

# City of Redlands 2014-2015 Adopted Budget

## Finance

### Mission Statement:

To provide the best possible accounting services to our customers: the general public and other City departments; to ensure that all City of Redlands financial transactions are reviewed for propriety and legality, and that the reporting of the City's financial position is performed accurately and timely.

### Departmental Goals:

- Maintain the financial system and records of the City consistent with the highest professional standards and in accordance with legal requirements and generally accepted accounting principles
- Produce timely and accurate financial reports
- Update and/or develop Finance policies and procedures
- Perform periodic internal audits of City operations
- Direct and coordinate the procurement function in an efficient and cost effective manner
- Provide an efficient method of centralized cashiering for the convenience of city departments and the public
- Oversee the custody and safekeeping of all City funds, including the efficient collection of fees, taxes, utility payments and all other payments owed to the City, and the safe deposit and management of cash from the time of receipt until the time of investment or disbursement
- Assist the City's elected Treasurer in the development of an annual statement of investment policy and quarterly investment reports that demonstrate investment policy adherence
- Maintain and promote the City's Values as authorized and approved by the City Council

### Sustainability Efforts:

- Use of recycled paper for office copies, print jobs, business cards and envelopes
- Recycle copy machine toner cartridges and use double-sided printing whenever possible
- Scanning of monthly financial reports for electronic access on the City's shared network drive
- Exploration of paperless timesheets as part of the Sungard Bi-tech Financial System Upgrade Project
- Adherence by Purchasing to a policy requiring documents that are printed on no less than "30% Post-Consumer" recycled content paper
- Purchase of recycled products through the U.S. Communities Government Purchasing Alliance
- Maintenance of a recycled products list in accordance with the City's Purchasing Policy
- Recycle Utility Bill return envelopes whenever possible for customers paying at counter; reused in night drop receptacle
- Availability of e-Bill service which allows customers to receive their municipal services bill via email

### Performance Measures:

- Upgrade the Sungard Bi-Tech financial system
  - Less staff time with updated technology and fewer manual functions and reports
  - Able to monitor revenues and expenditures more efficiently

- Able to provide more efficient reporting to other City departments
- Update policy and procedure manuals for payroll, accounts payable and accounts receivable
  - Allows staff time for additional processing
  - Current policy and procedure manuals help to provide training for newer employees, retrain existing employees and promote cross training between functions
  - Allows for streamlining and utilization of existing and updated technology
- Develop an Internal Audit plan
  - Improves operations by reviewing data and business processes
  - Increases the effectiveness of risk management, governance and control
  - Increases compliance with laws and regulations and safeguards assets

**City of Redlands  
2014-2015  
Adopted Budget**

**Finance  
Accounting and Administration**

**Program Description:**

This division performs the functions of administration, accounting and budgeting, payroll, accounts payable and accounts receivable. Other responsibilities of the division include administration of all City related debts/bonds, preparation of regular financial analysis, responsibility for the annual budget process and spending oversight, performance of periodic internal audits of City operations, as well as coordination of the City's annual audit and preparation of all related reports as required by law.

**Program Objectives:**

- Prepare a Comprehensive Annual Financial Report (CAFR) that presents an accurate financial picture of the City to the public, financial institutions and bond rating agencies
- Plan and coordinate the annual budget process producing a document for adoption by the City Council no later than June 30<sup>th</sup> of each fiscal year
- Prepare and submit required reports to State and Federal Agencies
- Prepare and distribute monthly financial information to all departments by the 20<sup>th</sup> of each month;
- Complete a weekly disbursement run producing in excess of 11,000 checks per year
- Process twenty-six regular biweekly payrolls as well as a variety of special payrolls
- Plan and coordinate the annual audits of the City, Successor Agency to the Former Redevelopment Agency, Gas Tax and Measure I funds, as well as other grant related audits as required by federal law

**Significant Program Changes:**

The Adopted Budget includes the addition of a new Accounting Technician II position.

