on their progress of the Council's legislative intent issues.*

Administration's Response to Council's Intent: The Administration provides a quarterly report as requested. Council legislative intent statements, legislative action items and requests for information are tracked by Council staff and reported on a quarterly basis as well.

Fiscal Year 1994-95

Mayor's Recommended Budget

The Mayor's Recommended Budget for fiscal year 1994-95 included a significant number of changes. The budget emphasized emergency preparedness by funding a full-time Emergency Manager position. Funding for Animal Control Services was increased to make capital improvements at the County Animal Kennel as agreed upon by the City and the County. One-time funding was included for bar coding equipment to be used for the City's fixed asset control system. The Deputy City Treasurer position was eliminated and replaced with a Cash Manager position. A Labor Relations Division was created. One-time funding was also included for a labor negotiator to complete negotiations with the police union and train staff in the new Labor Division. Finally, the budget provided for parking meter head replacement.

Council Adopted Budget

The City Council eliminated the proposed one-time funding for bar-coding equipment because surplus funds from 1993-94 were identified to purchase the equipment. The Council delayed funding for parking meter head replacements and Total Quality Management facilitator training until funds were

available from the sale of City-owned property in West Jordan. The Council reduced funding for the labor negotiator contract and added funding for interns to collect data to be used in fundamental economic development analysis.

Fiscal Year 1995-96

Mayor's Recommended Budget

For fiscal year 1995-96, the Mayor's Recommended Budget included a centralized approach to Human Resource (HR) services. HR specialists formerly allocated to specific departments were brought into the HR Program. The Labor Relations Division was eliminated and the program became part of the HR division. The budget also completed implementation of the City's new financial management system (IFAS). Funding was provided for the municipal election and enhanced communication efforts with citizens, including a part-time position to coordinate the City's cable television access and funding for informational kiosks.

Council Adopted Budget

The City Council approved the Management Services Department budget as recommended.

Fiscal Year 1996-97

Mayor's Recommended Budget

The Mayor's Recommended Budget included a continued emphasis on public communication by funding another information kiosk located within the City's jurisdictional limits and having a full-time communications coordinator position work on newsletters, kiosks, and world wide web pages. The budget also continued funding for a commission, referred to as the Futures Commission, charged with defining and addressing the future needs of the community. There was a new policy direction with regard to funding for municipal elections. Instead of one-time funding in election years, the budget proposed that the funding be ongoing. In non-election years, the budget proposed that election-related funds be used to satisfy the needs of the parking meter repair and replacement program.

Council Adopted Budget

The City Council adopted the budget as proposed. The Council also adopted the following legislative intent statements:

- *It is the intent of the City Council to hold a policy discussion with the Administration during the first quarter of fiscal year 1996-97 to discuss the overall capital needs of the City, including the needs of the general fund, water fund, sewer fund, stormwater fund, and the refuse fund. Further, it is the Council's intent that the discussion focus on alternative funding strategies to ensure that the long-term capital and program needs of the City are met.*

Administration's Response to Council's Intent: A policy discussion was held on December 5, 1996.

- *It is the intent of the City Council to monitor funds expended City-wide (including in enterprise funds) for contractual consultants to assist with human resource related functions.*

Administration's Response to Council's Intent: The City Council eliminated this as a priority at a discussion on March 18, 1997.

Fiscal Year 1997-98

Mayor's Recommended Budget

The Mayor's Recommended Budget for fiscal year 1997-98 included some significant organizational and policy changes. The Administration proposed making the Office of Internal Audit a division of Management Services. The Administration also proposed creating a City communications work team within Management Services to concentrate its efforts on implementing and staffing the City Communication Plan. The plan called for better resolution of citizen complaints and more meaningful citizen input. The Administration also proposed to create an Office of Olympic Opportunities Planning to take full advantage of opportunities associated with the 2002 Winter Olympics. Finally, the Administration proposed to transfer management and oversight of the City's Animal Control Services program from the Management Services Department to the Police Department.

