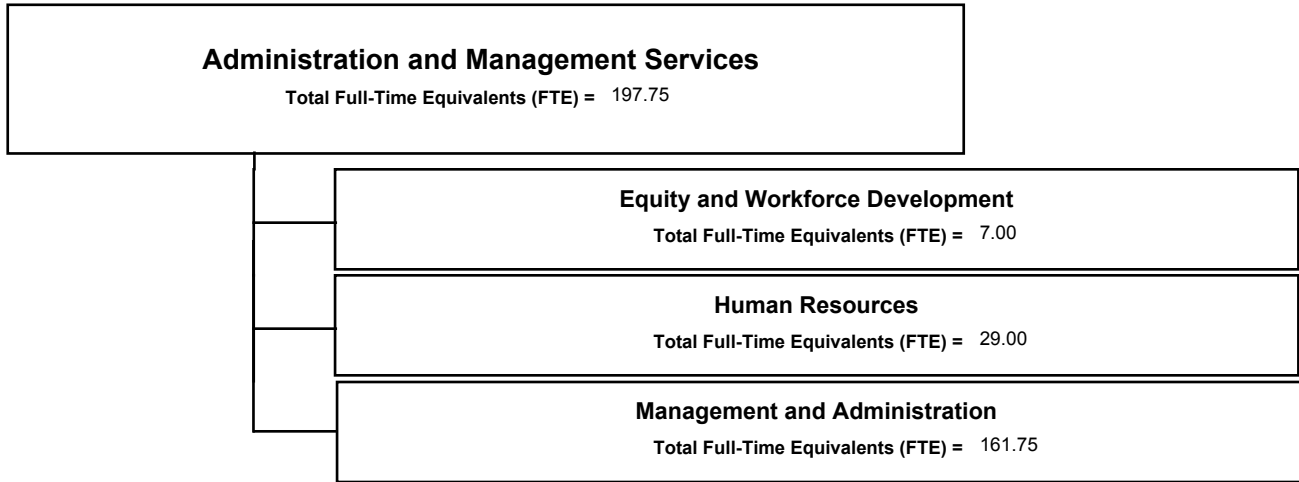


## Administration and Management Services Organizational Chart

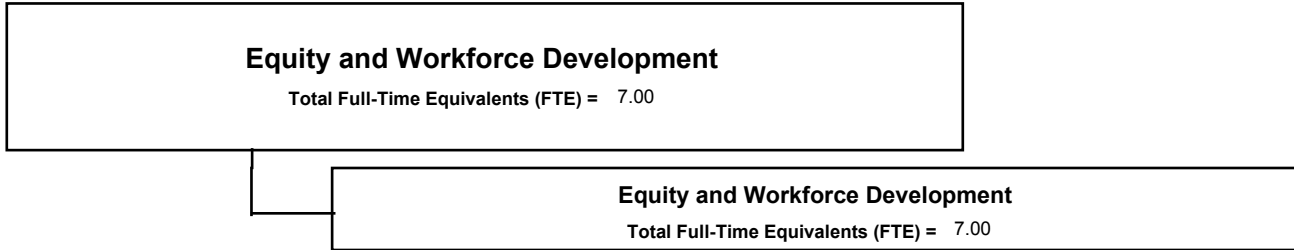


### Summary of Services Provided

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.

	FY 2007 Actual	FY 2008 Estimated	FY 2009 Proposed	FY 2009 Approved
<b>Expenditures Summary</b>	43,104,272	42,808,258	43,549,361	43,445,803
<b>Funding Summary</b>	43,104,272	42,808,258	43,549,361	43,445,803
<b>FTE Summary</b>	190.75	187.75	196.25	197.75

**Administration and Management Services**  
**Equity and Workforce Development**  
**Organizational Chart**



**Operating Budget**

**Budgetary Cost Summary**

	FY 2007 Actual	FY 2008 Estimated	FY 2009 Proposed	FY 2009 Approved
170101 Equity and Workforce Development	933,386	914,535	889,620	888,721
<b>Total Expenditures</b>	<b>933,386</b>	<b>914,535</b>	<b>889,620</b>	<b>888,721</b>

**Expenditure Category Summary**

	FY 2007 Actual	FY 2008 Estimated	FY 2009 Proposed	FY 2009 Approved
Personnel Services	530,811	545,256	586,839	587,573
Operating	260,645	320,889	258,223	258,223
Allocated Accounts	41,220	48,390	44,558	42,925
Transfers	100,710	0	0	0
<b>Total Expenditures</b>	<b>933,386</b>	<b>914,535</b>	<b>889,620</b>	<b>888,721</b>

**Funding Summary**

	FY 2007 Actual	FY 2008 Estimated	FY 2009 Proposed	FY 2009 Approved
Mayor's Race Initiative Conf	0	20,000	20,000	20,000
Human Resources Fund	933,386	894,535	869,620	868,721
<b>Total Funding</b>	<b>933,386</b>	<b>914,535</b>	<b>889,620</b>	<b>888,721</b>

**FTE Summary**

	FY 2007 Actual	FY 2008 Estimated	FY 2009 Proposed	FY 2009 Approved
170101 Equity and Workforce Development	7.00	7.00	7.00	7.00
<b>Total FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

## Administration and Management Services

### Equity and Workforce Development

#### Summary of Services Provided

The Department of Equity and Workforce Development (EWD) was originally established as the Affirmative Action Office and responsible for compliance with anti-discrimination statutes. Today, EWD continues this duty by ensuring compliance with federal, state, and local laws, which prohibit discrimination based on race, gender, disability, age, national origin, and color. Some of these laws include: Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act, the Vietnam Era and Special Disability Rights Act, and the City's Fair Housing Ordinance. Specifically, the department responds to inquiries and complaints from employees and residents and uses methods of evaluation, counseling, facilitation, and mediation to resolve complaints whenever possible.

EWD encourages city departments to maintain a workforce, which mirrors the race and gender composition of the community. Using a methodology, which is based on industry standards, EWD annually disseminates information and strategies based on a workforce utilization analysis to city departments to assist in the achievement of community representation.

Support for diversity also extends into the community. EWD provides staff support to the Tallahassee Human Relations Council, a citizen advisory group on race relations. In addition, the department maintains liaisons with various community groups including NAACP, Urban League, disability service agencies and not-for-profits on behalf of race relations and rights for persons with disabilities. The department also coordinates the annual Mayor's Summit on Race, Culture and Human Relations and Day of Dialogue. These community education events have been successful in bringing members of the community together to explore ways to improve race and human relations in Tallahassee.

In 2001, the department also assumed responsibility for coordinating citywide training and development programs. As coordinator for citywide employee training and development, EWD oversees the following programs:

-Tuition Reimbursement Program –This program funds employee tuition costs for community college and university studies.

-Certified Public Manager - This program supports the acquisition of the Certified Public Manager credential issued by Florida State University, which enhances the skills of the participants.

-Freshen Your Intellect (FYI) – FYI is the citywide training program that provides employees with courses that helps them to be more innovative, competitive, skilled, customer-focused and performance oriented. FYI training provides three levels of leadership skills certification for supervisors. The program is built around nine training and development competencies that support the organizational values of the city. Here is a brief description of the three programs:

1) Basic Skills Supervisory Program – This mandatory program is designed to provide information and skill development to supervisors on the fundamentals of supervising people and programs in government. The training presents basic management theory, emphasizing practical application of these principles in public sector environments. Some of the courses in this program include: ethics, anti-harassment and customer service.

2) City Certified Supervisor (CCS) and Senior City Certified (SCCS) - These are two voluntary programs that return value to the workplace and builds the talent of our workforce that is well established and visible in the quality of staff performance, quantity of work completed and level of satisfaction demonstrated. CCS is a two-year program for supervisors including the completion of at least 15 courses and two online training courses. SCCS is a more rigorous three-year program for supervisors including the completion of at least 27 courses and two online training courses.