**Accomplishments for Fiscal Year 2013-2014:**

- Completed the City's Comprehensive Annual Financial Report (CAFR) for the Year Ended June 30, 2013 and submitted the completed document to the GFOA for the Award of Excellence in Financial Reporting, an award that we have received for the last nine years
- Completed all Financial reports as required by law, including the AB 1600 Report on Development Impact Fees, the Recognized Obligation Payment Schedules as required for the Successor Agency, the State Controller's City Financial Transactions report, and the State Controller's Local Government Compensation report
- Monitored and reported on the City's budget throughout the year and worked with the City Manager, Executive and support staff, and the Budget Sub-Committee to develop a budget for FY 2014-2015 that is balanced on recurring revenues and without the use of reserves
- Completed an internal audit of the Cemetery
- Developed and implemented new bank reconciliation procedures to streamline and improve the accuracy of the process
- Presented the Groves Annual Report to the City Council
- Quarterly expense reports for the PARIS projects prepared and provided to the City Manager

- Developed three new fiscal policies, including an Enterprise Fund Policy, a Fund Balance Policy and an Inter-fund Loan Policy
- Developed fully-burdened rates for Quality of Life's Streets and Parks divisions
- Successfully produced 26 regular bi-weekly payrolls consisting of approximately 490 paychecks each, or approximately 12,740 annually, in support of nine bargaining groups.
- Produced 4 regularly scheduled special payrolls during the year and 38 unscheduled special payrolls year to date
- Processed deduction payments after each payroll, resulting in approximately 650 checks, annually
- Compiled Quarterly Tax data for Federal and State government reporting
- Produced 573 W-2's for employees for calendar year 2013
- Produced 137 Form 1099's to vendors
- Issued 3,000 invoices on behalf of various city departments
- Processed Accounts Payable checks weekly, resulting in over 11,000 checks annually
- Collected over \$1,300 on delinquent invoices through collection phone calls, eliminating the need to send to a collection agency and losing 40% in fees for their services
- Maintain W-9 vendor database to ensure City compliance with IRS requirements



City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
FINANCE

**FUND**  
GENERAL FUND

**ORGKEY**  
101130

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	503,246	532,099	527,748	591,076
4010 Overtime Salaries	11,452	7,500	27,750	15,000
4015 Banked Leave Buy Back	28,210	30,356	30,356	32,773
4050 Pension Contributions	107,813	121,082	116,855	114,088
4051 Fica/Medicare	39,202	40,909	42,269	45,043
4053 Deferred Compensation	7,991	9,492	8,832	9,674
4055 Health/Dental Insurance	99,049	101,721	94,642	99,595
4056 Worker's Comp Insurance	13,662	10,596	10,596	9,516
4057 Disability Insurance	1,599	1,108	1,777	1,436
4058 Unemployment Insurance	2,350	2,995	2,655	3,429
4059 Life Insurance	427	435	435	498
4080 Vehicle Allowance	744	780	780	780
4081 Eyecare Reimbursement	1,301	1,553	1,553	1,778
4084 Clothing Cash Payment	600	400	600	600
4085 Other Taxable Benefits	4,886	5,565	4,762	4,935
<b>TOTAL SALARIES AND BENEFITS</b>	<b>822,532</b>	<b>866,591</b>	<b>871,610</b>	<b>930,221</b>

**SERVICES**

5034 Collection Agent/Bank Fees	25	0	25	25
5103 Software Support/Développement	162,795	86,271	91,000	98,000
5140 Legal Services	78	100	250	250
5160 Auditing and Accounting	54,761	101,620	101,620	68,166
5190 Other Professional Services	63,835	70,500	70,500	69,500
5240 Meeting & Professional Devlpmt	35	2,000	1,000	2,000
5255 Travel Reimbursement	127	250	500	250
5270 Printing and Binding	6,553	4,000	4,000	4,000
5275 Postage	6,052	8,000	6,500	7,000
5280 Advertising	527	750	552	750
5290 Filming and Microfilming	0	1,000	1,000	1,000
5303 Telephone	3,128	4,000	3,200	4,000

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
FINANCE

**FUND**  
GENERAL FUND

**ORGKEY**  
101130

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SERVICES (CONT)</u></b>				
5395 Info Technology Services Charges	55,135	55,135	55,135	55,135
5570 Office Equip & Furn Rent	3,366	3,370	3,370	3,370
5722 Penalties and Interest	165	100	323	100
5800 Subscriptions & Memberships	1,010	1,850	1,850	1,900
5840 Training	455	0	500	500
5880 Special Contractual Services	267	250	275	275
5898 State Mandated Fees	20	0	0	0
<b>TOTAL SERVICES</b>	<b>358,334</b>	<b>339,196</b>	<b>341,600</b>	<b>316,221</b>
<b><u>SUPPLIES</u></b>				
6140 Office Supplies	11,064	10,000	13,000	13,000
6375 Computer Components	0	0	2,000	0
6500 Office Equipment	0	0	520	0
6560 Food	108	0	52	0
<b>TOTAL SUPPLIES</b>	<b>11,172</b>	<b>10,000</b>	<b>15,572</b>	<b>13,000</b>
<b>DIVISION TOTAL</b>	<b>1,192,038</b>	<b>1,215,787</b>	<b>1,228,782</b>	<b>1,259,442</b>