Council Adopted Budget

The Council decided that Internal Audit should remain an independent office and delayed the decision regarding the Office of Olympic Opportunities Planning. (The Council approved the Office of Olympic Opportunities Planning in budget amendment #2 of fiscal year 1997-98.) The Council left the management and oversight of the City's Animal Control Services program within the Management Services Department and approved an interlocal agreement with Salt Lake County in March 1998 for it to continue to administer the Animal Control Services program. The Council adopted the remainder of the Mayor's Budget as recommended. The Council also adopted the following legislative intent statement:

- *It is the intent of the City Council to receive all quarterly reports (i.e., legislative intent report, reclassification report, housing report, etc.) within 10 days of the end of the quarter. Further, it is the intent of the City Council that the quarterly legislative intent report be modified to monitor and inform the Council regarding the status of all active legislative intent statements (including unresolved statements from previous years and statements adopted outside of the official budget process) and all active legislative action items.*

Administration's Response to Council's Intent: The Administration provides a quarterly report as requested. Council legislative intent statements, legislative action items and requests for information are tracked by Council staff and reported on a quarterly basis as well.

Fiscal Year 1998-99

Mayor's Recommended Budget

The Mayor's Recommended Budget for fiscal year 1998-99 included \$140,000 in funding for the City's Olympic Opportunity Planning function. This program had been added as a budget amendment during fiscal year 1997-98 in order to help the Mayor develop and implement the City's plan for opportunities associated with the 2002 Olympic Winter Games, as well as aid City departments in estimating and planning for the impact of the Games.

The recommended budget transferred \$607,000 for the City's Animal Control Services program (administered through Salt Lake County Animal Control Services) to Non-Departmental. The recommended budget also transferred \$83,000 from the Community and Economic Development Department to Management Services reflecting the transfer of the CIP Administration position and responsibilities.

The recommended budget allowed \$117,500 for parking meter replacement using off-year election funds from the Recorder's Office.

Council Adopted Budget

The Council took the off-year election funds for parking meter replacement to use for other Council priorities. The Council passed the remainder of the budget as proposed by the Mayor and adopted the following legislative intent statements:

- *It is the intent of the City Council that the Administration provide the Council with early notification no later than 30 days before an anticipated public hearing on policy issues underlying matters to come before the Council. Further, in dealing with major issues such as Gateway transportation, the time should be no later than 90 days before an anticipated public hearing.*

Administration's Response to Council's Intent: The Administration indicated that it will continue its practice of giving the earliest possible notification of pending policy issues. The timing of such notification will depend on the nature of the issue and availability/clarity/ accuracy of the information in the Administration's possession.

- *It is the intent of the City Council that the Administration provide the Council with a monthly status report and quarterly briefing regarding the City's Olympic planning activities (including individual departments) as well as opportunities researched, their implementation status and the status of developing a framework for a memorandum of understanding between the City and the Salt Lake Olympic Organizing Committee (SLOC).*

Administration's Response to Council's Intent: Briefings are ongoing.

- *It is the intent of the City Council for the Administration to continue to review the City's ordinance regarding special events to determine the ordinance's feasibility with respect to the Olympics.*

Administration's Response to Council's Intent: The Administration's review of this ordinance is underway as part of the development of a MOU with the organizing committee.

- *It is the intent of the City Council that the Administration hold a briefing with the Council during the first quarter of fiscal year 1998-99 to discuss current revenue projections and options to increase future revenue.*

Administration's Response to Council's Intent: A briefing was held on October 8, 1998 and subsequent briefings are anticipated by the Administration and Council staff.

Fiscal Year 1999-00

Mayor's Recommended Budget

The Mayor's Recommended Budget for fiscal year 1999-00 included continued support of the Olympic Opportunities Planning function, although on a smaller scale than proposed by the Olympic Opportunities Proposed Master Plan. The proposed budget also recommended an increase in parking meter rates from 50¢ per hour to 75¢ per hour; a one-time general fund request of \$76,000 to fund parking meter timing mechanisms; and the addition of a Revenue Auditor position.

