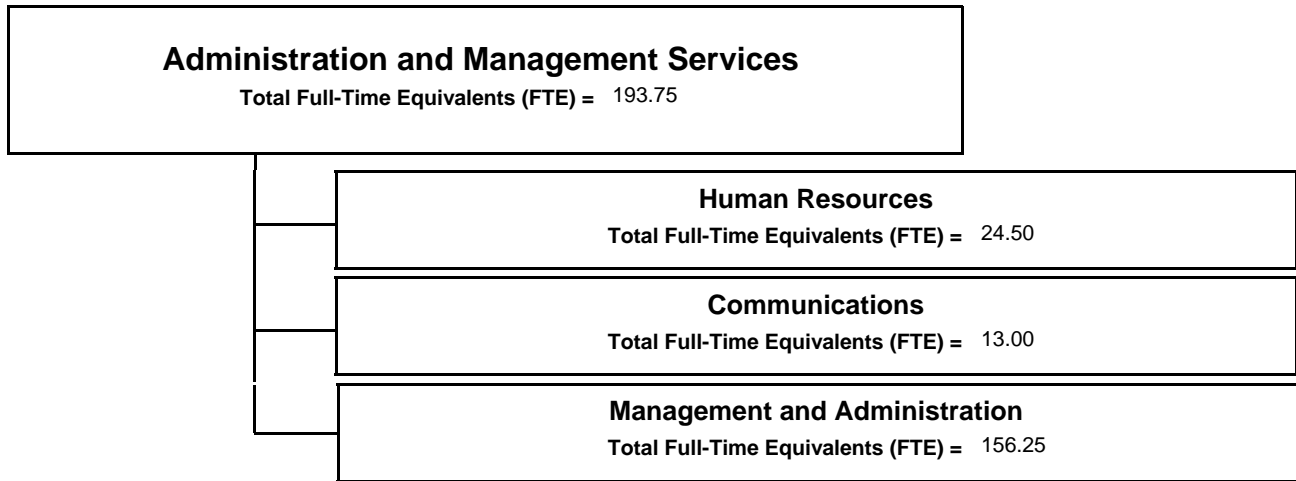


Administration and Management Services Organizational Chart

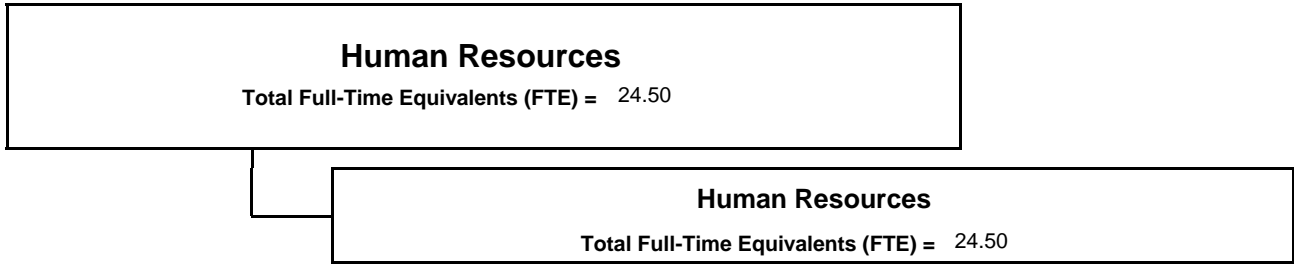


Summary of Services Provided

Departments included in this service area are Management and Administration, Communications, and Human Resources. Management and Administration is responsible for the delivery of accounting, budgeting, policy development, information systems services, financial management, and procurement services. Communications is responsible for the delivery of services pertaining to the provision of information to residents and the local media. Human Resources is responsible for policies and procedures that involve the administration of personnel.

	<u>FY 2006 Actual</u>	<u>FY 2007 Estimated</u>	<u>FY 2008 Proposed</u>	<u>FY 2008 Approved</u>
Expenditures Summary	39,829,937	43,510,762	44,123,667	43,628,494
Funding Summary	39,829,937	43,510,762	44,123,667	43,628,494
FTE Summary	192.25	196.75	193.75	193.75

**Human Resources
Organizational Chart**



**City of Tallahassee
Fiscal Year 2008 Approved Budget**

**Human Resources
Operating Budget**

Budgetary Cost Summary

	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
190101 Human Resources	2,524,314	2,924,182	2,993,784	2,952,970
Total Expenditures	2,524,314	2,924,182	2,993,784	2,952,970

Expenditure Category Summary

	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
Personnel Services	1,675,679	1,730,053	1,950,010	1,909,291
Operating	321,900	392,988	446,613	443,873
Allocated Accounts	282,760	426,898	596,907	571,659
Utilities and Other Expenses	225	243	254	254
Transfers	243,750	187,000	0	0
Year End Adjustments	0	187,000	0	27,893
Total Expenditures	2,524,314	2,924,182	2,993,784	2,952,970

Funding Summary

	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
Human Resources Fund	2,524,314	2,924,182	2,993,784	2,952,970
Total Funding	2,524,314	2,924,182	2,993,784	2,952,970

FTE Summary

	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
190101 Human Resources	24.50	24.50	24.50	24.50
Total FTE	24.50	24.50	24.50	24.50

Summary of Services Provided

The Human Resources Department (HRD) provides support and assistance to all city departments and employees to assist in accomplishing the city's mission of providing high quality, low cost services to its customers. Key businesses are:

- recruitment (employee/executive recruitment, applicant assistance, and pre-employment screenings),
- benefits administration and wellness program development and implementation,
- employee recognition and development,
- occupational health and safety administration (including drug/alcohol testing program administration),
- labor relations (including collective bargaining and contract interpretation),
- personnel administration (including policy development, interpretation, consultation and training, and employee grievance facilitation),
- HR recordkeeping and HR systems maintenance, and
- classification and pay administration.

Trends and Issues

Several key trends and issues that are impacting the Human Resources Department (HRD) are as follows:

As a key player in the city's succession planning initiative, also referred to as the Employee Mobility Achievement program (E-MAP), HRD will continue to assist the Equity and Workforce Development Department in implementing the E-MAP program. As baby-boomers continue to leave the workforce, departments must replace critical knowledge and skills. And in order to effectively compete with other organizations that are facing a similar "brain-drain", it will be important to keep our pay, benefits, and employee-supportive policies first-rate. This will require us to be on the cutting edge with other initiatives and strategies that will enhance our standing as an employer of choice.

Due to the mass baby boomer exodus from the workforce, the City of Tallahassee like other organizations, is facing a critical shortage of qualified applicants for certain city positions. Therefore, in addition to developing talent from within, the city must also become more aggressive and innovative in its recruiting strategies. The department is currently considering several initiatives and potential programs that are planned for fiscal year 2008.

During the past year, the International Brotherhood of Electrical Worker's (IBEW) efforts to organize the city's operational services have continued. And, organizing efforts within the city are expected to accelerate in 2008 as unions strive to build financial war chests prior to the 2008 national election. Of particular concern is an apparent shift from overt grassroots organizing to attempts to gain voluntary recognition through the exercise of political pressure. The department's ability to focus on other priorities will be sharply impacted if the city is required to devote staff resources to another organizing effort in FY08, or to engage in bargaining as a result of voluntary recognition.

Negotiations with the Police Benevolent Association (PBA), to replace the current collective bargaining agreement set to expire in September 2007, commenced in February and are ongoing. Negotiations for a successor agreement with the International Association of Firefighters (IAFF) for the firefighters bargaining unit are expected to begin in early 2008. It is also possible that the IAFF will issue a demand for bargaining on behalf of the unit comprising Fire Battalion Captains and District Chiefs. If continued efforts to organize our operational services employees are successful, and if the current round of negotiations with the PBA results in an impasse, a worse case scenario would require that the city negotiate two successor agreements and two new collective bargaining agreements simultaneously.

Health insurance premium costs remained static for the 2006 plan year, and were moderate for the 2007 plan year; thus, reflecting a general leveling in healthcare inflation nationwide. While it is hoped that this trend will continue in 2008, the factors driving medical costs remain essentially unchanged. In addition, the potential impact of an extension of government-mandated universal coverage beyond California is unknown. However, prior to establishing rates and options for the 2008 plan year, all viable options for cost containment will be explored. Particular attention will be focused on the balance between employer and employee costs, in order to ensure that coverage remains affordable for the city's most vulnerable employees.

Significant Changes From FY 2007

The following service level changes are approved for the Human Resources Department's budget in fiscal year 2008.

Property tax reforms resulted in the following reductions:

In an effort to reduce departmental cost, HRD's remote Westside office will be relocated to City Hall; the vacancy advertising process will be modified; and the Rewards and Recognition program will be reduced. Fiscal Impact: (\$165,825).