3) Succession Planning - (E-MAP) is the City of Tallahassee's succession planning initiative and has three strands: (1) Talent Management - The initial pilot is the ongoing competency driven model used to create the succession planning structure (2) Leadership Succession - is the short-term succession planning component for department, assistant and division directors as directed by the Manager's 2008 New Year's Resolution #4 and (3)

**Administration and Management Services**  
**Equity and Workforce Development**

New Public Service Initiative - is designed for employees with 5 years or less in government.

**Trends and Issues**

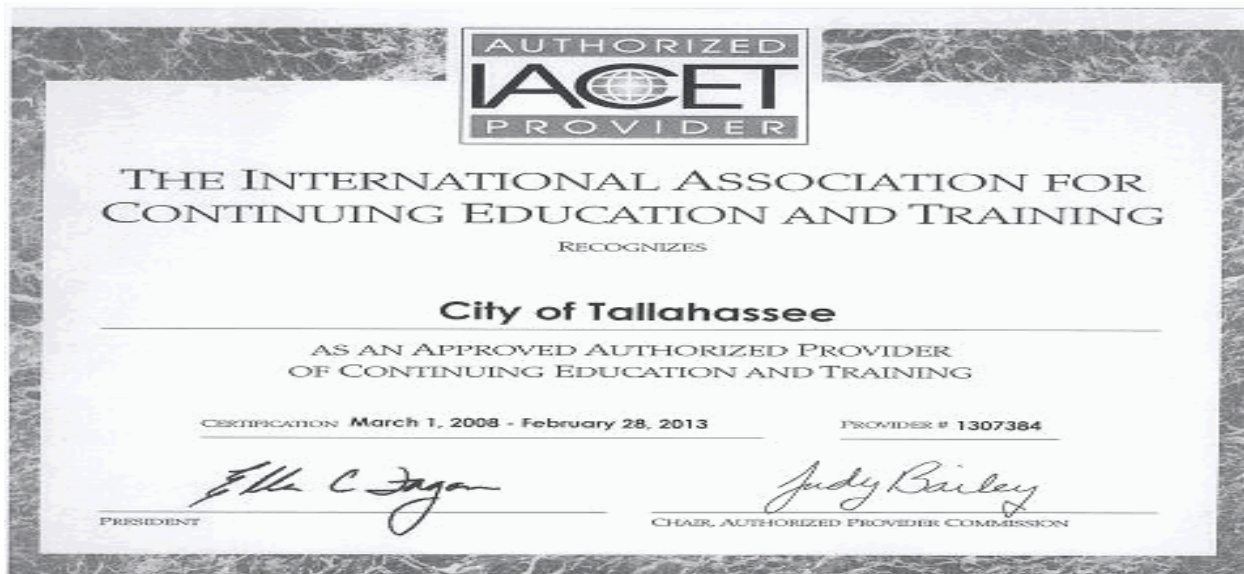
Equity and Workforce Development continues to provide funding for programs benefiting both internal and external customers in a variety of ways, as identified below:

·Hosted another successful Summit on Race, Culture and Human Relations in April 2008. Six hundred and forty participants including city employees, state and county employees, representatives of the school board and individuals from local businesses participated in seminars, group discussions, and performances by local, regional, and national experts on various topics in the areas of race, culture, and human relations. Two special evening sessions were provided to enable persons who could not attend the day program to hear from two dynamic presenters. These presenters were T.J. Leyden, a former white supremacist and, Philip Gans, a concentration camp/Holocaust survivor.

·In 2008, the Day of Dialogue, sponsored by the City of Tallahassee, celebrated its 11th year of engaging the community to talk about race relations and diversity. This event featured an "Open Mic Forum" with guest facilitators Wilson Barnes, Colonel U.S. Army (retired) and executive chair of the NAACP Education Committee, and Eric Eggers, executive producer of the morning show on WFLA-FM 100.7. The open-mic forum allowed participants to share comments, ideas, concerns and issues of interest directly with each other while examining the state of race and human relations in Tallahassee.

·EWD continues to respond to inquiries and complaints by employees and residents regarding issues related to Title VII and ADA. The focus of the responses is to create opportunities for resolution within the administrative process and reduce the potential for external agency intervention.

·As of January 28, 2008, FYI Training is authorized as an International Association for Continuing Education and Training (IACET) provider. This means that the City of Tallahassee is certified to offer IACET Continuing Education Units (CEUs) for all of our training programs that meet the IACET criteria. IACET is an internationally recognized standard of excellence in continuing education that boasts a large contingent of academic institutions and corporate providers of adult education and training as authorized providers and CEU-accepting institutions. The accreditation affirms our organization's ability to adhere to 10 criteria when carrying out its training and development courses, including needs assessment, learning outcomes, instructional methodology, and evaluation.



## Administration and Management Services Equity and Workforce Development

### **Significant Changes From FY 2008**

The following service level changes are proposed for EWD's budget in fiscal year 2009.

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 3.0% merit salary enhancement in FY 2009; general employee pension rates are 9.08% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; and health care rates increased by 5.03% in FY09.

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

Additional variances include:

- An increase in revenues to implement The Training Institute (TTI) initiative, which offers external training to local and state government employees and local business that do not have in-house training departments. Fiscal Impact: \$10,000.
- An adjustment to pro-rate expenditures in accordance with the Mayor's Summit held every 18 months. Fiscal Impact: (\$12,666).
- A decrease in expenditures associated with the Freshen Your Intellect (FYI) citywide training program. Fiscal Impact: (\$50,000).

### **City Commission Action**

The City Commission approved the budget for Equity and Workforce Development with the following changes:

Salary enhancements for general government employees were approved at 3% or \$1,019.20, whichever is greater, for all employees who achieve an annual performance rating of "meets expectations" or above. Other adjustments to personnel expenses included cost sharing of the increase in health care premiums between the city and employees. a 5% reduction in overtime, adjustments to the vacancy factor, salary updates, position changes, and intradepartmental transfers. A lay-off compensation package provides up to six weeks of salary benefits and payment of three months health insurance for employees whose positions will be eliminated.

Expenses for utilities, indirect costs, and allocated accounts also were revised based on updated information.

Parking fees of \$25 per month at the Gemini Building and \$10 per month at other city facilities were assessed all employees excluding fire personnel covered by collective bargaining agreements. These rates are comparable to parking fees paid by employees working in City Hall and the Gemini Building.

**Administration and Management Services**  
**Equity and Workforce Development**  
**Performance Measures**

**Program Objectives**

The department has identified the following objectives for fiscal year 2009:

·E-MAP- To insure a pool of qualified potential job candidates by identifying, developing and supporting highly motivated and talented employees, who will be capable of taking on greater job and leadership responsibilities and potentially fill key vacancies.

·Compliance - To insure compliance with mandates of federal law and local ordinance to insure non-discrimination on the basis of protected characteristics as defined in the Civil Rights Act, the Americans with Disabilities Act, the Fair Housing Act and the City Fair Housing Ordinance, and enhance positive race relations in the community.

·Fair Housing - To affirmatively further fair housing as a requirement for receipt of Community Development Block Grant funds by the city.

·Workforce Development - Equity and Workforce Development believes that learning is a lifelong pursuit. In implementation of this belief, the City's FYI Training and Development Programs provides courses that allow employees to acquire new knowledge and skills and sharpen existing skills.

## Administration and Management Services

### Equity and Workforce Development

#### Analysis of Performance Measures

##### Succession Planning:

The goal of the E-MAP program is to manage, develop and retain talented employees to fill key vacancies for the continuity of services. The FY09 projection for the percent of E-MAP participants selected for vacant positions is 15 percent. Currently, there are a total of 56 E-MAP participants in pipeline (14 for Talent Management and 42 for NSPI) for the quarter ending March 31, 2008. EWD anticipates a total of 106 participants in FY09. By preparing employees for succession, the program will reduce the amount of resources that goes into advertising, gain ROI for the resources invested in E-MAP, and have the best fit for employment.

##### Equity:

EWD coordinated the 2008 Mayor's Summit on Race, Culture and Human Relations, which was held at the TLC Civic Center. Six hundred and forty people participated in the two-day event and attended numerous plenary sessions and workshops. Attendees represented city, county and state employees, teachers and administrators from the School District, local businesses and interested citizens. In addition to the daytime events, the Summit included two special evening events for persons who could not attend the daytime program.