Council Adopted Budget

The Council made several adjustments to the proposed budget. Prior to passing the budget, the Council eliminated a vacant buyer position (\$44,600); eliminated the proposed Revenue Auditor position (\$68,400); eliminated fleet maintenance expenses for emergency management program (\$7,350); reduced travel expenses (\$16,730); reduced office supplies and copy expense (\$8,650); eliminated ongoing \$108,687 budget for Olympic planning and substituted as one-time funding a \$108,687 allocation of the FY99 fund balance to fund Olympic planning. The Council adopted a FY00 budget for Management Services of \$6,051,827. The Council also adopted the following legislative intent statement:

- *It is the intent of the City Council that that the Administration use existing resources to monitor, identify, and collect any missed revenue from internal and external revenue sources in an amount equal to or in excess of \$130,000, which is the amount proposed to be identified by the addition of a Revenue Auditor position in the Mayor's Recommended Budget.*

Administration's Response to Council's Intent: Internal Auditing is conducting audits related to revenue and we will monitor the revenue that these audits determine, and will report quarterly on the results.

Fiscal Year 2000-01

Mayor's Recommended Budget

The Mayor's Recommended General Fund Budget for the Management Services Department for fiscal year 2000-01 increased General Fund expenditures by \$1,207,053 or 19.95%. Major policy issues in the recommended budget for fiscal year 2000-01 were: Continuation of the Administrative Enforcement Division (which went into effect on December 1, 1999), decriminalization of additional violations in the program and a revised penalty fee schedule for the program. Transfer processing of parking enforcement violations from the Treasurer's Division to the Administrative Enforcement Division. Staffing adjustments resulting in a net increase of 4.60 full-time equivalent positions in the department. Increased funding devoted to planning and preparation for the 2002 Winter Olympic Games. Implementation of Governmental Accounting Standards Board requirements, as well as consultant services to assist with implementation and training. Increase for public notices of \$30,000 to allow more legally required notices in newspapers and an increase in expenses relating to electronic ordinance updates. Increase of \$30,000 to develop an on-line process for employee hiring and interviews.

Council Adopted Budget

The Council reduced the budget for Management Services by \$30,000. The fiscal year 2000-01 budget for the Management Services Department is \$7,228,880. The Council also adopted the following legislative intent statements:

- *It is the intent of the City Council that the Administration investigate the feasibility of a customer service/work order tracking system.*
- *It is the intent of the City Council that the Administration fully participate in the ICMA Performance Measures Project and submit a five-year operational plan for each department or fund to the Council by December 1, 2000.*
- *It is the intent of the City Council that the Administration develop a budget and staffing plan to address the impact of the National League of Cities conference to be held in Salt Lake City. The plan should be presented to the Council no later than October 3, 2000 and include the City's host duties, anticipated staffing, benefits associated with hosting the conference, estimated expenses to be incurred by Salt Lake City, a proposal to fund the expenses, and a comparison of anticipated expenses in respect to anticipated revenues.*
- *It is the intent of the City Council that the Administration explore the feasibility of establishing a biennial municipal budgeting process that would work in conjunction with each department/fund's five-year operating plan and present its findings to the Council by December 31, 2000.*

- *It is the intent of the City Council that the Administration conduct a thorough review of City ordinances pertaining to the 2002 Winter Olympics, and report findings to the Council no later than October 3, 2001 regarding ordinances that may need amendment.*
- *It is the intent of the City Council that the Administration use Channel 71 to promote City programs and functions including those events sponsored by other organizations that receive City financial support. More emphasis should be placed on making the promotional segments more dynamic and interesting. Further, It is the intent of the City Council that the Administration explore opportunities for partnering with schools in this endeavor.*
- *It is the intent of the City Council that the Administration review and evaluate the services provided by the Economic Development Corporation of Utah, the Salt Lake City Area Chamber of Commerce, and the Utah League of Cities & Towns and provide written information to the Council regarding the value Salt Lake City receives for its funding.*