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2.7% merit salary enhancement in FY 2008; general employee pension rates are 9.33% based on the actuarial study; matched annuity pension plan rates are 7.55% based on the actuarial study; and health care rates increased by 4.92% in FY08.

Additionally, the future liability for other post employee benefits (retiree health care) are budgeted according to an actuarial study estimating the current expense and future benefit needs.

City Commission Action

The City Commission approved the budget for the Human Resources Department with the following changes:

Salary enhancements have been budgeted at 2.7% or \$1,000, whichever is greater, for employees who earn an annual salary less than \$50,000, and 2.0% for employees who earn an annual salary of \$50,000 or greater. Position moves, salary changes, and budget transfers processed since the proposed budget are reflected in the approved budget.

Departmental travel and training expenses were reduced by 20%. Fiscal Impact: (\$2,740).

Car allowances for city commissioners and department directors were reduced by 25%. Fiscal Impact: (\$975).

Vehicle replacement funding was reduced by 10%. Fiscal Impact: (\$262).

Human Resources Performance Measures

Program Objectives

During fiscal year 2008, the Human Resources Department will focus on the following goals.

1. Initiate strategic partnerships to facilitate positive organizational change.
2. Enhance customer service by following a "best practice" model of process improvement.
3. Enhance employee safety, satisfaction, work experience and development potential.

Analysis of Performance Measures

The Human Resources Department provides a full range of services to the City of Tallahassee including recruitment, selection assistance, classification and pay, compensation and labor relations, performance evaluation, safety coordination, leave and benefits administration, wellness, and various other personnel tasks. Key indicators that measure the department's success in completing and delivering these tasks are: the average number of applicants per vacancy, new hire retention rate, total "quit" rate, sick leave hours used per 1,000 hours worked, and the number of safety incidents.

During FY 2006, the department illustrated its effectiveness in recruiting qualified applicants that fit well within the organization when the department experienced an estimated 350% increase in the average number of applicants per vacancy and a 22% decrease in the citywide employee turnover rate. Based upon current year-to-date data, the department may finish slightly below its year-end target for recruitment. One of the factors directly affecting this measure is the type of vacant positions that are being advertised during a particular period. As previously mentioned, the city like many other agencies is finding it tougher to recruit qualified applicants for "critical positions."

While the city has experienced a relatively low "quit rate" over the past several years, current data suggests that a decrease over prior years' totals may manifest by the end of FY 2007. Based upon current data, the city's turnover rate appears to be decreasing. Therefore, this measure that is a gauge of employee satisfaction is currently indicating that employee moral has increased since the last fiscal year.

In addition to affecting the city's turnover rate, there also appears to be a direct correlation between employee morale and wellness. In FY05, when the city experienced a total "quit rate" of 6.7%, city employees utilized a total of 26.5 sick hours per 1,000 hours worked. During FY06, the city's total "quit rate" was 5.21% and employees collectively used a total of 25.3 sick leave hours per 1,000 hours worked. And, in following the previous years' trend, as the city's turnover rate appears to be increasing, the total number of sick leave hours used is also increasing.

One output measure that is of particular interest is the number of safety incidents. Each safety incident has a potential cost, either from loss of employee time, medical payments, or corresponding property or equipment damage. Because of this potential loss, the department reports the number of employee injury or auto-related incidents, regardless of whether a claim is associated with the incident. By reviewing each incident, even those without claims, HRD's safety staff may appropriately address related factors in an effort to reduce or prevent the likelihood of repeated similar or more hazardous occurrences. To date, the number of incidents, while higher than FY06, is on track with the department's target.

Please note that while the department has provided FY08 targets for some measures, the department is working to establish targets for its remaining measures.

<u>Input Measures</u>	<u>Unit of Measure</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Budget</u>	<u>FY 2007 YTD</u>	<u>FY 2008 Budget</u>
Number of Centralized HR FTEs (based on actual hours paid to full-time and part-time employees)	#	19.09	26.50	18.99	26.50

**City of Tallahassee
Fiscal Year 2008 Approved Budget**

Input Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
Total City FTEs (includes full-time and part-time employees)	#	2,476.60	3,124.00	2,506.40	3,124.00
Output Measures					
Output Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
Number of Job Applications Processed	#	16,975	13,500	19,662	13,800
Number of Positions reclassified	#	100	100	77	108
Number of Alcohol/Drug Tests Administered	#	1,649	2,450	1,565	2,249
Number of Personnel Actions Processed	#	3,919	7,500	4,088	4,500
Number of Benefit Transactions Processed	#	3,276	3,650	3,297	3,700
Number of Employee Injury or Auto-Related Events Reported (based on RiskMaster data maintained by Risk Management)	#	649	855	435	870
<i>Third quarter measures not submitted due to a technical issue with the RiskMaster system; will submit at a later date. As of 9/21/07, still unable to obtain data.</i>					
Number of Rewards & Recognition Instant Awards	#	3,598	6,777	4,858	0
<i>Measure to be discontinued in FY08.</i>					
Efficiency Measures					
Efficiency Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
HR staffing level ratio (per 100 FTE's serviced)	#	0.77	0.79	0.75	0.79
<i>For FY08 Budget Submittal: •ICMA FY06 data (most recent period available) - All Jurisdiction Average - 0.74</i>					
Sick Leave Hours Used Per 1,000 Hours Worked	#	25.30	24.70	26.58	26.60
<i>FY08 Budget Submittal - •ICMA FY06 data (most current period available) - All Jurisdiction Average - 30.4 hours</i>					
Applications Processed (per HR FTE)	#	2,832.10	580.00	479.92	509.43
Reclassifications Processed (per HR FTE)	#	5.43	2.40	4.01	4.07
Effectiveness Measures					
Effectiveness Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
% of New Hires still employed after one year	%	87.34	87.00	91.04	91.50
Percent of Internal Customer rating overall satisfaction with HR as "Good" or "Excellent"	%	100	85	82	85
Avg # Applicants Per Vacancy	#	36.70	40.00	32.67	40.00
% Annual Health Insurance Increase	%	0.00	10.00	6.64	4.92
<i>City of Tallahassee Results FY05 - 9.54% City of Tallahassee Results FY06 - 0% City of Tallahassee Results FY07 - 4.92% City of Tallahassee Results FY08 - 4.58% Increase</i>					
Outcome Measures					
Outcome Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
Total City turnover	%	7.98	12.10	5.76	6.98
<i>For FY08 Budget Submittal •ICMA FY06 data (most recent period available) - All Jurisdiction Average - 6.9%</i>					
Total "Quit" Rate	%	5.21	6.30	4.35	5.84

Human Resources
Capital Improvement Program Budget

CIP Budget Overview

The Human Resources Department has no capital projects for fiscal year 2008.

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) that were completed or were underway and expected to be completed in fiscal year 2007.

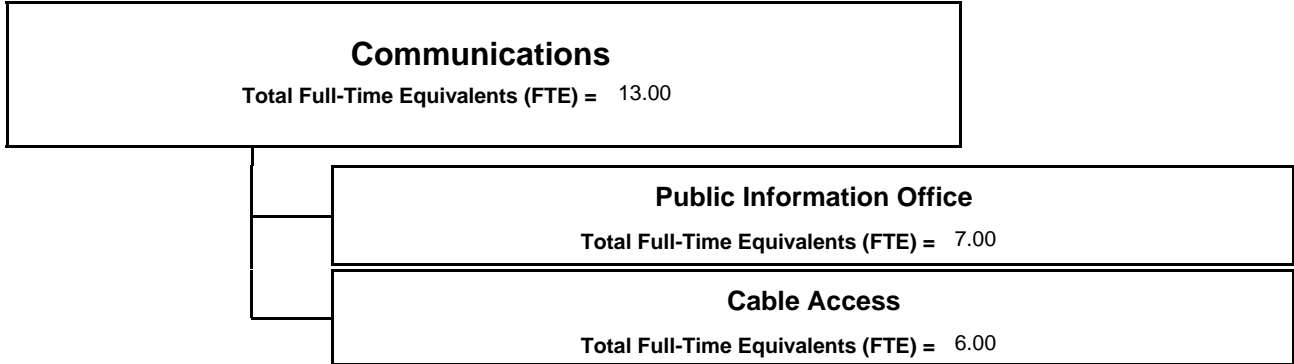
None.

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) that are expected to continue into fiscal year 2008, and are not otherwise referenced in the detail pages.

None.