Continued emphasis on internal resolution of complaints and related issues under Title VII and ADA remains a high priority for the Department. Thirty-eight complaints or inquiries were processed in 2007 and 19 have been processed through March 31, 2008. Each time we resolve an issue internally we reduce the potential of external agency intervention.

##### Workforce Development:

In FY 2008, fiscal constraints resulted in citywide training program reductions. Faced with a reduced budget and small class sizes, EWD looked for creative ways to do more with less and increase the number of participants attending FYI Training and Development Courses. In response, EWD began to offer fewer courses during a six-month period (2 instead of 3). Due to fewer available training dates, EWD experienced an increase in FYI session enrollment (up 30%) and course completion (up 35%) from FY07. This revised schedule has been a win-win situation. This increase in course completion is expected to improve FYI's overall return on investment. In fact, a 2007 Program Assessment and Return on Investment (ROI) study showed that every \$1 invested in FYI results in a \$3.45 return on investment. Also, EWD is tracking improvements in employee's performance and anticipate a 15 percent increase in employee efficiency in job performance. Lastly, EWD will offer its training courses to local and surrounding business and governmental offices. This revenue enhancement is expected to generate approximately \$10,000 annually.

Input Measures	Unit of Measure	FY 2007 Actual	FY 2008 Budget	FY 2008 YTD	FY 2009 Budget
# of inquiries/complaints open (unresolved)	#	0	0	1	4
<i>10/22/08 DT</i>					
Total number of discrimination complaints/inquiries received	#	0	0	41	40
<i>This is a new measure that the department will begin tracking in FY08.</i>					
# of employees enrolled in FYI training courses	#	0	0	3,159	3,800
# of Supervisors enrolled in Leadership Skills Program	#	0	0	40	50
<i>This program has two enrollment periods April and October. 10/22/08 DT Enrollment is zero for the 4th quarter because the enrollment period is April and October.</i>					

**City of Tallahassee  
Fiscal Year 2009 Approved Budget**

**Administration and Management Services**

**Equity and Workforce Development**

<b>Output Measures</b>	<b>Unit of Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 YTD</b>	<b>FY 2009 Budget</b>
Number of E-Map participants in the pipeline (# of "ready now" or preparing to be ready by a specific date)	#	0	0	97	106
<i>Represents the actual number; The department plans to have at least three qualified internal potential candidates for every job/leadership critical/key position by FY09. EWD recently selected the program's first year participants and will provide an updated target for this measure as that data becomes available. 5/8/08 DT There were no changes for the 2nd quarter. 10/22/08DT The addtl. 41 are new employees in the pipeline. There are none for the 4th qtr.</i>					
# of employees completing FY1 training courses	#	0	0	2,514	3,000
<i>The total number of employees that attended training each quarter is divided by the total sessions for the quarter.</i>					
# of Supervisors completing Leadership Skills Program	#	0	0	6	15
<i>Query the total number of supervisors that completed City Certified Supervisor and Senior City Certified Supervisor Program.  Supervisors have up to 3 years to complete this program.</i>					
<b>Efficiency Measures</b>	<b>Unit of Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 YTD</b>	<b>FY 2009 Budget</b>
Maintain a minimum of a \$3.00 return on investment for every \$1.00 spent (Ratio 1:3)	\$	3.00	0.00	3.00	3.45
<i>ELK (5/28) - Measure added at Department's request on 5/28/08.</i>					
	%	0.00	0.00	19.50	15.00
<i>ELK (5/28) - Measure added per request of Department on 5-28-08</i>					
<b>Effectiveness Measures</b>	<b>Unit of Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 YTD</b>	<b>FY 2009 Budget</b>
Percent of increase in the number of Race Relations Conference attendees	%	21	20	0	10
<i>Calculated by dividing current year by previous year and subtracting 100% 10/22/08DT There were no changes for the 3rd and 4th quarter. The conference was held in October.</i>					
Percent of discrimination complaints/inquiries dismissed	%	14.00	10.00	17.95	0.00
<i>Calculated by dividing the number dismissed by the total number of items filed.</i>					
Percent of discrimination complaints/inquiries resolved	%	79.00	90.00	78.03	90.00
<i>Calculated by dividing the number of closed cases by the total number of cases filed less dismissed</i>					
*The average length of time it takes to fill key job openings.	Weeks	0	0	2	6
<i>This is a new measure and the department will begin tracking this measure in FY07. 10/22/08DT the 4th qtr. reflects (Carrie Blanchard) 2weeks to fill a vacant position. .</i>					
Percent of E-MAP participants selected for vacant positions	%	0	0	1	15
<i>Calculated by dividing the number of participants placed in vacant positions by the total number of participants eligible for placement. 5/8/08 DT There were no changes for the 2nd quarter. 10/22/08 DT There were no changes for the 3rd qtr.</i>					
<b>Outcome Measures</b>	<b>Unit of Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 YTD</b>	<b>FY 2009 Budget</b>
Percent of supervisors in leadership Skills Certification Program	%	12.85	20.00	0.00	20.00
<i>Open enrollment for the leadership skills program is April and October only.</i>					

**Administration and Management Services  
Equity and Workforce Development  
Capital Improvement Program Budget**

**CIP Budget Overview**

The Equity and Workforce Development department has no capital projects for FY 2009.

**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 2008.

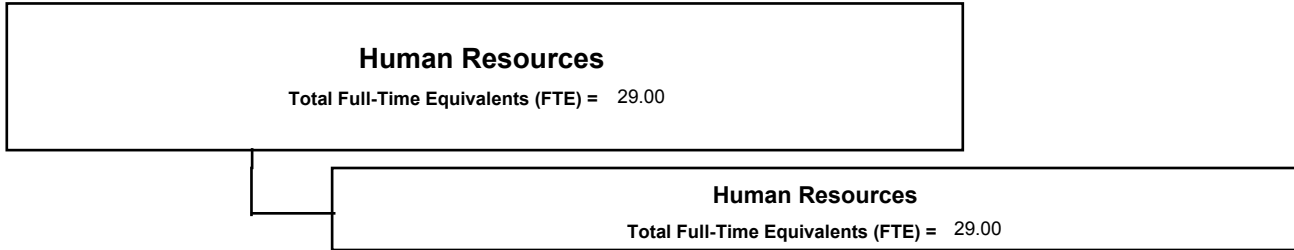
None.

**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 2009, and are not otherwise referenced in the detail pages.

None.

**Administration and Management Services**  
**Human Resources**  
**Organizational Chart**



**Operating Budget**

**Budgetary Cost Summary**

	FY 2007 Actual	FY 2008 Estimated	FY 2009 Proposed	FY 2009 Approved
190101 Human Resources	2,699,110	2,952,970	3,102,482	3,119,316
<b>Total Expenditures</b>	<b>2,699,110</b>	<b>2,952,970</b>	<b>3,102,482</b>	<b>3,119,316</b>

**Expenditure Category Summary**

	FY 2007 Actual	FY 2008 Estimated	FY 2009 Proposed	FY 2009 Approved
Personnel Services	1,769,318	1,909,291	2,357,947	2,398,134
Operating	311,246	443,873	410,303	410,303
Allocated Accounts	426,309	571,659	300,038	276,685
Utilities and Other Expenses	236	254	265	265
Transfers	192,000	0	6,246	6,246
Year End Adjustments	0	27,893	27,683	27,683
<b>Total Expenditures</b>	<b>2,699,110</b>	<b>2,952,970</b>	<b>3,102,482</b>	<b>3,119,316</b>

**Funding Summary**

	FY 2007 Actual	FY 2008 Estimated	FY 2009 Proposed	FY 2009 Approved
Human Resources Fund	2,699,110	2,952,970	3,102,482	3,119,316
<b>Total Funding</b>	<b>2,699,110</b>	<b>2,952,970</b>	<b>3,102,482</b>	<b>3,119,316</b>

**FTE Summary**

	FY 2007 Actual	FY 2008 Estimated	FY 2009 Proposed	FY 2009 Approved
190101 Human Resources	24.50	24.50	29.00	29.00
<b>Total FTE</b>	<b>24.50</b>	<b>24.50</b>	<b>29.00</b>	<b>29.00</b>

**Summary of Services Provided**

The Human Resources Department (HR) supports the City's mission to provide high quality, low cost services to its customers including City departments and employees.