Fiscal Year 2001-02

Mayor's Recommended Budget

The Mayor's Recommended General Fund Budget for the Management Services Department for fiscal year 2001-2002 is proposed at \$11,135,732, an increase of \$3,906,852 or 54% over fiscal year 2000-2001. The proposed increase reflected Olympic initiatives and start-up costs of the Justice Court. Major policy issues in the recommended budget include:

- Continuation of the Administrative Enforcement Division, which went into effect on December 1, 1999.
- Establishment of a municipal Justice Court by July 1, 2002, which required 27.5 new full-time equivalent employees to be hired between July 1, 2001 and May 1, 2002. The Administration anticipates that collected revenue will make this program self-sustaining after the first year. The budget increase in this Department does not include the capital costs for the building.
- Olympic Initiatives – Planning and preparation efforts, along with associated expenses, for the 2002 Winter Olympic and Paralympic Games were included in the recommended budget for Management Services. Preparations for the Winter Games had a large impact on the proposed budget for fiscal year 2001-2002. The recommended budget proposed \$2,773,859 of funding for Olympic Initiatives in fiscal year 2001-2002, an increase of \$2,558,636. Funding for Olympic Initiatives will cease in fiscal year 2002-2003.

Council Adopted Budget

The Council made the following adjustments to the budget for Management Services: Eliminate the part-time accountant position in Accounting Division, \$23,500; reduce funding for strategic planning and implementation, \$20,000; reduce Olympic Planning & Activities, \$500,000; add Revenue Analyst position in Accounting Division, \$59,000. The Council also adopted the following legislative intent statements:

- *It is the intent of the City Council that the Administration investigates the feasibility of a customer service/work order tracking system.*
- *It is the intent of the City Council that the Administration develops a budget and staffing plan to address the impact of the National League of Cities conference to be held in Salt Lake City. The plan should be presented to the Council no later than October 2, 2001 and include the City's host duties, anticipated staffing, benefits associated with hosting the conference, estimated expenses to be incurred by Salt Lake City, a proposal to fund the expenses, and a comparison of anticipated expenses in respect to anticipated revenues.*
- *It is the intent of the City Council that the Administration presents a biennial budget that is balanced in both fiscal years using one-time funds for one-time expenses, with no less than nine percent of ongoing General Fund revenues invested annually in the Capital Improvement Program fund. It is further the intent of the City Council to maintain a healthy fund balance of at least 10% of General Fund revenue. Finally, it is the intent of the City Council that the Administration presents comprehensive budget information to the City Council by the first Tuesday in May of the current fiscal year regarding the second fiscal year of a biennial budget.*
- *It is the intent of the City Council that the Administration evaluates creating a centralized grant writing function that includes all General Fund employees who perform grant writing duties.*
- *It is the intent of the City Council that the Administration present options to the Council regarding a requirement that, as a condition of employment, any emergency-response personnel hired after August 31, 2001 be required to live within a 10 mile radius of the City & County Building.*
- *It is the intent of the City Council that the Administration provides semiannual reports regarding the status of all active legislative intent statements (including unresolved statements from previous years and statements adopted outside of the official budget process) and all active legislative action items.*

Fiscal Year 2002-03

Mayor's Recommended Budget

In June of 2001 the Council adopted the biennial budget for fiscal years 2001-2002 and 2002-2003. Management Services' adopted budget for fiscal year 2002-2003 was \$9,192,096. During the fiscal year 2001-2002, the Management Services Department Budget was increased to \$9,254,823. The Mayor's Recommended General Fund Budget proposed for the Management Services Department for fiscal year 2002-2003 was \$8,906,899. This figure represents a reduction of \$285,197 from the

adopted budget. The proposed budget reflected the following:

- Reduction of \$1,204 in the Office of the Director
- Reduction of \$30,063 in the Justice Court
- Reduction of \$253,930 in personal services for all divisions

Council Adopted Budget

The Council adopted an amended budget totaling \$8,942,888 with 121.31 FTEs. In addition to the Mayor's recommended changes, the Council adopted the following items:

- Reduction in annual cash conversion of personal leave adjustment in the amount of \$20,000
- Reduction of service process costs in Justice Court in the amount of \$40,000
- Transfer of grant writer position from Police Department in the amount of \$65,136
- Reduction of alternative method to collect parking meter revenue in the amount of \$27,000

The Council adopted several Legislative Intent Statements. These statements are listed below in the FY 03/04 budget, accompanied by responses by the Administration.