**Communications
Organizational Chart**



**City of Tallahassee
Fiscal Year 2008 Approved Budget**

**Communications
Operating Budget**

Budgetary Cost Summary

	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
380101 Public Information Office	706,737	713,473	742,423	689,924
380201 Cable Access	494,710	573,664	602,193	536,117
Total Expenditures	1,201,447	1,287,137	1,344,616	1,226,041

Expenditure Category Summary

	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
Personnel Services	856,489	952,990	1,025,549	967,811
Operating	190,309	223,425	208,539	147,046
Allocated Accounts	112,928	110,722	110,528	111,184
Transfers	41,721	0	0	0
Total Expenditures	1,201,447	1,287,137	1,344,616	1,226,041

Funding Summary

	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
General Fund	1,201,447	1,287,137	1,344,616	1,226,041
Total Funding	1,201,447	1,287,137	1,344,616	1,226,041

FTE Summary

	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
380101 Public Information Office	7.00	7.00	7.00	7.00
380201 Cable Access	5.00	6.00	6.00	6.00
Total FTE	12.00	13.00	13.00	13.00

Summary of Services Provided

The Department of Communications is the primary source of information for citizens regarding city projects and initiatives. The department develops and implements information resources for more than 25 departments. A new service implemented in fiscal year 2007 delivers news and information directly to citizens' email rather than requiring them to log in to the website (www.talgov.com). The department provides online services such as utility bill payments and program registrations for the Parks and Recreation Department. Nearly 400 residents used the online registration service for youth baseball and softball in fiscal year 2007.

A new video server was put in service in fiscal year 2007 to enable the department to manage live web streaming of City Commission meetings. This service level improvement increased the department's operating efficiency by eliminating the department's reliance on a third-party company to provide the streaming service.

The department has primary responsibility for coordinating media coverage on behalf of the city. To this end, the department develops news releases, pitches stories and arranges interviews with the media. In two out of the last three years, Tallahassee's communication efforts were named the best in the state by the Florida Public Relations Association, against competition from private businesses, public relations agencies and non-profits from across Florida. The City of Tallahassee received the prestigious Dick Pope All Florida Golden Image Award for communication work in 2005 and 2007. The awards are shown in the image below.



Trends and Issues

As mentioned earlier, the Department of Communications initiated an electronic subscription service that delivers news and information by email. The subscription service allows website visitors to register and receive information such as news releases, airport information, Fire Department information, City Commission agendas and meeting notices, etc. More than 500 subscribers utilize the service.

The online system available to citizens to register for Parks and Recreation programs attracted 400 participants who utilized electronic versus hard copy registration. More marketing efforts will take place in fiscal year 2008 to further promote this electronic service to citizens.

WCOT recently celebrated more than 10 years service to the city. Per the 2006 citizens' survey, 40 percent of city residents believed that the station was useful for information about the city. Another highlight for WCOT was the upgrade of the broadcast system from analog to digital signal.

City of Tallahassee
Fiscal Year 2008 Approved Budget

Significant Changes From FY 2007

The following service level changes are approved for fiscal year 2008:

Funding for public outreach programs is reduced through the elimination of the printed version of CityScope and the WCOT Winter Festival production. Fiscal Impact: (\$17,200).

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2.7% merit salary enhancement in FY 2008; general employee pension rates are 9.33% based on the actuarial study; matched annuity pension plan rates are 7.55% based on the actuarial study; health care rates increased by 4.92% in FY08.

City Commission Action

The City Commission approved the budget for the Communications Department with the following changes:

Salary enhancements have been budgeted at 2.7% or \$1,000, whichever is greater, for employees who earn an annual salary less than \$50,000, and 2.0% for employees who earn an annual salary of \$50,000 or greater. Position moves, salary changes, and budget transfers processed since the proposed budget are reflected in the approved budget.

Departmental travel and training expenses are reduced by 20%. Fiscal Impact: (\$772).

Car allowances for city commissioners and department directors are reduced by 25%. Fiscal Impact: (\$975).

The Communications budget is reduced by an additional 10% less the \$17,200 reduction in the proposed budget. Fiscal Impact: (\$117,487).

Communications Performance Measures

Program Objectives

Key objectives of the Communications Department include:

- informing citizens about city government and fostering a desire for citizens to be involved with their city government;
- serving as the primary conduit of important information for citizens regarding city projects;
- increasing departmental use of television to create citizen awareness; and
- utilizing highly creative communication techniques to attract attention to city projects among the vast array of issues competing for citizens' attention.

Analysis of Performance Measures

The Communications Department utilizes several means to disseminate information about city government to citizens and interested parties. In the period of October 2006-February 2007, more than 100 news releases were developed by the Public Information Office.

Significant departmental accomplishments included launching a news and information service directly to citizens' email. One consequence of this service was a slight decrease in Web site traffic. The department also implemented online services such as utility bill payments and Parks and Recreation program registrations in FY07.

WCOT won top programming recognition from the Telly Awards, the City, County, Communication and Marketing Association (3CMA), and the National Association of Telecommunications Officers and Advisors (NATOA). Also, WCOT produced a compelling one-hour Tallahassee Matters special edition on DUI prevention. Over 150 copies of this program were distributed to schools and the program was broadcast on TV stations across the country. A copy is currently on the "YouTube" Internet site and has had more than 8,300 viewers as of May 22, 2007.

One hundred thirty four (134) new programs have been produced which puts the department on track to exceed the fiscal year 2007 goal of 140 new programs.

<u>Input Measures</u>	<u>Unit of Measure</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Budget</u>	<u>FY 2007 YTD</u>	<u>FY 2008 Budget</u>
Number of Communication FTEs	#	12.00	12.00	12.33	13.00
<u>Output Measures</u>	<u>Unit of Measure</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Budget</u>	<u>FY 2007 YTD</u>	<u>FY 2008 Budget</u>
Maintain community awareness of COT services/programs through stable/increasing number of quality TV programs	#	277	140	191	114

**City of Tallahassee
Fiscal Year 2008 Approved Budget**

Effectiveness Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
Achieve 80% satisfaction rating for one Communications project measured each year.	%	89	80	90	80
<p><i>Solid Waste Service Change: Customers were exposed to at least 10 print publications, four days of advertisements on 7 popular radio stations, and four articles in the Tallahassee Democrat prior to May 1, 2007. Success of the city's solid waste campaign was determined by the number of calls to the city's call center and the set-out rate of recycling containers, which indicated the level of effectiveness of the communications plan. All goals were met and far exceeded expectations. There was not one complaint by a customer saying he/she was not aware of the change received at the call center. The city received an average of 165 solid waste-related calls per day during the first week of implementation, rather than the anticipated 400-500 calls a day. During the first week, only 12% of calls were garbage schedule inquiries; the second week, calls dropped to an average of 147 per day, with only 9% of those calls inquiring about pickup schedules. Additionally, residential participation in recycling during the first week doubled from the same time period in 2006 and the amount recycled exceeded last year's amount by 70%, already meeting the 2-year goal.</i></p>					
Increase the number of web-site visitors by 10% annually	#	3,418,702	2,160,000	2,552,855	2,376,000
<p><i>The performance measure results show a decrease of 25% in web-site hits in FY 2007 using FY 2006 actual web site visits as a baseline. Web site visits have decreased as alternative services, such as direct e-mail to subscribers, have been implemented by the Communications Department. The targeted number of hits for FY 2008 (2.4 million) reflects a 10% increase over the FY 2007 budgeted number.</i></p>					

Communications
Capital Improvement Program Budget

CIP Budget Overview

Communications does not have any capital projects for FY 2008-2012.

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) which were completed or were underway and expected to be completed in fiscal year 2007.