Key services include:

- Recruitment (employee/executive recruitment, applicant assistance, and pre-employment screenings);
- Benefits administration and wellness program development and implementation;
- 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);
- Personnel file maintenance, HR record keeping and HR systems maintenance; and
- Classification and pay administration.

## Administration and Management Services

### Human Resources

#### Trends and Issues

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

As the City continues to identify efficiencies, reductions, and reorganization opportunities into the next budget years, such staffing and structural changes require the involvement of Human Resources staff, leading to an anticipated increase in HR staff workload in FY09 and beyond.

With retaining current and attracting potential employees in mind, HR continues to promote benefits that are benchmarks of progressive employers. For example, a full cafeteria plan of "choices" in benefit options, in addition to health care and dependent care spending accounts is offered. Additionally, through the City's Wellness Program, "Choose Health", employees can participate in health enhancing activities and learning opportunities that will impact both the employees' and the City's productivity. The program will also leverage relationships with local health care providers to offer innovative, low or no cost approaches to keeping this issue a high priority for City employees.

As the City deals with the economic realities of property tax reform and resulting budget cuts, City employees may become more inclined to view unions as a defense against loss of status quo. Departments will be challenged to maintain positive labor relations throughout the workforce during this time of organizational change. HR's ability to focus on assisting managers with the implementation of program cuts and reorganizations will be challenged by the need to continue addressing legitimate employee concerns and, potentially, to provide supportive services to any adversely impacted employees.

Negotiations commenced in February with the International Association of Fire Fighters (IAFF), to replace the current collective bargaining agreement set to expire in September 2008. At the same time, negotiations were initiated by the Fire Battalion Chiefs and Captains unit (originally organized in 2004) for a new collective bargaining agreement for FY09. With two bargaining units negotiating concurrently in FY08 the Department found it necessary to outsource some labor relations duties, with support provided by Human Resources staff.

The City's health care costs have remained below national trends although the City is not immune to the factors that drive medical costs and threaten the financial viability of employer-sponsored health care in many areas of the country. These factors include: rising cost of indigent care, increased demand on medical services by an aging population, new and expensive technology advances, and a proliferation of prescription medication marketed directly to consumers. It is too early to gauge the impact that a change in the White House may have on the current employer-sponsored system of health coverage, but the potential for significant new government mandates exists. As always, before establishing City of Tallahassee health care rates and options for the 2009 plan year, all viable options for cost containment will be explored. Particular attention will be focused on reviewing and increasing, if appropriate, the use of Opt-Out incentives to encourage employees to leave the City's health plan if they have access to other coverage through a spouse. In addition, the balance between employer and employee costs will be carefully evaluated in order to ensure that coverage remains affordable for the City's most vulnerable employees. We will continue to promote and encourage wellness and healthy lifestyles in keeping with the City Manager's priorities as expressed in her New Year's resolution.

## Administration and Management Services

### Human Resources

#### **Significant Changes From FY 2008**

The following service level changes are approved for the Human Resources Department for fiscal year 2009:

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 3.0% merit salary enhancement in FY 2009; general employee pension rates are 9.08% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; health care rates increased by 5.03% in FY09; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries and benefits.

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

Utilities and Other Expenses category costs for fiscal year 2009 are adjusted based on rate increases approved April 1, 2008. A sewer rate increase was phased in from April of 2008 to FY 2010 with 15%, 14% and 14% increases. A water rate increase of 12.9% will be implemented effective January 1, 2009, and by an additional 11% in FY 2011. Average residential customer natural gas bill increased by \$2.50 on April 1, 2008 and by \$1.10 on October 1, 2009.

The City Commission met on February 27, 2008 and April 9, 2008 for a mid-year update on the FY08 budget and projections for the FY09 budget. The City Commission approved the City Manager's reorganization and effective April 1, 2008, five safety positions in the Utility Business and Customer Service Department were reassigned to the Human Resources Department. Fiscal Impact: \$425,908.

Reduction in expenditures for the elimination of services award gifts for employees. Fiscal Impact: (\$16,800).

Reduction in expenditures attributed to the elimination of a permanent part time HR consultant FTE position and corresponding salary and benefits. Fiscal Impact: (\$15,696).

Reduction in expenditures related to recruitment incentives and advertising. Fiscal Impact: (\$6,000).

Reduction in expenditures related to the elimination of criminal screenings for existing city employees. Fiscal Impact: (\$5,000).

Reduction in expenditures related to uniform rentals. Fiscal Impact: (\$355).

#### **City Commission Action**

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

Salary enhancements for general government employees were approved at 3% or \$1,019.20, whichever is greater, for all employees who achieve an annual performance rating of "meets expectations" or above. Other adjustments to personnel expenses included cost sharing of the increase in health care premiums between the city and employees, a 5% reduction in overtime, adjustments to the vacancy factor, salary updates, position changes, and intradepartmental transfers. A lay-off compensation package provides up to six weeks of salary benefits and payment of three months health insurance for employees whose positions will be eliminated.

The rate studies approved March 26, 2008, recommended phased in increases from April of 2008 to FY 2010 for sewer services at rates of 15%, 14% and 14%. A water rate increase of 12.9% will be implemented effective January 1, 2009, and by an additional 11% in FY 2011. The average residential customer natural gas bill increased by \$2.50 on April 1, 2008, and will increase by \$1.10 on October 1, 2009. The electric fuel/purchased power charge rate and base rate will increase by 8.3% effective October 1, 2008. The base rate increase is in line with the city commission's decision two years ago to allow the utility to automatically adjust costs other than fuel in line with the increase in construction, maintenance and other costs.

## Administration and Management Services

### Human Resources

#### Performance Measures

##### Program Objectives

During fiscal year 2009, as in prior years, Human Resources continues to 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: total "quit" rate, sick leave hours used, number of safety incidents, number of personnel actions processed, and new hire retention rate. Year to date figures below are numbers as of the second quarter of 2008.

The City has experienced a relatively low quit rate since FY 2005. Although in FY07, HR reported a slight increase (5.95%) over the FY06 actual of 5.21%, current data reflects a further decrease in the City's turnover rate. This suggests an increase in employee satisfaction.

Use of sick leave by employees has been decreasing slightly during the last three years. While some ups and downs may occur from year to year, the goal is to see an overall downward trend in usage over time. The FY08 mid-year sick leave hours (per 1,000 hours worked) of 24.1 is lower than FY07 mid-year of 27.4. Specifically, this measure can provide insight into the effectiveness of HR's Wellness Program initiatives (keeping employees healthy and at work), employee job satisfaction, (reducing the number of so-called "mental health days" taken by employees), and organizational procedures (applied in accordance with policy to prevent potential abuse).

During FY08, HR hired a new safety program administrator and the effects of an expanded focus on citywide safety is already apparent. In particular, the actual number of 357 safety incidents at mid-year indicates a strong probability that we will fall well below the targeted 855 number of safety incidents for FY08. In addition, when annualized, the FY08 amount of 714 incidents is less than two of the last three fiscal years (FY05 at 884, and FY07 at 875).

The number of personnel actions processed has increased. This is indicated by the 3,215 personnel actions processed at mid-year FY08 in comparison to all of FY06 (3,919) and is at 85% of the total processed in FY07 (4,644). The number is projected to meet or surpass the FY08 target (7500). Additionally, like other departments, HR is experiencing an increasing number of retirements and other turnovers.

New hire retention rates reports the percent of newly hired regular employees who are still on-board after one year of service with the City. Not only is this a measure of employee satisfaction, it also measures the effectiveness of the City's hiring processes in finding a good "match" for the organization. For this measurement, the higher the retention rate, the better our effectiveness. For FY07, the 92.6% new hire retention rate exceeded the two prior fiscal years (FY05 at 87.1% and FY06 at 87.3%).