Fiscal Year 2003-04

Mayor's Recommended Budget

The Mayor's Recommended General Fund Budget for the Management Services Department for fiscal year 2003-2004 is proposed at \$8,915,333, a decrease of \$27,555 from fiscal year 2002-2003. The proposed budget reflects the following:

- Elimination of a cashier position in the Treasurer's Office.
- Elimination of a vacant human resource associate position in Human Resources.

Council Adopted Budget

The Council made \$74,959 of additional reductions in fiscal year 2003-2004 in order to balance the budget. These reductions included transferring the function and half of the funding for the CIP Coordinator from Management Services to the Housing and Neighborhood Division in Community Development. The reductions also included reorganizing the EEO functions in the Human Resource Division. Management Services' amended budget totaled \$8,840.374 with 118.96 FTEs.

The Council also adopted the following Legislative Intent Statements: (Several of these intent statements were carried over from FY 02/03.)

- *Fiscal Note on Proposed CIP Projects – It is the intent of the City Council that the Administration provides the Council with a fiscal note on proposed capital improvement projects that require additional ongoing operations and maintenance (new parks, additional buildings, etc).*

Administration's Response to Council's Intent – The Department has been providing the operational impact on the budget amendments throughout the year. The Department provided impact statements on the proposed CIP schedule for the upcoming budget of 2003-04.

- Emergency Response Employees – *It is the intent of the city Council that the Administration present options to the Council regarding a requirement that, as a condition of employment, any emergency-response personnel hired after August 31, 2001 are required to live within a 10 mile radius of the City & County Building.*

Administration's Response to Council's Intent – The Department has no additional information to provide, other than the study completed and presented earlier regarding the CCAC's recommendations about residency requirements for Public Safety personnel.

- Funding for Compensation Liability – *It is the intent of the city Council that the Administration work with the Council to begin to accumulate a reserve in a separate fund or account to fund the City's accrued compensation liability for vacation and other payments that employees may receive upon retirement. Further, it is the Council's intent that the Administration provide estimates on the potential annual financial impact for the next ten or more years.*

Administration's Response to Council's Intent – The total liability for the governmental activities is reported yearly on the financial statements. For fiscal year ending 6/30/02 it is reported on page 15, line titled "Long Term Compensation Liability". It includes vacation, sick leave, comp time, personal leave and the severance accounts. The total amount reported is \$13,347,289. Department staff has not provided a forecast for future years at this point.

Department staff has met with Council staff and now has a better understanding about what this intent is trying to accomplish. The Department will continue to examine this suggestion and as funds permit could begin to build a fund to accumulate reserves to accommodate future payouts.

- Retirement Payouts - *It is the intent of the City Council that the Administration consistently budgets for payments of vacation leave and other retirement payouts. The Administration should consider budgeting for these payments in a separate fund or account rather than requiring departments to leave positions vacant or otherwise make cuts in operations to finance these payments.*

Administration's Response to Council's Intent – Management Services staff budgeted funds in the non-departmental account for retirement payouts for the fiscal year 2002-03. The budget was established at \$650,000. All of the funds have been expended at this point. Department staff has met with Council staff and now has a better understanding about what this intent is trying to accomplish. The Department will continue to examine this suggestion, and as funds permit, may begin to build a fund to accumulate reserves to accommodate future payouts.