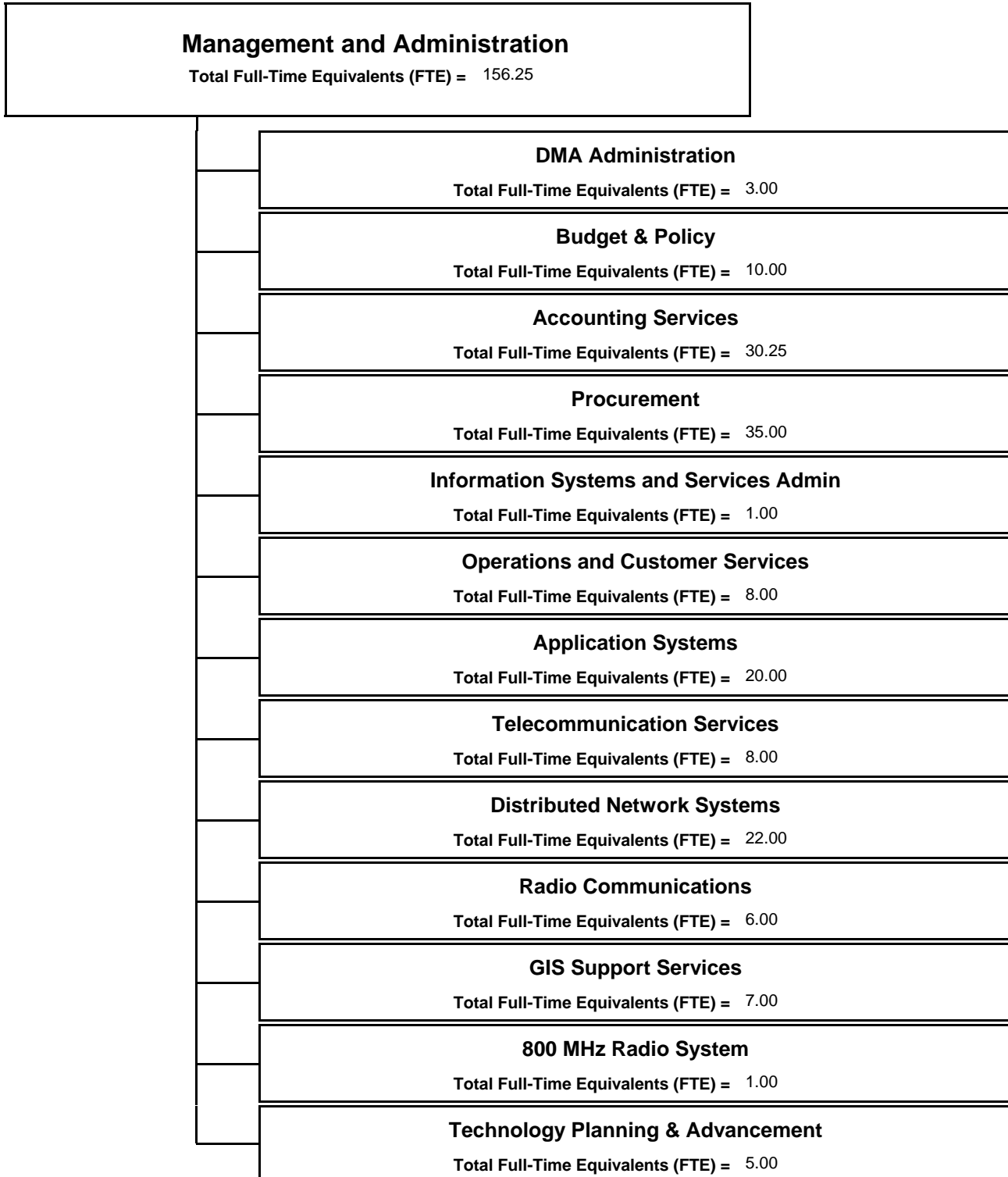
None.

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) which are expected to continue into fiscal year 2008, and are not otherwise referenced in the detail pages.

None.

Management and Administration Organizational Chart



**City of Tallahassee
Fiscal Year 2008 Approved Budget**

**Management and Administration
Operating Budget**

<u>Budgetary Cost Summary</u>	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
410101 DMA Administration	616,922	547,333	433,341	435,089
410201 Budget & Policy	988,682	1,013,403	1,089,719	1,086,647
410202 Special Appropriations	14,373,319	14,511,525	15,234,150	15,229,283
410301 Accounting Services	3,284,774	3,425,358	3,020,458	3,002,901
410401 Purchasing	1,399,141	1,452,484	1,438,600	1,458,285
410402 Reproduction	165,569	257,172	129,918	123,935
410403 Supply	521,720	549,688	585,233	581,207
410404 Accounts Payable	598,942	639,062	664,159	641,220
410501 Information Systems and Services Admin	1,590,802	3,021,718	3,007,964	2,899,254
410502 Operations and Customer Services	4,004,784	4,837,082	5,065,864	5,042,868
410503 Application Systems	1,357,757	1,628,007	1,659,658	1,615,932
410505 Telecommunication Services	1,469,523	1,516,715	1,526,173	1,505,030
410506 Distributed Network Systems	1,604,890	1,596,914	1,725,718	1,694,389
410507 Radio Communications	986,479	1,031,671	788,606	765,381
410508 GIS Support Services	1,576,782	1,667,079	1,698,480	1,684,836
410509 800 MHz Radio System	1,137,510	1,164,760	1,255,873	1,238,197
410510 Technology Planning & Advancement	426,580	439,472	461,353	445,029
Total Expenditures	36,104,176	39,299,443	39,785,267	39,449,483

<u>Expenditure Category Summary</u>	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
Personnel Services	12,171,321	12,495,853	13,242,007	12,704,825
Operating	7,423,369	8,290,068	10,789,308	10,685,014
Other Services & Charges	661,000	670,000	406,000	680,500
Capital Outlay	6,949	0	0	0
Allocated Accounts	4,032,978	3,405,998	2,857,312	3,041,059
Utilities and Other Expenses	95,316	128,937	140,326	140,326
Transfers	3,869,677	5,791,351	3,192,473	3,192,473
Contributions to Operations	7,475,313	8,517,236	8,739,779	9,005,286
Year End Adjustments	368,253	0	418,062	0
Total Expenditures	36,104,176	39,299,443	39,785,267	39,449,483

<u>Funding Summary</u>	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
General Fund	15,978,923	16,072,261	16,757,210	16,751,019
800 MHz Fund	1,137,510	1,164,760	1,255,873	1,238,197
Data Processing Fund	13,017,597	15,738,658	15,933,816	15,652,719
Accounting Fund	3,284,774	3,425,358	3,020,458	3,002,901
Purchasing Fund	2,685,372	2,898,406	2,817,910	2,804,647
Total Funding	36,104,176	39,299,443	39,785,267	39,449,483

**City of Tallahassee
Fiscal Year 2008 Approved Budget**

FTE Summary	FY 2006 Actual	FY 2007 Estimated	FY 2008 Proposed	FY 2008 Approved
410101 DMA Administration	4.00	4.00	3.00	3.00
410201 Budget & Policy	10.00	10.00	10.00	10.00
410301 Accounting Services	30.75	31.25	30.25	30.25
410401 Purchasing	15.00	16.00	16.00	16.00
410402 Reproduction	1.00	2.00	1.00	1.00
410403 Supply	9.00	8.00	8.00	8.00
410404 Accounts Payable	10.00	10.00	10.00	10.00
410501 Information Systems and Services Admin	1.00	1.00	1.00	1.00
410502 Operations and Customer Services	9.00	9.00	8.00	8.00
410503 Application Systems	19.00	20.00	20.00	20.00
410505 Telecommunication Services	8.00	8.00	8.00	8.00
410506 Distributed Network Systems	21.00	21.00	22.00	22.00
410507 Radio Communications	5.00	6.00	6.00	6.00
410508 GIS Support Services	7.00	7.00	7.00	7.00
410509 800 MHz Radio System	1.00	1.00	1.00	1.00
410510 Technology Planning & Advancement	5.00	5.00	5.00	5.00
Total FTE	155.75	159.25	156.25	156.25

Summary of Services Provided

The Department of Management and Administration (DMA) is comprised of five divisions - Administration, Budget and Policy, Accounting Services, Procurement Services and Information Systems Services (ISS).

Administration handles department-wide management and is responsible for coordination of various department functions, including PeopleSoft implementation, providing staff assistance for citywide projects, and maintenance of the city's administrative procedures.

The Office of Budget and Policy is responsible for budgeting activities and is the lead agency for financial policy functions within city government. Responsibilities include development and preparation of the annual operating and capital budgets, development of long-range financial plans and related financial policies, and development and management of the special appropriations program for the General Fund. Other responsibilities include development and management of the biennial resident opinion survey, review and approval of operating budget work orders, development and coordination of the use of performance measurements, and program reviews.

Accounting Services is responsible for operational functions, financial reporting and financial systems. Operational activities include payroll processing and leave reporting, non-utility accounts receivables and fixed asset management and inventory. Financial reporting includes preparation of the annual comprehensive annual financial report, grant reporting, fund accounting, and financial analysis. Accounting Services also has primary responsibility for user support, maintenance, security, training, data integrity, and reporting related to the city's financial and payroll systems.

The Procurement Services Division provides centralized procurement activities and establishes a system of coordinated uniform procurement policies, procedures and practices to be used by departments in acquiring commodities and contractual services. These responsibilities are carried out through the division's purchasing, reproduction, warehouse and accounts payable units.

Information Systems Services is tasked with providing quality services to enable city departments to make effective use of information technology. Primary responsibilities of the three major program areas that include all nine units within Information Systems Services are:

Operations and Customer Services is responsible for data center activities that include financial and administrative support for city departments, along with processing activities required for utility customers.

Applications Systems is responsible for application software systems through analysis, design, and development or acquisition, installation, and maintenance of application software systems on mainframe, client server and personal computer hardware platforms.

Technology Infrastructure is responsible for planning, installation and support of distributed network computing, including voice and data communications.

Technology Planning & Advancement (TPA) is a division of ISS created to support the direction and vision of the Commission's Technology Target Issue Committee. This division is responsible for exploring options for "Making a Citizen Centric Government" a reality.