Input Measures	Unit of Measure	FY 2007 Actual	FY 2008 Budget	FY 2008 YTD	FY 2009 Budget
Number of Centralized HR FTEs (based on actual hours paid to full-time and part-time employees)	#	25.69	26.50	25.52	29.00

*Corrected figures submitted to OMB Nov. 2007 for FY06 Actual: 26.0466 and FY07 Actual: 25.6861*

**City of Tallahassee  
Fiscal Year 2009 Approved Budget**

**Administration and Management Services**

**Human Resources**

<b>Input Measures</b>	<b>Unit of Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 YTD</b>	<b>FY 2009 Budget</b>
Total City FTEs (includes full-time and part-time employees)	#	3,452.00	3,124.00	3,446.70	3,446.80
<b>Output Measures</b>					
<b>Output Measures</b>	<b>Unit of Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 YTD</b>	<b>FY 2009 Budget</b>
Number of Job Applications Processed	#	26,084.40	13,500.00	9,454.00	13,500.00
<i>*Corrections submitted to Budget Office November 2007- FY06 Actuals: 14,486; FY07 Actuals: 11,457.</i>					
Number of Positions reclassified	#	96	100	51	100
Number of Alcohol/Drug Tests Administered	#	2,072	2,450	1,961	2,000
Number of Personnel Actions Processed	#	4,544	7,500	6,117	7,500
Number of Benefit Transactions Processed	#	3,888	3,650	3,386	3,800
Number of Employee Injury or Auto-Related Events Reported (based on RiskMaster data maintained by Risk Management)	#	875	855	763	750
<b>Efficiency Measures</b>					
<b>Efficiency Measures</b>	<b>Unit of Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 YTD</b>	<b>FY 2009 Budget</b>
HR staffing level ratio (per 100 FTE's serviced)	#	0.74	0.79	0.74	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	#	25.52	24.70	21.05	24.70
<i>FY08 Budget Submittal - •ICMA FY06 data (most current period available) - All Jurisdiction Average - 30.4 hours</i>					
Applications Processed (per HR FTE)	#	2,082.00	580.00	1,594.90	580.00
<i>Corrections submitted to OMB Nov 2007 for FY06 Actuals: 556.16 and FY07 Actuals: 446.03</i>					
Reclassifications Processed (per HR FTE)	#	3.65	2.40	2.21	4.70
<b>Effectiveness Measures</b>					
<b>Effectiveness Measures</b>	<b>Unit of Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 YTD</b>	<b>FY 2009 Budget</b>
% of New Hires still employed after one year	%	92.56	87.00	79.58	88.00
Percent of Internal Customer rating overall satisfaction with HR as "Good" or "Excellent"	%	82	85	0	0
<i>No survey will be performed in FY08, but is expected to be performed by the final quarter in FY09.</i>					
Avg # Applicants Per Vacancy	#	33.58	40.00	35.08	40.00
% Annual Health Insurance Increase	%	6.64	10.00	4.63	10.00
<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 - 4.63% Increase</i>					
<b>Outcome Measures</b>					
<b>Outcome Measures</b>	<b>Unit of Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2008 YTD</b>	<b>FY 2009 Budget</b>
Total City turnover	%	7.66	12.10	6.56	7.00
<i>For FY08 Budget Submittal •ICMA FY06 data (most recent period available) - All Jurisdiction Average - 6.9%</i>					
Total "Quit" Rate	%	5.95	6.30	4.80	5.00
	#	0.00	500.00	6,355.50	750.00
<i>New HR measure for FY09 (formerly UBCS Safety measure)</i>					
HR23 - # of site visits by safety specialists	#	0	425	614	430
<i>New HR measure for FY09 (formerly UBCS Safety measure)</i>					

**Administration and Management Services**  
**Human Resources**  
**Capital Improvement Program Budget**

**CIP Budget Overview**

The Human Resources Department has no capital projects for fiscal year 2009.

**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 2008.

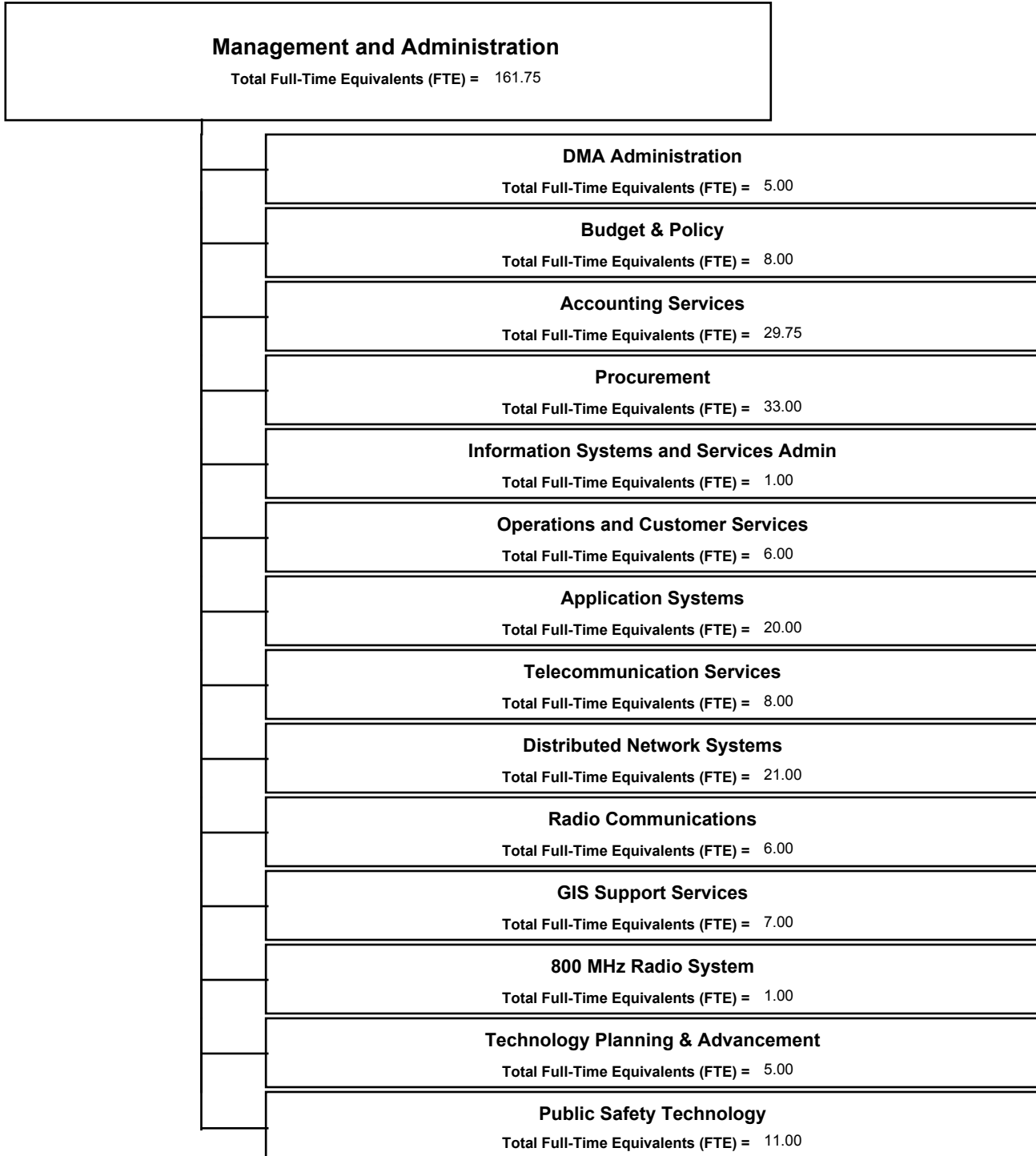
None.

**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 2009, and are not otherwise referenced in the detail pages.

None.