**City of Redlands  
2014-2015  
Adopted Budget**

**Finance  
Purchasing / Stores**

**Program Description:**

This division is responsible for performing the City's procurement function in accordance with Chapter 2.16 of the City's Municipal Code and all other applicable procedures and policies as established by the City. This division is also responsible for procurement and inventory of materials and supplies in support of all City departments and handles items declared as surplus for redistribution or disposal per the City ordinance.

**Program Objectives:**

- Continue to process purchase requisitions for supplies and services as quickly and efficiently as possible in accordance with purchasing procedures
- Compile, review and award formal and informal bids for materials, equipment and supplies
- Review and update the City's purchasing policies and procedures as needed
- Provide prompt service in fulfilling departmental requests for materials and supplies.
- Provide reports regarding departments' usage and expense as requested
- Execute and monitor warehouse program
- Process items declared as surplus for redistribution or disposal per City procedures
- Main objective: to increase city-wide efficiencies and cost savings

**Significant Program Changes:**

The purchasing manager together with the purchasing clerk will focus their efforts during Fiscal Year 2014-2015 on implementing and monitoring various city-wide contracting initiatives and continue to monitor the city store inventory program - "Fastenal Automated Supply Technology (FAST) - Industrial Vending". The division will also keep the purchasing guidelines and procedures up to date and provide training and assistance to various City departments as needed. The main objective of the division is to ensure city-wide compliance with the municipal code and to introduce new ideas and best practices and implement them throughout the City with the goal of eliminating waste, increasing efficiencies, productivity and cost savings.

**Accomplishments for Fiscal Year 2013-2014:**

- Updated the City's Purchasing Policies (RMC Chapter 2.16)
- Continuation of the City's Automated Inventory System
- Coordination of the City's Data Center Project

City of Redlands

2014-2015

Adopted Budget

**DEPARTMENT/DIVISION**

PURCHASING / STORES

**FUND**

GENERAL FUND

**ORGKEY**

101137

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	100,587	128,436	131,045	132,390
4005 Salaries: Part Time	7,421	0	0	0
4010 Overtime Salaries	67	0	550	500
4015 Banked Leave Buy Back	0	2,178	2,243	2,243
4050 Pension Contributions	16,767	23,187	24,804	24,242
4051 Fica/Medicare	8,090	10,019	11,136	11,018
4053 Deferred Compensation	2,923	3,013	3,069	3,069
4055 Health/Dental Insurance	6,789	16,866	1,876	1,876
4056 Worker's Comp Insurance	4,261	3,305	3,305	3,153
4057 Disability Insurance	101	343	368	397
4058 Unemployment Insurance	1,293	868	616	868
4059 Life Insurance	83	126	126	126
4081 Eyecare Reimbursement	0	450	450	450
4084 Clothing Cash Payment	0	200	200	200
4085 Other Taxable Benefits	2,600	150	8,550	8,700
<b>TOTAL SALARIES AND BENEFITS</b>	<b>150,982</b>	<b>189,141</b>	<b>188,338</b>	<b>189,232</b>
<b><u>SERVICES</u></b>				
5240 Meeting & Professional Devlpmt	1,174	3,000	2,000	2,000
5255 Travel Reimbursement	821	0	1,100	1,000
5270 Printing and Binding	3,775	6,300	5,500	6,000
5275 Postage	518	1,000	500	700
5280 Advertising	168	600	200	500
5303 Telephone	2,241	1,750	1,750	1,750
5340 Office Equipment Maintenance	0	0	35	50
5395 Info Technology Services Charges	4,528	4,528	4,528	4,528
5570 Office Equip & Furn Rent	2,422	2,443	2,443	2,443
5800 Subscriptions & Memberships	369	300	280	300
5880 Special Contractual Services	0	0	0	4,800
<b>TOTAL SERVICES</b>	<b>16,016</b>	<b>19,921</b>	<b>18,336</b>	<b>24,071</b>