Trends and Issues

BUDGET & POLICY (OBP)

Property tax reform legislation enacted by the Florida Legislature and its impact on the General Fund dominated the current budget process, and refined strategies to balance the budget. The reinstatement of the Financial Advisory Committee for the FY08 budget process was important to the overall success. The committee was helpful in establishing parameters for the FY08 budget process.

The city has continued its involvement with the Florida Benchmarking Consortium (FBC) for a second year. FBC is comprised of 30 cities and counties within Florida with an interest in developing a joint performance measurement/benchmarking process for Florida governments. As the FBC program expands and adds service areas, the city will cease participation in the International City/County Managers Association (ICMA) program. For other areas not covered by FBC, the city will continue to participate in the ICMA Performance Measurement Program. The city's participation in the FBC program will offer better comparable data than the ICMA program.

In response to City Manager resolution #10, OBP continues to work on expanding the city's performance measurement program and benchmarking efforts. Over the last several years, OBP has worked with departments in developing and/or refining outcome, effectiveness and efficiency measures. The goal is to develop a quarterly status report for the leadership team, which explains organizational attainment of performance measures.

ACCOUNTING SERVICES

Accounting Services completed an upgrade of the payroll system to version 8.9 and an upgrade of Accounts Receivable Software (Business Works).

Accounting Services continue to work with Real Estate to assure all land, including right of way purchases, were added to the asset system. The division has updated asset records on non-tagable assets such as runways, fences, equipment components, etc. The division will continue process improvements of assets function including review of mass asset procedures.

Accounting Services received the Government Finance Officers' Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the city's and Blueprint 2000's Comprehensive Annual Financial Reports for fiscal year 2005.

PROCUREMENT SERVICES

The Procurement Services division developed and implemented the Local Charitable Contribution Preference in Purchasing and Contracting ordinance and procedures.

In an effort toward a paperless office environment, the division implemented an electronic bid filing system. This paperless filing system was extended to submit the 2006 1099 information to the Internal Revenue Service on time.

The division continues to provide monthly training sessions for new end users of the PeopleSoft Financials System. The purchasing procedures were revised and implemented to ensure that the practices and processes met the needs of operating departments. The division shall continue to provide resources and procurement guidelines to assist departments in accomplishing the objectives of the target issues.

The Procurement Services received the 2006 National Achievement of Excellence in Procurement Award from the National Purchasing Institute.

INFORMATION SYSTEMS SERVICES

In 2006, Information System Services (ISS) continued to invest in the city's infrastructure with the new network installed on schedule this summer. Technology refresh activities continue with the desktop replacement project and server consolidation efforts. ISS's Enterprise Resource Planning system is one of the best in the nation.

ISS is committed to delivering value added services and customer driven initiatives in four key areas: Customer Service, Business Processes, Training and Career Planning, and Financial. Enterprise accomplishments are

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initiatives that have a citywide impact in which several departments benefit.

Information System Services (ISS) has redefined the Electronic Equipment Policy to ensure that the electronic equipment purchases made by the city departments have conservative features when available. As evidenced through "green" procurement policies, the global marketing is demanding product environmental improvements. ISS will only approve for connection to the city network only those devices meeting the electronic industry's environmental standards when available.

In FY 2006, ISS successfully launched list server, wireless emergency notification system, move of web servers in-house and new City Net (Internet). ISS also completed upgrade of PeopleSoft/Oracle HCMS, DataMart and Data Warehouse applications, EDMS and Fleet faster upgrade. ISS replaced Dial-A-Ride software with Trapeze software, and completed farebox installation for StarMetro.

ISS implemented new multi-year 800 MHz service contract with Motorola and First Communication and provided technical support for (PSCB) concerning 800 MHz technology replacements and joint dispatch.

The picture below shows the city in the process of upgrading the entire data network infrastructure. This is an example of a new wiring closet switch. This switch can support approximately 500 network connections and six redundant one-gigabit uplinks to one of the city's five new zone routers.



New Enterasys Network

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Significant Changes From FY 2007

The following service level changes are approved for the Management and Administration department's budget for fiscal year 2008:

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2.7% merit salary enhancement in FY 2008; general employee pension rates are 9.33% based on the actuarial study; matched annuity pension plan rates are 7.55% based on the actuarial study; health care rates increased by 4.92% in FY08; and in departments with more than fifty employees, a 3.5% vacancy factor is applied to salaries and benefits, which is a half percent increase over the prior year vacancy rate.
- Eliminate vacant Business and Product Development position. Fiscal Impact: (\$82,479).
- Eliminate Trauma Center funding. Fiscal Impact: (\$300,000).
- Reduce GG/CPA funding. Fiscal Impact: (\$1,205,500).
- Reduce donations by 10%. Fiscal Impact: (\$44,000).
- Reduce city contingency from \$100,000 to \$50,000. Fiscal Impact: (\$50,000).
- Eliminate Downtown Community Redevelopment Agency (CRA) Interest payment. Fiscal Impact: (\$300,993).
- Eliminate repayment to Deficiencies Fund from General Fund. Fiscal Impact: (\$475,000).
- Eliminate vacant MIS Security & Reports Specialist position. Fiscal Impact: (\$67,200).
- Reduce PeopleSoft upgrade funding. Fiscal Impact: (\$102,500).
- Eliminate reproduction center and a vacant custodial worker position. Fiscal Impact: (\$168,634).
- Reduce computer maintenance contracts. Fiscal Impact: (\$100,000).
- Reduce the transfer from General Fund to StarMetro. Fiscal Impact: (\$319,385).
- A vacant Technical Support Analyst position was frozen till 1/31/08. Fiscal Impact: (\$14,996).

City Commission Action

The City Commission approved the budget for this department with the following changes. Salary enhancements have been budgeted at 2.7% or \$1,000, whichever is greater, for employees who earn an annual salary less than \$50,000, and 2.0% for employees who earn an annual salary of \$50,000 or greater. Funding for Trauma Center was restored to \$250,000 and ten percent cut to funding for social service agencies. Additional funding of 10% above the FY07 amount was approved for social service agencies. The transfer from General Fund to StarMetro was partially restored. Position moves, salary changes, and budget transfers processed since the proposed budget are reflected in the approved budget.

Departmental travel and training expenses were reduced by 20%. Fiscal Impact: (\$17,443).

Car allowances for city commissioners and department directors were reduced by 25%. Fiscal Impact: (\$2,925).

Vehicle replacement funding was reduced by 10%. Fiscal Impact: (\$3,313).

Management and Administration Performance Measures

Program Objectives

The department has identified the following program objectives for FY 2008:

Accounting Services:

1. Upgrade PeopleSoft Financials from 8.4 to 8.9.
2. Continue process improvements of assets function including review of mass asset procedures.
3. Implement some e-module functionality of version 8.9 of the PeopleSoft HRMS System. This will include the ability for staff to view their pay advice information via the web.

Office of Budget & Policy:

1. Balancing the budget within established parameters and in conjunction with property tax reforms to be approved by Florida State Legislators.
2. Implement new version of GOVMAX for future budget processes.
3. Reinstatement of capital projects status reports.
4. Performance measurement program – Expand the performance measurement program and benchmarking efforts.
5. Strategic planning – Update or develop departments' strategic plans and link to citywide goals and objectives.
6. Impact on target issues – financial viability of the government target issue.

Procurement Services:

1. Properly acquiring and coordinating the timely delivery of necessary goods and services to support the daily operations of the city, ensuring compliance with all applicable local, state and federal policies, laws and ordinances.
2. Ensuring payments are made in compliance with the Florida Prompt Pay Act.
3. Maintain sufficient inventories of goods to support the routine services.
4. Provide routine training to procurement system users, incorporating more policy and procedures information and warning against common pitfall/violations.
5. Perform procurement reviews and assist departments to enhance their procurement processes.
6. Continue to provide a valuable purchasing card system and enhance the ability to track and review employee purchases.
7. Automation of the A/P invoices process to include an electronic invoicing process for high volume vendors.
8. Implement an automated purchase order system to send electronic purchase orders to vendors.
9. Continue to work toward a paperless procurement process.
10. Submit 1099 filing to IRS in a timely manner with reduced risk for errors in vendor information.
11. Implement the PeopleSoft upgrade for purchasing, accounts payable and inventory systems.

Information System Services:

1. Enterprise resource planning system management (ERP) upgrades
2. IT infrastructure upgrades
3. Technology refresh-desktops
4. Document imaging and content management
5. IT security enhancements
6. Business continuity plan
7. Upgrades to 800MHz communication system
8. Joint dispatch support
9. Succession planning

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Analysis of Performance Measures

The Management and Administration department has identified seven effectiveness measures and eight outcome measures for the Office of Budget & Policy, Accounting Services, Procurement Services, and Information Systems Services divisions. These measures are chosen to provide information related to the annual budget, capital improvement program, long-term financial planning, internal controls, improvement to standard financial reports, to ensure that public funds are properly expended, and to increase efficiency and productivity through the innovative use of information technology.