**Administration and Management Services  
Management and Administration  
Organizational Chart**



**City of Tallahassee**  
**Fiscal Year 2009 Approved Budget**

**Administration and Management Services**  
**Management and Administration**

**Operating Budget**

<b><u>Budgetary Cost Summary</u></b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Proposed</b>	<b>FY 2009 Approved</b>
410101 DMA Administration	496,096	391,952	590,174	623,632
410201 Budget & Policy	1,024,556	996,193	953,270	945,604
410202 Special Appropriations	13,822,763	15,016,515	14,216,326	13,925,823
410301 Accounting Services	3,173,699	2,973,769	3,288,304	3,377,556
410401 Purchasing	1,502,448	1,444,440	1,581,650	1,592,777
410402 Reproduction	145,145	123,278	125,896	125,961
410403 Supply	530,374	574,677	575,636	578,569
410404 Accounts Payable	588,501	633,167	490,761	490,917
410501 Information Systems and Services Admin	4,796,020	2,896,811	2,764,757	2,772,685
410502 Operations and Customer Services	4,542,923	5,035,817	5,278,025	5,179,088
410503 Application Systems	1,501,821	1,596,130	1,652,417	1,669,102
410505 Telecommunication Services	1,495,559	1,504,308	1,543,490	1,544,041
410506 Distributed Network Systems	1,676,909	1,673,014	1,644,374	1,662,893
410507 Radio Communications	942,532	757,473	624,302	624,646
410508 GIS Support Services	1,576,422	1,677,153	1,697,611	1,704,520
410509 800 MHz Radio System	1,160,067	1,207,605	1,228,478	1,229,507
410510 Technology Planning & Advancement	495,944	438,451	460,088	460,729
410511 Public Safety Technology	0	0	841,700	929,716
<b>Total Expenditures</b>	<b>39,471,776</b>	<b>38,940,753</b>	<b>39,557,259</b>	<b>39,437,766</b>

<b><u>Expenditure Category Summary</u></b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Proposed</b>	<b>FY 2009 Approved</b>
Personnel Services	12,155,032	12,500,198	13,599,752	13,794,419
Operating	7,160,942	10,487,843	9,527,050	9,598,716
Other Services & Charges	586,500	630,500	730,500	680,500
Allocated Accounts	3,294,995	3,041,059	3,430,566	3,519,877
Utilities and Other Expenses	103,373	114,142	116,677	116,677
Transfers	6,972,333	2,397,973	3,348,066	2,827,566
Contributions to Operations	9,198,601	9,769,038	8,804,648	8,900,011
<b>Total Expenditures</b>	<b>39,471,776</b>	<b>38,940,753</b>	<b>39,557,259</b>	<b>39,437,766</b>

<b><u>Funding Summary</u></b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Proposed</b>	<b>FY 2009 Approved</b>
General Fund	15,343,414	16,404,660	15,759,770	15,495,059
800 MHz Fund	1,160,067	1,207,605	1,228,478	1,229,507
Data Processing Fund	17,028,129	15,579,157	16,506,764	16,547,420
Accounting Fund	3,173,699	2,973,769	3,288,304	3,377,556
Purchasing Fund	2,766,467	2,775,562	2,773,943	2,788,224
<b>Total Funding</b>	<b>39,471,776</b>	<b>38,940,753</b>	<b>39,557,259</b>	<b>39,437,766</b>

**City of Tallahassee**  
**Fiscal Year 2009 Approved Budget**

**Administration and Management Services**  
**Management and Administration**

**Operating Budget**

<b><u>FTE Summary</u></b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimated</b>	<b>FY 2009 Proposed</b>	<b>FY 2009 Approved</b>
410101 DMA Administration	4.00	3.00	4.50	5.00
410201 Budget & Policy	10.00	10.00	8.00	8.00
410301 Accounting Services	31.25	30.25	29.75	29.75
410401 Purchasing	16.00	16.00	16.00	16.00
410402 Reproduction	2.00	1.00	1.00	1.00
410403 Supply	8.00	8.00	8.00	8.00
410404 Accounts Payable	10.00	10.00	8.00	8.00
410501 Information Systems and Services Admin	1.00	1.00	1.00	1.00
410502 Operations and Customer Services	9.00	8.00	7.00	6.00
410503 Application Systems	20.00	20.00	20.00	20.00
410505 Telecommunication Services	8.00	8.00	8.00	8.00
410506 Distributed Network Systems	21.00	22.00	20.00	21.00
410507 Radio Communications	6.00	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
410511 Public Safety Technology	0.00	0.00	10.00	11.00
<b>Total FTE</b>	<b>159.25</b>	<b>156.25</b>	<b>160.25</b>	<b>161.75</b>

## Administration and Management Services

### Management and Administration

#### Summary of Services Provided

The Department of Management and Administration (DMA) is comprised of five divisions - Administration, Budget and Policy (OBP), 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 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.

Procurement Services 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 ten 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.

The newly created Public Safety Systems Division is responsible for managing the applications of the Police and Fire Departments. This division is primarily responsible for providing analysis, design, development or acquisition and installation of public safety applications and infrastructure. Public safety applications vary from Computer Aided Dispatch and Records Management Systems to Crime Intelligence, Property & Evidence, Field Base Reporting and In-Car Camera Systems. The division is also responsible for the maintenance of all mobile data computers. In addition, this division supports and maintains the City's intranet site and partners with the Department of Communications in support of the City's Internet site. This responsibility includes the development or acquisition and installation of any Internet web service that improves business processes and efficiency.

## Administration and Management Services

### Management and Administration

#### Trends and Issues

##### BUDGET and POLICY (OBP)

Property tax reform and the impact on the general fund continues to dominate the City's budget discussions. The impact of Amendment 1 and the downturn in the economy have created a \$9 million budget deficit in FY09. The FY09 budget process has been a very difficult one as this office orchestrates a \$9 million reduction in the General Fund. The combination of property tax reform, a struggling economy, and staffing resources have made for a very challenging FY09 budget process.

During fiscal year 2008 OBP terminated the city's participation in the ICMA Center for Performance Measurement (CPM) Program but continued participation in the Florida Benchmarking Consortium (FBC) for a third consecutive year. The FBC program continues to expand and add new service areas that allowed the city to terminate participation in the CPM program. The city's participation in the Florida Benchmarking Consortium program will offer better comparable data than the ICMA program. FBC participation affords the city access to all of the data entered by nearly 30 cities and counties from around the state. The FBC data is proving more valuable because it allows the city to compare our services to other Florida cities and counties, which more closely resemble our services and environment.

OBP continues to maximize use of the GOVMAX budget prep system. Over the last two years, OBP fully implemented the functionality related to grants and performance measures. Both modules are now standard functions of the budget development process. As it relates to grants the Office of Budget and Policy has linked all city programs, positions and equipment funded by a grant to the specific grant source. As it relates to performance measures, OBP is utilizing the system to have departments enter and report performance measurement data on a quarterly basis.

An updated version of GOVMAX is set for release in the next few months. OBP plans to fully implement this version for the FY10 budget process. The new version will be used internally for the FY09 adopted budget and will require training for office staff only. The full training roll out will begin in January 2009 when all city departments will be required to use the new version to develop the FY 2010 budget.

##### ACCOUNTING SERVICES

Accounting Services completed imaging of all historical fixed asset, began imaging for all accounts receivable documents, and successfully implemented changes to payroll processing which saved approximately one day of business work.

The division assisted the City Auditor/Audit Committee with the selection of new auditors.

Accounting Services received the Government Finance Officers' Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the city's Comprehensive Annual Financial Report and Blueprint 2000's Comprehensive Annual Financial Report for fiscal year 2006.

The division received no significant financial statement related management letter comments from the external auditors during their annual audits of the City, Blueprint 2000, or CRTPA.

Accounting Services, in an effort to assist City leadership in meeting their target issues and other City initiatives will continue to do financial analysis, communicate and train department staff in an effort to assure that all procedures are understood and followed, ensure that business systems are being used to provide needed information, and internal controls are in place and working, and strive toward a paperless payroll that is in line with the Manager's "Go Green" initiatives.