- *Parking Meter Collection - It is the intent of the City Council that the Administration considers collecting parking meter revenue using bonded agencies or employees rather than paying overtime rates.*

Administration's Response to Council's Intent – Since July 1, 2002, parking meters have continued to be collected by the Police Department while an RFP was developed and distributed and a Selection Committee established to review the proposals. As a result of the meter collection budget being reduced by \$25,000 from FY 2002 to FY 2003, it was necessary to revise the collection schedule from 3 days per week to 2 days per week. With only \$52,000 budgeted for FY 2003 and an estimated cost of \$60,000 for the Police Department to collect the meters, \$8,000 was taken from the meter repair and replacement budget to make up this difference. The cost proposed by the number one ranked Offeror was more than we are currently paying the Police Department. The number two ranked Offeror's pricing was well below the current budget for meter collection services, but they ranked the lowest in qualifications and approach. The Selection Committee recommended that the Administration continue to use the Police Department since the number one Offeror's bid was more than what the City currently pays the Police Department. The Police Department is estimating that the cost will remain at \$60,000 to collect the meters twice per week during FY 2003/2004.

- *Volunteers - It is the intent of the City Council that the Administration investigates ways to expand the use of volunteers and/or retired personnel for providing City services.*

Administration's Response to Council's Intent – The Administration will investigate ways to utilize volunteers and/or retired personnel to provide City services. No coordinated effort has been implemented as yet. Human Resources is working with the Mayor's Office to establish policies, procedures, tracking systems and job descriptions for unpaid interns (student volunteers). There should be some transferability of these systems for use with other City volunteers.

- *Process Service - It is the intent of the City Council that the Department of Management Services investigates or tests the service of documents using mail similar to the success reported by the City Prosecutor.*

Administration's Response to Council's Intent – The Justice Court tested service of documents using mail. Because of having to pay for all mailed affidavits as opposed to just the successfully served affidavits, having the defendant served by a process server is much more cost effective and results in a higher percentage of successful services. Without a successful service, the City would be unable to get a judgment, allowing the City to garnish income tax returns, wages and be reported on credit reports. By the time a ticket reaches the affidavit stage, a defendant has received a ticket and at least two follow up notices requesting an appearance or payment. It is not likely that these individuals will respond to a mailed service.

- *Grant Writing Team - It is the intent of the City Council that the Administration completes the centralization of the grant writing function by transferring any remaining grant writer positions to the central team in the Department of Management Services. Further, it is the*

Council's intent that the Administration provides a quarterly report on the grants submitted and grants received.

Administration's Response to Council's Intent - The grant writer team reports to the finance director. One of these grant writers is still located in the public safety building, but is coordinating all of their activities with the finance director and the other grant writers. Because of the interaction with the public safety personnel we found it easier for them to be located in that building. The grant team meets every week. The grant team is providing a monthly report to both the Mayor and the Council on the status of all the grants that the City has applied for in the past two years.

- Grant Monitoring - *It is the intent of the City Council that the Administration confirms that the grant application and the grant monitoring/management function is appropriately separated in different divisions, to ensure that the grant monitoring and management is conducted by individuals other than those submitting the grants. Further, it is the Council's intent that all grants and requests for funding be tracked in a central location to insure that the requests are consistent with the City's policies, and to insure that the applications are submitted in a manner that leaves the City maximum flexibility in determining how the grants will be used. Further, it is the Council's intent that the Administration provides a quarterly accounting of grant monies received and the specific manner in which they were spent.*

Administration's Response to Council's Intent: All grants are monitored on a common computer database. We have separate spreadsheets for grants that:

1. Still needing research
2. Sent and pending the results
3. Funded and the amount received
4. Those not funded

The Department has not developed a system to report the results of the grant spending compared to the grant application. We will continue to pursue this reporting request.

- Impacts of Special Events - *It is the intent of the City Council that the Administration continues to explore the feasibility of charging reimbursement fees for the use of police officers or other City services at special events where a fee is being charged to participants, and in other circumstances as appropriate. The Council requests a quarterly report listing special events approved by the City, including police and other City services provided. The listing should include:*

Services provided for which a fee was charged, and the amount of the fee

- a. The actual cost of the service to the City*
- b. Services provided for which no fee was charged*
- c. Other relevant information*

Further, the Council requests a listing of special City services provided for events that do

not require a permit, including large gatherings at established venues. In approving this Legislative Intent the Council is not expressing opposition to special events, but is seeking more information with which to consider policy options.

Administration's Response to Council's Intent: The Administration has been working with the Council's internal auditors on this subject.