The analysis of the 5-Year Capital Improvement Plan (CIP) and annual capital budget indicates that in FY 2007, the five-year CIP increased by 11% and capital budget increased by 29%. The increase is mainly due to an increase in maintenance and refurbishment of existing city facilities, the neighborhood infrastructure project, and enterprise fund activities. Analysis of other key measures indicates that the city is doing fairly well on effectiveness measures including percentage of projects completed within original budget, variance of actual revenues to estimated revenues and actual expenditures to estimated expenditures. The strict budgetary controls, continued process improvements, effective utilization of city resources, and adherence to the city's fiscal policies have resulted in these successes. Analysis of Accounting Services measures indicates that adequate internal controls exist, financial reporting is performed in a timely manner, and the accounting system is properly maintained. The Procurement Services measures analysis indicates that department payment transactions are in compliance with city policy and procedures, 95 percent of payments are processed within 30 days, which provides good services to external customers. Less than one percent of checks voided in accounts payables and 97 percent of reproduction requests completed within 2 business days shows effectiveness of the unit and satisfaction to internal customers. Analysis of Information Systems Services measures indicates that telephone service and network connections improved from 95 percent in FY 2006 to 98 percent as of June 30, 2007. This is a significant improvement. The benchmark for maintenance of network up time is 99.9 percent and as of June 2007, actual performance was 98.48 percent indicating a need for improvement. The scorecard on the effectiveness measure to resolve at least 70% of system one-stop calls has improved over FY 2006. This is still behind its established target due to higher rates of computer ownership, greater integration of computing, and continuing escalation of threats from malicious software. However, the actual performance is higher than the industry benchmark of 60 percent.

<u>Input Measures</u>	<u>Unit of Measure</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Budget</u>	<u>FY 2007 YTD</u>	<u>FY 2008 Budget</u>
5-Year Capital Improvement Plan	\$	928,331	1,216,688	1,216,688	1,001,411
<i>The purpose of the 5-Year capital improvement plan is to provide accurate analysis and documentation of the financial plan to the City Commission and City management so they have accurate and timely information for making informed decisions. Amounts in thousands.</i>					
Appropriated operating budget	\$	657,377	730,345	730,345	730,472
<i>The purpose of the annual budget activity is to provide accurate analysis and documentation of the financial plan to the City Commission and City management so they have accurate and timely information for making informed decisions. Amounts in thousands.</i>					
Capital budget	\$	189,034	242,152	242,152	223,174
<i>The purpose of the annual capital budget is to provide accurate analysis and documentation of the financial plan to the City Commission and City management so they have accurate and timely information for making informed decisions. Amounts in thousands.</i>					
Number of reproduction requests received	#	1,707,318	2,550,300	1,376,390	2,750,200
<i>Industry standards or benchmarks not available for this measure. This is an internal standard established by the Procurement Services division. The goal is to complete in a timely manner.</i>					

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Output Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
Accounting-Annual inventory of assets completed and adjustments entered before fiscal year end <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas). This is an annual process.</i>	%	100	100	57	100
Timeliness and accuracy of CAFR – City’s and Blueprint 2000’s <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>	%	100	100	100	100
Timeliness of monthly system closing – by morning of 6th business day –does not include first or final month of FY <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas). The purpose is to provide internal controls and timely financial information to City management and departments so that they may manage their business and meet financial reporting needs.</i>	#	12	10	8	10
Timely mailing of AR statements and accurate posting of payments to business loan and AR systems <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>	%	100	100	100	100
Budget transfers processed <i>The objective is to increase adherence to established budgets as indicated by a reduction in the number of budget transfers processed. A survey of various municipalities in Florida (Gainesville, Orlando, Lakeland, Coral Springs and Alachua County) indicates that they are not tracking such measure.</i>	#	191	200	117	200

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Efficiency Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
Timely and accurate processing of payroll – Percent completed by deadline	%	100	100	100	100
<i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>					
Percent variance of actual revenues to estimated revenues - General Fund	%	0.55	2.50	0.00	2.00
<i>This measure is calculated at year-end using the Fund Proforma report. The year-end actual revenues are compared with OBP's estimates for the fiscal year. This measure assists OBP to determine funds available for programming in subsequent fiscal years. FY 2006 revenue estimates were within the established goal of 3%. For fiscal year 2008, the goal is revised to 2% for revenues. A survey of various municipalities indicates that industry standards for this measure ranges from 1% - 3%.</i>					
Percent variance of actual expenditures to estimated expenditures	%	-0.71	2.50	0.00	2.00
<i>This measure is calculated at year-end using the Fund Proforma report. The year-end actual expenditures are compared with OBP's estimates for the fiscal year. This measure assists OBP to determine funds available for programming in subsequent fiscal years. FY 2006 expenditure estimates were within the established goal of 3%. For fiscal year 2008, the goal is revised to 2.0% for expenditures. A survey of various municipalities indicates that industry standards for this measure ranges from 1% - 3%.</i>					
Complete initial technology requisitions and fulfill requests for quotes within eight (8) working hours of receiving the request	%	98.88	98.00	99.11	98.00
<i>Computed utilizing actual count of requests received, logging date and time received, and date and time completed.</i>					
<i>Benchmark: This is an internal ISS standard set by the CISO of the division. The goal is 100%.</i>					
Average cost to process one p-card	\$	20.90	20.70	21.42	22.16
<i>The actual dollar amount of purchasing per FTE is benchmarked based on information compiled by the City of Austin, Texas and Richmond, Virginia and specifically developed for the City of Tallahassee.</i>					
Average cost to process one purchase order	\$	23.66	23.46	23.49	25.12
<i>Industry standards or benchmarks are not available for this measure. This is an internal standard established by the Procurement Services division. The goal is to keep the average cost down.</i>					
Average cost to process one requisition transaction	\$	22.97	22.77	23.56	24.38
<i>The actual dollar amount of purchasing per FTE is benchmarked based on information compiled by the City of Austin, Texas and Richmond, Virginia and specifically developed for the City of Tallahassee.</i>					

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Effectiveness Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
Number and level of audit comments or discrepancies for functions within Accounting's control by Internal Audit <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>	#	0	0	0	0
Number and level of management comments or discrepancies for functions within Accounting's control by Internal Audit <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>	#	0	0	0	0
Percent of CIP projects completed on original schedule <i>The purpose of the annual capital budget is to provide accurate analysis and documentation of the financial plan to the City Commission and City management so they have accurate and timely information for making informed decisions. A survey of various municipalities in Florida (Gainesville, Orlando, Lakeland, Coral Springs and Alachua County) indicates that they are not tracking such measure. The benchmark is based on information compiled by the City of Austin (85%) and specifically developed for the City of Tallahassee.</i>	%	64.62	75.00	62.57	75.00
Percent of on-time departmental submittals of budget information <i>It is OBP's goal to achieve 100% compliance for this measure. A survey of various municipalities indicates that 100% compliance with measures similar to this one are also established.</i>	%	76.00	95.80	81.00	100.00
Percent of CIP projects within original budget <i>The purpose of the annual capital budget is to provide accurate analysis and documentation of the financial plan to the City Commission and City management so they have accurate and timely information for making informed decisions. A survey of various municipalities in Florida (Gainesville, Orlando, Lakeland, Coral Springs and Alachua County) indicates that they are not tracking such measure. The benchmark is based on information compiled by the City of Austin (90-95%) and specifically developed for the City of Tallahassee.</i>	%	96.32	85.00	92.73	90.00
Percent Budget transfers processed within 5 business days (CIP Policy) <i>The purpose of the Budget Office is to process all budget transfers in a timely manner so departments and City management may manage their business and meet their budgetary needs. A survey of various municipalities in Florida (Gainesville, Orlando, Lake Land, Coral Springs and Alachua County) indicates that they are not tracking such measure.</i>	%	91.02	100.00	98.61	100.00
Maintain network up time at 99.9% or better <i>Computed by comparing the actual time of outage to the time of problem resolution. Benchmark: The Uptime Institute Inc. has set industry standard tier classifications defining site infrastructure performance. For Tier Four 99.995%, Tier Three 99.82%, Tier Two 99.74%. ISS strive for Tier Four performance.</i>	%	96.86	99.99	98.48	99.90
Resolve at least 70% of all SOS calls within the resources of this team as measured by daily incident activity reports. <i>Each call is entered in to Advanced Help Desk application database along with its disposition. Computation is the percentage of total calls closed by the Help Desk personnel. Benchmark: Harvard University Faculty and Staff Computer Support Services designate 60% as the percentage of calls to be resolved by first level support. ISS has set a goal of 70%.</i>	%	67.61	70.00	69.72	70.00
Percentage of items in stock when requested <i>Industry standards or benchmarks not available for this measure. This is an internal standard established by the Procurement Services division. The goal is 97%.</i>	%	97.17	97.00	98.00	97.00
Percentage of RFP's processed within 60 days <i>Industry standards or benchmarks not available for this measure. This is an internal standard established by the Procurement Services division. The goal is 100%.</i>	%	100	100	100	100