##### PROCUREMENT SERVICES

During fiscal year 2008 Procurement Services:

## Administration and Management Services

### Management and Administration

- Received the 2007 National Achievement of Excellence in Procurement Award from the National Purchasing Institute.
- Revised the Local Charitable Contribution Preference in Purchasing and Contracting ordinance and procedures to include new procedures for renewing contracts.
- Worked with various departments through specialized training and program reviews to make certain they were in compliance with the purchase card policies.
- Continue to provide monthly training sessions for new end users of the PeopleSoft financials system.
- Revised, documented and implemented purchasing procedures to ensure that the practices and processes met the needs of the operating departments.
- Electronically submitted the 2007 1099 information to the IRS on time.
- Received purchasing card rebate in the amount of \$86,838 through our contract with the State of Florida and Bank America.
- Received \$686,096.47 in surplus sales.

Procurement Services shall continue to provide resources and procurement guidelines to assist departments in accomplishing the objectives of the target issues. During FY08 Procurement Services worked with the City's Green Government Team in an effort to develop various green initiatives. The Division developed a Green Procurement Policy to work with the newly created Environmental Policy and Energy Resources Department to implement, along with several citywide green procurement initiatives. Procurement Services contributed greatly in the City's efforts to successfully obtain the Silver Award for Green Governments. Efforts in developing bid specifications for the specialized cleaning of the City Solid Waste Building, educating our purchasing professionals on green procurement, developing and solicitation bids for green products such as paper and other items containing recyclables materials and developing a citywide green procurement policy has played an integral part in the City receiving this award.

#### INFORMATION SYSTEMS SERVICES (ISS)

ISS's collaborations with other Florida governments proved to be both successful and valuable. Governments that partner and collaborate with each other will share the cost of providing a service. During fiscal year 2008, the City of Tallahassee and Leon County partnered to purchase a brand new 800Mhz Digital Communications System at a total cost of \$19.6 million dollars. By splitting the cost and agreeing to dual ownership, the City and County were able to achieve success and provide their public safety and operational units with a radio system that will be supported until 2022.

Another example of collaboration is the City of Clearwater and the City of Tallahassee, who are partnering on a request for proposal (RFP) for leasing personal computers. By leveraging volume discounts, it is ISS's hope to reduce the total cost of ownership for our operating budgets. These are just two examples of how collaboration can pay huge dividends to our citizens. Partnerships and collaborative efforts can reduce our capital investment yet still provide our citizens the ultimate goal of effective and cost-efficient service.

ISS continues to support the technology needs of the City of Tallahassee and is committed to delivering value added services and customer driven initiatives in four key performance metric areas: customer service, business processes, training and career planning, and financial reporting.

## Administration and Management Services Management and Administration

### Significant Changes From FY 2008

The following service level changes are approved for the Management and Administration department's budget for fiscal year 2009:

Effective April 1, 2008, the City Manager's reorganization established the Division of Public Safety Technology in ISS. Staffing for this program was achieved through the transfer of existing positions and related operating expenses from various departments. The Police Department transferred seven positions and related operating budget. Positions transferred included one information manager (\$80,815), one MIS applications analyst (\$56,442), two public safety computer systems analyst coordinators (\$142,716), one mobile data systems coordinator (\$70,004), and two microcomputer analysts (\$131,443). Other expenses included temporary and overtimes funds of \$37,583, and operating expenses that total \$74,844. Fiscal Impact: \$593,847.

As a part of the City Manager's reorganization, effective April 1, 2008, the Environmental Policy and Energy Resources Department (EPER) was established to provide an enhanced focus on environmental protection and energy conservation initiatives. Staffing for this program was achieved through the transfer of existing positions and related operating budgets from various departments. To assist in this effort one full time equivalent position in the Office and Budget and Policy (\$96,026) and operating expenses (\$3,705) were transferred to EPER to support these program initiatives. Fiscal Impact: (\$99,731).

The Fire Department also transferred three positions, a public safety computer systems application coordinator (\$76,458), a business system analyst (\$70,661), and a distributed systems analyst (\$68,903) and operating expenses in the amount of \$25,800 to the new division. Fiscal Impact: \$241,822.

Eliminated dual locations and split responsibilities in the utility bill production process. Department transferred the CIS printers and maintenance cost of \$150,000 and one FTE position to the Department of UBCS to consolidate the utility bill production process. Fiscal Impact: (\$184,418).

ISS has 150 servers handling the City's databases and applications. The virtual machine project consolidate an estimated 80 servers into 8 servers resulting in savings in annual maintenance costs of the City's databases and applications. The consolidation of servers achieves some operational efficiency by creating a more manageable workload for server support staff and minimizing the need for additional staff. Fiscal Impact: (\$125,000).

This year ISS and the City of Clearwater partnered with each other and issued a request for proposal for leased machines with the assumption that better prices could be attained with a higher volume offering. This assumption proved correct and first year savings in 2008 exceeded \$187,000. For fiscal year 2009 funding reduction in rent of machine expenditures as a result of this collaborative venture resulted in reduced lease cost due to the volume discounting. Fiscal Impact: (\$92,300).

Eliminated one vacant management analyst position. Fiscal Impact: (\$79,970).

General Fund contingency was reduced. Fiscal Impact: (\$50,000).

Eliminate a vacant permanent part time accountant III position. Fiscal Impact: (\$39,193).

Eliminate funding set aside for the biennial resident opinion survey and the ICMA performance measurement program. Fiscal Impact: (\$20,628).

Funding reduction in temporary wages in the accounting services division. These funds were used as a resource to assist the division in its scanning efforts and the elimination of these funds will delay the ability to accomplish this task. Fiscal Impact: (\$15,000).

**Administration and Management Services**  
**Management and Administration**

**City Commission Action**

The City Commission approved the budget for the Department of Management and Administration with the following changes:

Salary enhancements for general government employees were approved at 3% or \$1,019.20, whichever is greater, for all employees who achieve an annual performance rating of "meets expectations" or above. Other adjustments to personnel expenses included cost sharing of the increase in health care premiums between the city and employees, a 5% reduction in overtime, adjustments to the vacancy factor, salary updates, position changes, and intradepartmental transfers. A lay-off compensation package provides up to six weeks of salary benefits and payment of three months health insurance for employees whose positions will be eliminated.

The rate studies approved March 26, 2008, recommended phased in increases from April of 2008 to FY 2010 for sewer services at rates of 15%, 14% and 14%. A water rate increase of 12.9% will be implemented effective January 1, 2009, and by an additional 11% in FY 2011. The average residential customer natural gas bill increased by \$2.50 on April 1, 2008, and will increase by \$1.10 on October 1, 2009. The electric fuel/purchased power charge rate and base rate will increase by 8.3% effective October 1, 2008. The base rate increase is in line with the city commission's decision two years ago to allow the utility to automatically adjust costs other than fuel in line with the increase in construction, maintenance and other costs.

A freeze of 2.5% was imposed on operating expenses for General Fund departments. Fiscal Impact: (\$4,451).

**Administration and Management Services**  
**Management and Administration**  
**Performance Measures**

**Program Objectives**

The department has identified the following program objectives for FY 2009:

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.

## Administration and Management Services

### Management and Administration

#### 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 decreased slightly from 98 percent in FY 2007 to 92 percent as of June 30, 2008. 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 continues to be an area for needed improvement. 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.