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Outcome Measures	Unit of Measure	FY 2006 Actual	FY 2007 Budget	FY 2007 YTD	FY 2008 Budget
Receipt of GFOA Certificate for completion of CAFR within their guidelines	1=Yes/0=No	1	1	0	1
<i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>					
Complete all telephone service and network connection installation service requests within three (3) working days	%	96.17	80.00	98.07	80.00
<i>Computed utilizing actual count of request received, logging date and time received and date and time completed. Benchmark: Major companies such as Versora, Nortel, and Sybase typically establish a standard of two days for acquisition of required parts with one day to perform the requested service.</i>					
Meet project goals and dates as specified in the ISS Strategic Plan	%	99.64	100.00	100.00	100.00
<i>Goal is 100% - computed by tracking each project and actual progress compared to targeted time line. Benchmark: This is an internal ISS standard established in conjunction with the ISS Strategic Plan. Meeting targeted goals and dates is a critical part of the plan.</i>					
Reduce the resolution of work stoppage problems that cannot be solved by System One Stop (SOS), to one (1) day or less	%	63.35	80.00	60.68	80.00
<i>Computations taken from actual request for service entered into our Advanced Help Desk application with the data and time the ticket was opened and closed.</i>					
<i>Wesleyan University's Desktop Support (DS) Staff is a part of the ITS User Services organization under the direction of the Associate Director of User Services. Wesleyan University's DS Staff has set the baseline for on-site support response within 24 hours.</i>					
Percentage of payments processed within 30 days	%	98.67	98.00	100.00	98.00
<i>Industry standards or benchmarks not available for this measure. This is an internal standard established by the Procurement Services division. In FY 2005, 95% goal was achieved. FY 2006 and FY 2007 goal is 98%.</i>					
Percentage of procurement card payments made on time	%	100	100	100	100
<i>Industry standards or benchmarks not available for this measure. This is an internal standard established by the Procurement Services division. The goal is 100%.</i>					

**Management and Administration
Capital Improvement Program Budget**

CIP Budget Overview

The capital improvement program includes funding for twelve projects at a cost of \$23,287,892 for fiscal years 2008 – 2012. The appropriation for FY08 is \$15,774,046 and supports new and on-going projects. Two new projects proposed for funding in FY08 are the digital upgrade for 800MHz public safety radio and Tallahassee-Leon County joint dispatch (city portion). The digital upgrade project provides replacement of all 800 MHz Infrastructure equipment at all 6 sites with proposed Motorola APCO 25 Digital system for 12 channels VOICE and 7 channels DATA. The joint dispatch project is to consolidate city's share of the city and Leon County emergency communications operations.

<u>Funding Source</u>	<u>FY 2008 Appropriation</u>	<u>5 Year CIP Total</u>
Airport RR&I/Undesignated Balance	13,910	27,820
Deficiencies Fund	150,000	750,000
Electric RR&I Undesignated Balance	42,712	85,424
Energy Conservation Fund - Capital Fund	4,191	8,382
Gas RR&I/Undesignated Balance	3,478	6,956
Information Systems Services RR&I	1,428,531	6,947,462
Intergovernmental - Leon County	87,800	466,000
Internal Loan	0	909,000
Revenue Collection	9,451	18,902
Sales Tax 89	14,000,000	14,000,000
Sewer RR&I Undesignated Balance	18,993	37,986
Solid Waste Rate Stabilization	4,280	8,560
Stormwater RR&I Undesignated Balance	1,783	3,566
Water RR&I Undesignated Balance	8,917	17,834
Total Funding	15,774,046	23,287,892

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2007.

Purchase Remittance Processing Equipment
Digital Canopy
Customer Information Systems Upgrade
FY2006 Permits and Enforcement Tracking

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2008, and are not otherwise referenced in the detail pages.

None

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Capital Project Description

Project Name: **Applications and DataBase Upgrades**
 Department: **Management and Administration**
 Division: **Technology Planning & Advancement**
 Location: **City Hall**

Project #: **08109**
 Type: **Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

The City of Tallahassee adopted various enterprise solutions in 1999 by implementing various citywide applications including Oracle as the database agent of choice and PeopleSoft for standardized financials, HR, payroll and utility billing services.

Technology is changing at an exponential rate and it is important to understand the frequency of upgrades and the consequences of not applying upgrades. All too often the city is pressed for short-term speed at the expense of long-term efficiencies by upgrading only what is necessary based on vendor support. This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Operations & Maintenance	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Total Budget	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Information Systems Services RR&I	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Total Funding	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

Required Future Funding: 0

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Capital Project Description

Project Name: **City Building Computer Wiring Upgrades**
 Department: **Management and Administration**
 Division: **Distributed Network Systems**
 Location: **Various - City Wide**

Project #: **08036**
 Type: **Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

This recurring project provides for upgrading wiring within city government buildings to meet requirements for high-speed data transport, video teleconferencing, and video training services to desktop computers and telephone devices. The project also provides for a migration from the present wiring infrastructure to meet requirements of city users. This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Equipment Procurement	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Total Budget	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Information Systems Services RR&I	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Total Funding	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Required Future Funding:							0

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Capital Project Description

Project Name: **Computer Servers Upgrade**
 Department: **Management and Administration**
 Division: **Distributed Network Systems**
 Location: **City Hall**

Project #: **New0008**
 Type: **Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

Currently Information Systems Services has over 150 servers to maintain and support. Thirty-one of these servers have reached the end of their warranty period. Failure to upgrade these machines will increase application down time and increase the yearly maintenance cost. It is estimated that another 30 servers will reach the end of their warranty period in 2008. This capital project will ensure that our mission critical server environment stays up to date and reduce our maintenance because these servers will be under warranty for the next 3 years.

Operating Budget Impact

There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Planning/Programming/PD&E	0	0	0	0	0	350,000	350,000
Total Budget	0	0	0	0	0	350,000	350,000

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Information Systems Services RR&I	0	0	0	0	0	350,000	350,000
Total Funding	0	0	0	0	0	350,000	350,000

Required Future Funding: 0

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Capital Project Description

Project Name: **Digital Upgrade for 800MHz Public Safety Radio**
 Department: **Management and Administration**
 Division: **800 MHz Radio System**
 Location: **Various - Citywide**

Project #: **08161**
 Type: **Non-Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

This project provides replacement of all 800 MHz Infrastructure equipment at all 6 sites with proposed Motorola APCO 25 Digital system for 12 channels VOICE and 7 channels DATA. The proposal requires to add a seventh site at Myers Park, including all infrastructure equipment with same VOICE and DATA channel configuration and facilities as specified and all necessary communications and connectivity services.

The Information Systems Services has proposed four options:

- 1) Full P25 upgrade that will cost \$23 million
- 2) Public Safety Digital Upgrade only at an estimated cost of \$15 million
- 3) Analog upgrade with Myers Park Tower for \$3.5 million
- 4) Analog upgrade only without tower for \$2.5 million

Operating Budget Impact

Annual maintenance for the equipment and software will be required. The maintenance is 10% of the cost of system. There is a one-year warranty that starts after acceptance of the Digital system. The maintenance on existing system is \$800,000. If the project is approved for FY 2008, additional maintenance of \$1,500,000 will be required beginning FY 2009.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Operations & Maintenance	0	12,500,000	0	0	0	0	12,500,000
Total Budget	0	12,500,000	0	0	0	0	12,500,000

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Sales Tax 89	0	12,500,000	0	0	0	0	12,500,000
Total Funding	0	12,500,000	0	0	0	0	12,500,000

Required Future Funding: 0

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Capital Project Description

Project Name: **Emergency Preparedness Work Orders**
 Department: **Management and Administration**
 Division: **Budget & Policy**
 Location: **Various - City Wide**

Project #: **08035**
 Type: **Master**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

This master project is utilized to open individual work orders for departments to use during city emergencies. Funding from the Deficiencies Fund is allocated for this master project. Annual appropriations that are not expended prior to the hurricane season (November 30) will be returned to the fund balance after the end of hurricane season.

Operating Budget Impact

There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Administration	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Total Budget	150,000	150,000	150,000	150,000	150,000	150,000	900,000

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Deficiencies Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Total Funding	150,000	150,000	150,000	150,000	150,000	150,000	900,000

Required Future Funding: 0

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Capital Project Description

Project Name: **Enterprise Vault**
 Department: **Management and Administration**
 Division: **Application Systems**
 Location: **Outside**

Project #: **P415113**
 Type: **Non-Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

The Information Systems Services has an ever-growing need for application storage management. The digital data storage capacity is currently approaching fifteen terabytes and expanding rapidly. Enterprise Vault is designed to be a long term, scalable store for items of unstructured information.

Operating Budget Impact

Annual maintenance of approximately \$80,000 will be required after the first year for hardware and software. Since funding for this project is recommended in FY 2011, annual maintenance will be required beginning FY 2012.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Equipment Procurement	0	0	0	0	446,000	0	446,000
Total Budget	0	0	0	0	446,000	0	446,000

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Internal Loan	0	0	0	0	446,000	0	446,000
Total Funding	0	0	0	0	446,000	0	446,000

Required Future Funding: 0

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Capital Project Description

Project Name: **Intranet Portal**

Project #: **P415112**

Department: **Management and Administration**

Type: **Non-Recurring**

Division: **Application Systems**

Construction - Start: **Not Applicable**

Location: **City Hall**

End: **Not Applicable**

The Information Systems Services recommends implementation of a city intranet portal solution for our internal customers. A portal will provide a single point of access to aggregate information and applications that ISS supports. This will make it more convenient to get to applications used in day to day job duties from anywhere within the city's network no matter which workstation an employee is working from. The primary goal of a portal is ease-of-use. Besides having a single point of access, a virtual front door, portals generally try to provide a rich navigation structure. The intranet portal can offer news, event calendars, and email the restricted and relevant information to the departments, divisions and information related to position requirements (job assigned roles). Ostensibly, this allows employees to better focus on their job responsibilities by finding information more quickly. The portal solution can also provide access to files and information remotely without having to use older technology of file shares that in the past have made remote sharing almost impossible.

Operating Budget Impact

Annual maintenance of the hardware and software is \$62,600 would be required after first year or from FY 2012 since this project is recommended in FY 2011.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Equipment Procurement	0	0	0	0	313,000	0	313,000
Total Budget	0	0	0	0	313,000	0	313,000

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Internal Loan	0	0	0	0	313,000	0	313,000
Total Funding	0	0	0	0	313,000	0	313,000

Required Future Funding: **0**

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Capital Project Description

Project Name: **Network Infrastructure Upgrade/Replacement Project**
 Department: **Management and Administration**
 Division: **Distributed Network Systems**
 Location: **Various - City Wide**

Project #: **08037**
 Type: **Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

This project provides funding for infrastructure upgrades and/or replacement of network file servers, hubs and ancillary equipment. This ongoing project provides for a five-year progression of upgrades and replacements necessary to support demands of the citywide information technology initiatives. The upgrades and replacements are designed to decrease downtime and increase capacity in conjunction with needs identified by operating departments. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Operations & Maintenance	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
Total Budget	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Information Systems Services RR&I	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
Total Funding	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
Required Future Funding:							0

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Capital Project Description

Project Name: **Permits and Enforcement Tracking System**
 Department: **Management and Administration**
 Division: **Application Systems**
 Location: **Various - City Wide**

Project #: **08038**
 Type: **Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

This recurring project will provide funding for products, licenses and services acquisitions in accordance with administrative obligations specified in the agreement between the City of Tallahassee and Leon County for an integrated development activity, permit and enforcement tracking system (PETS). Past city funding has been programmed in the operating budget, while the county's share has been billed on a quarterly basis. Establishing a project in the capital budget will enable upcoming activities and associated funding needs to be identified in advance. Leon County will contribute approximately fifty percent of the total funding shown each year. This is a recurring project. Funding that is not expended by the end of the fiscal year will be returned to fund balance.

Operating Budget Impact

There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Operations & Maintenance	171,300	175,600	180,800	186,200	191,800	197,600	1,103,300
Total Budget	171,300	175,600	180,800	186,200	191,800	197,600	1,103,300

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Intergovernmental - Leon County	85,600	87,800	90,400	93,100	95,900	98,800	551,600
Information Systems Services RR&I	85,700	87,800	90,400	93,100	95,900	98,800	551,700
Total Funding	171,300	175,600	180,800	186,200	191,800	197,600	1,103,300

Required Future Funding: 0

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Capital Project Description

Project Name: **Tallahassee-Leon County Joint Dispatch (City Portion)**
 Department: **Management and Administration**
 Division: **Radio Communications**
 Location: **Various-City Wide**

Project #: **08162**
 Type: **Non-Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

This project is funded for the city's share of consolidating the City of Tallahassee and Leon County Sheriff's emergency communications operations. The objectives of this consolidation are to:

1. Enable a single call taker to receive and process all types of 9-1-1 calls, regardless of the service requested
2. Eliminate the transfer of 9-1-1 calls
3. Consolidate law enforcement dispatch operations to enable closest unit response to "emergency in progress" calls for service
4. Optimize the utilization of EMS/Fire resources in the response of the closest/most appropriate unit(s) to calls for medical services, and
5. Facilitate coordinated responses to emergencies by all public safety agencies

Operating Budget Impact

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Administration	0	1,500,000	0	0	0	0	1,500,000
Total Budget	0	1,500,000	0	0	0	0	1,500,000

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Sales Tax 89	0	1,500,000	0	0	0	0	1,500,000
Total Funding	0	1,500,000	0	0	0	0	1,500,000

Required Future Funding: 0

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Capital Project Description

Project Name: **Telephone Switch Upgrade/Replacement Project**
 Department: **Management and Administration**
 Division: **Telecommunication Services**
 Location: **Various - City Wide**

Project #: **05142**
 Type: **Non-Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

This project provides funding for upgrade/replacement of telephone switches, phone mail systems, and backup power systems. The city's telephone infrastructure currently has 15 telephone switches that range in age from 3 to 12 years. Upgrading to a model 4000 v2.0 real time internet protocol (ip) system at the City Hall location will allow for the consolidation to one telephone switch, and will provide a combination of time division multiplexing and internet protocol telephones to be used at all listed locations. The city's phone mail systems are also out of date and parts are not readily available for replacement. The new Siemens expressions system will utilize two server-based systems to handle the entire city's messaging need that will help eliminate failures or loss of service. The current power systems are past their effective life cycle and need to be replaced by newer and more efficient systems that are interchangeable and compatible throughout the city's switch locations. The new backup power systems will be more efficient, generate less heat, and will be more reliable and safer than the system currently being used. This project is estimated to cost \$1,492,230 and will be financed by Siemens Financial Services, Inc. through a 60-month lease agreement at zero percent interest.

Operating Budget Impact

There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Equipment Procurement	895,338	298,446	298,446	0	0	0	1,492,230
Total Budget	895,338	298,446	298,446	0	0	0	1,492,230

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Electric RR&I Undesignated Balance	128,136	42,712	42,712	0	0	0	213,560
Energy Conservation Fund - Capital Fund	12,573	4,191	4,191	0	0	0	20,955
Water RR&I Undesignated Balance	26,751	8,917	8,917	0	0	0	44,585
Sewer RR&I Undesignated Balance	56,979	18,993	18,993	0	0	0	94,965
Airport RR&I/Undesignated Balance	41,730	13,910	13,910	0	0	0	69,550
Solid Waste Rate Stabilization	12,840	4,280	4,280	0	0	0	21,400
Stormwater RR&I Undesignated Balance	5,349	1,783	1,783	0	0	0	8,915
Revenue Collection	28,353	9,451	9,451	0	0	0	47,255
Gas RR&I/Undesignated Balance	10,434	3,478	3,478	0	0	0	17,390
Information Systems Services RR&I	572,193	190,731	190,731	0	0	0	953,655
Total Funding	895,338	298,446	298,446	0	0	0	1,492,230

Required Future Funding: 0

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Capital Project Description

Project Name: **Upgrade San Storage CX600-700**
 Department: **Management and Administration**
 Division: **Application Systems**
 Location: **Outside**

Project #: **P415114**
 Type: **Non-Recurring**
 Construction - Start: **Not Applicable**
 End: **Not Applicable**

The current processors and controllers that support our Storage Area Network (SAN) are nearing the end of their effective life cycle.

Operating Budget Impact

This project is an alternative to the Enterprise Vault project for \$446,000. The annual maintenance for San Storage project is estimated at \$16,700 beginning FY 2012 since this project is recommended in FY 2011.

Project Activity	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Equipment Procurement	0	0	0	0	150,000	0	150,000
Total Budget	0	0	0	0	150,000	0	150,000

Funding Source	Prior Years	FY 2008 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2009	FY 2010	FY 2011	FY 2012	
Internal Loan	0	0	0	0	150,000	0	150,000
Total Funding	0	0	0	0	150,000	0	150,000

Required Future Funding: 0