Input Measures	Unit of Measure	FY 2007 Actual	FY 2008 Budget	FY 2008 YTD	FY 2009 Budget
5-Year Capital Improvement Plan	\$	1,216,688	1,216,688	1,206,688	900,800
<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	\$	730,345	730,345	730,345	915,079
<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	\$	242,152	242,152	242,152	233,670
<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	#	1,376,390	2,550,300	884,519	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>					

**City of Tallahassee  
Fiscal Year 2009 Approved Budget**

**Administration and Management Services  
Management and Administration**

Output Measures	Unit of Measure	FY 2007 Actual	FY 2008 Budget	FY 2008 YTD	FY 2009 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	100	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>	#	10	10	10	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>	#	296	200	100	200

**City of Tallahassee  
Fiscal Year 2009 Approved Budget**

**Administration and Management Services  
Management and Administration**

Efficiency Measures	Unit of Measure	FY 2007 Actual	FY 2008 Budget	FY 2008 YTD	FY 2009 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	%	-1.35	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	%	-1.16	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	%	99.33	98.00	100.00	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	\$	21.42	20.70	22.98	22.93
<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	\$	23.49	23.46	24.28	25.99
<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	\$	23.56	22.77	23.56	25.23
<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>					

**City of Tallahassee**  
**Fiscal Year 2009 Approved Budget**

**Administration and Management Services**  
**Management and Administration**

Effectiveness Measures	Unit of Measure	FY 2007 Actual	FY 2008 Budget	FY 2008 YTD	FY 2009 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>	%	65.07	75.00	62.07	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>	%	81.00	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>	%	93.74	85.00	85.71	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>	%	98.74	100.00	90.33	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>	%	98.81	99.99	98.38	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 the new BOSS 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>	%	67.99	70.00	56.15	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>	%	98.00	97.00	97.17	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

**City of Tallahassee  
Fiscal Year 2009 Approved Budget**

**Administration and Management Services  
Management and Administration**

Outcome Measures	Unit of Measure	FY 2007 Actual	FY 2008 Budget	FY 2008 YTD	FY 2009 Budget
Receipt of GFOA Certificate for completion of CAFR within their guidelines <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>	1=Yes/0=No	1	1	1	1
Complete all telephone service and network connection installation service requests within three (3) working days <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>	%	98.04	80.00	92.99	80.00
Meet project goals and dates as specified in the ISS Strategic Plan <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>	%	100	100	100	100
Reduce the resolution of work stoppage problems that cannot be solved by System One Stop (SOS), to one (1) day or less <i>Computations taken from actual request for service entered into our new BOSS 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>	%	67.59	80.00	59.09	80.00
Percentage of payments processed within 30 days <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>	%	99.99	98.00	0.89	98.00
Percentage of procurement card payments made on time <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

**Administration and Management Services**  
**Management and Administration**  
**Capital Improvement Program Budget**

**CIP Budget Overview**

The capital improvement program includes funding for ten projects at a cost of \$9,361,446 for FY 2009 – FY 2013. All projects are information systems and services related with the exception of the emergency preparedness project used by departments during city related emergencies. The proposed appropriation for FY09 is \$1,779,246 and supports on-going projects from fiscal year 2008 capital improvement plan.

<u>Funding Source</u>	<u>FY 2009 Appropriation</u>	<u>5 Year CIP Total</u>
Airport RR&I/Undesignated Balance	13,910	13,910
Deficiencies Fund	150,000	750,000
Electric RR&I & RR&I UB	42,712	42,712
Energy Conservation Fund - Capital Fund	4,191	4,191
Gas RR&I/Undesignated Balance	3,478	3,478
Information Systems Services RR&I	1,431,131	7,117,731
Intergovernmental - Leon County	90,400	477,000
Internal Loan	0	909,000
Revenue Collection	9,451	9,451
Sewer RR&I Undesignated Balance	18,993	18,993
Solid Waste Rate Stabilization	4,280	4,280
Stormwater RR&I Undesignated Balance	1,783	1,783
Water RR&I	8,917	8,917
<b>Total Funding</b>	<b>1,779,246</b>	<b>9,361,446</b>

**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 2008.

Emergency Preparedness Project  
FY 2007 Permits/Enforcement Tracking  
Digital Canopy

**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 2009, and are not otherwise referenced in the detail pages.

None

## Administration and Management Services Management and Administration

### Capital Project Description

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

Project #: **09109**  
 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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Operations & Maintenance	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
<b>Total Budget</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,000,000</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Information Systems Services RR&I	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
<b>Total Funding</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,000,000</b>

Required Future Funding: **0**

## Administration and Management Services Management and Administration

### Capital Project Description

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

Project #: **09036**  
 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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Equipment Procurement	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Total Budget</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>300,000</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Information Systems Services RR&I	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Total Funding</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>300,000</b>

Required Future Funding: **0**

## Administration and Management Services Management and Administration

### 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 reduces 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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Planning/Programming/PD&E	0	0	0	0	350,000	350,000	700,000
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>350,000</b>	<b>700,000</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Information Systems Services RR&I	0	0	0	0	350,000	350,000	700,000
<b>Total Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>350,000</b>	<b>700,000</b>

Required Future Funding: 0

**Administration and Management Services  
Management and Administration**

**Capital Project Description**

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

Project #: **09035**  
 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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Administration	150,000	150,000	150,000	150,000	150,000	150,000	900,000
<b>Total Budget</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>900,000</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Deficiencies Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000
<b>Total Funding</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>900,000</b>

**Required Future Funding: 0**

## Administration and Management Services Management and Administration

### 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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Equipment Procurement	0	0	0	446,000	0	0	446,000
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>446,000</b>	<b>0</b>	<b>0</b>	<b>446,000</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Internal Loan	0	0	0	446,000	0	0	446,000
<b>Total Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>446,000</b>	<b>0</b>	<b>0</b>	<b>446,000</b>

**Required Future Funding: 0**

## Administration and Management Services Management and Administration

### Capital Project Description

Project Name: **Intranet Portal**  
 Department: **Management and Administration**  
 Division: **Application Systems**  
 Location: **City Hall**

Project #: **P415112**  
 Type: **Non-Recurring**  
 Construction - Start: **Not Applicable**  
 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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Equipment Procurement	0	0	0	313,000	0	0	313,000
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>313,000</b>	<b>0</b>	<b>0</b>	<b>313,000</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Internal Loan	0	0	0	313,000	0	0	313,000
<b>Total Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>313,000</b>	<b>0</b>	<b>0</b>	<b>313,000</b>

Required Future Funding: 0

## Administration and Management Services Management and Administration

### Capital Project Description

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

Project #: **09037**  
 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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Operations & Maintenance	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
<b>Total Budget</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>3,600,000</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Information Systems Services RR&I	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
<b>Total Funding</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>3,600,000</b>

Required Future Funding: **0**

**Administration and Management Services**  
**Management and Administration**

**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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Operations & Maintenance	175,600	180,800	186,200	191,800	197,600	197,600	1,129,600
<b>Total Budget</b>	<b>175,600</b>	<b>180,800</b>	<b>186,200</b>	<b>191,800</b>	<b>197,600</b>	<b>197,600</b>	<b>1,129,600</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Intergovernmental - Leon County	87,800	90,400	93,100	95,900	98,800	98,800	564,800
Information Systems Services RR&I	87,800	90,400	93,100	95,900	98,800	98,800	564,800
<b>Total Funding</b>	<b>175,600</b>	<b>180,800</b>	<b>186,200</b>	<b>191,800</b>	<b>197,600</b>	<b>197,600</b>	<b>1,129,600</b>

**Required Future Funding: 0**

**Administration and Management Services**  
**Management and Administration**

**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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Equipment Procurement	1,193,784	298,446	0	0	0	0	1,492,230
<b>Total Budget</b>	<b>1,193,784</b>	<b>298,446</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,492,230</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Electric RR&I & RR&I UB	170,848	42,712	0	0	0	0	213,560
Energy Conservation Fund - Capital Fund	16,764	4,191	0	0	0	0	20,955
Gas RR&I/Undesignated Balance	13,912	3,478	0	0	0	0	17,390
Water RR&I	35,668	8,917	0	0	0	0	44,585
Sewer RR&I Undesignated Balance	75,972	18,993	0	0	0	0	94,965
Airport RR&I/Undesignated Balance	55,640	13,910	0	0	0	0	69,550
Solid Waste Rate Stabilization	17,120	4,280	0	0	0	0	21,400
Stormwater RR&I Undesignated Balance	7,132	1,783	0	0	0	0	8,915
Information Systems Services RR&I	762,924	190,731	0	0	0	0	953,655
Revenue Collection	37,804	9,451	0	0	0	0	47,255
<b>Total Funding</b>	<b>1,193,784</b>	<b>298,446</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,492,230</b>

**Required Future Funding: 0**

**Administration and Management Services**  
**Management and Administration**

**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 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Equipment Procurement	0	0	0	150,000	0	0	150,000
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>150,000</b>

Funding Source	Prior Years	FY 2009 Budget	Non-Appropriated Programmed CIP Funding Y				CIP Total
			FY 2010	FY 2011	FY 2012	FY 2013	
Internal Loan	0	0	0	150,000	0	0	150,000
<b>Total Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>150,000</b>

Required Future Funding: **0**