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
**PURCHASING / STORES**

**FUND**  
GENERAL FUND

**ORGKEY**  
101137

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SUPPLIES</u></b>				
6140 Office Supplies	1,679	2,500	3,250	2,500
6310 Janitorial Supplies	0	0	50	50
6510 Small Tools & Equipment	0	0	50	50
6580 Damaged/Theft/Obsolete Stock	2,701	200	8	500
6590 Special Departmental Supplies	0	0	50	100
TOTAL SUPPLIES	4,380	2,700	3,408	3,200
 DIVISION TOTAL	 171,378	 211,762	 210,082	 216,503
DEPARTMENT SUBTOTAL	1,363,416	1,427,549	1,438,864	1,475,945

City of Redlands  
2014-2015  
Adopted Budget

Finance  
Revenue

**Program Description:**

The division has the responsibility for, and has been authorized to collect all city monies and deposit all cash receipts in authorized banks; to maintain and balance records of receipts and disbursements; to responsibly invest city funds through secure, approved methods; to submit quarterly investment reports in compliance with the approved investment policy; to keep and to monitor as to sufficiency for both active and inactive deposit accounts, records for collateral pledged by banks as security for public funds. The elected City Treasurer oversees the investment responsibilities of this division.

**Program Objectives:**

- Increase departmental efficiency through training, technology, and continual updates of office procedures
- Maintain an investment portfolio and provide reports that are in compliance with Federal and State laws and the city's investment policy
- Maintain an investment portfolio with liquidity to meet the city's budgeted expenditure needs for at least six months
- Maintain proper internal controls over the City's cash and investments

**Significant Program Changes:**

Fiscal year 2013-14 began with the approval of a competitively awarded contract with a new banking services provider. Staff has been coordinating the transition of all banking transactions with various agencies and other departments. This has involved a major undertaking with our software vendors, the bank, and IT staff to ensure the transition is effectuated smoothly. The effect to our customers should be transparent. Staff has already experienced improvements to various daily tasks.

Funds were budgeted to acquire two needed upgrades to our business license software that would allow staff to send renewals by email, allow payments online, and allow mobility in the field to conduct collections and real time note taking. The method by which online payments will be setup is still being determined, thus funds budgeted for the project will be carried into Fiscal Year 2014-2015. The first renewal collections done online are expected to occur with the January 2015 renewals. The upgrades provide enhancements that will allow staff to streamline manual processes and achieve greater efficiencies.

**Accomplishments for Fiscal Year 2013-2014:**

- Held Annual Dog Licensing and Low Cost Vaccination clinic in August 2013
- Programmed fee updates into the business license and dog license systems
- Coordinated conversion to new bank

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
FINANCE / REVENUE

**FUND** **ORGKEY**  
GENERAL FUND 101140

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	243,605	253,774	253,981	261,586
4005 Salaries: Part Time	18,348	25,716	17,000	25,716
4010 Overtime Salaries	8,579	5,000	13,000	10,000
4015 Banked Leave Buy Back	8,323	10,005	10,005	10,226
4050 Pension Contributions	51,802	56,793	54,918	48,414
4051 Fica/Medicare	21,235	22,362	22,362	24,702
4053 Deferred Compensation	1,956	2,080	2,080	2,080
4055 Health/Dental Insurance	30,557	32,224	28,575	26,250
4056 Worker's Comp Insurance	11,768	9,127	9,127	8,260
4057 Disability Insurance	1,164	1,132	1,207	1,226
4058 Unemployment Insurance	2,186	2,555	2,285	2,555
4059 Life Insurance	252	254	254	254
4080 Vehicle Allowance	180	216	216	216
4081 Eyecare Reimbursement	851	907	907	907
4084 Clothing Cash Payment	460	460	460	460
4085 Other Taxable Benefits	5,665	4,670	4,670	4,670
<b>TOTAL SALARIES AND BENEFITS</b>	<b>406,931</b>	<b>427,275</b>	<b>421,047</b>	<b>427,521</b>
<b><u>SERVICES</u></b>				
5103 Software Support/Development	5,860	5,600	5,470	6,100
5140 Legal Services	0	100	100	100
5190 Other Professional Services	350	0	200	150
5240 Meeting & Professional Devlpmt	60	400	300	400
5255 Travel Reimbursement	86	100	100	100
5270 Printing and Binding	1,386	3,100	3,100	4,000
5275 Postage	7,438	8,800	8,800	9,000
5280 Advertising	120	150	218	400
5303 Telephone	3,775	4,100	3,300	4,100
5340 Office Equipment Maintenance	0	500	250	570
5395 Info Technology Services Charges	19,438	21,000	20,000	22,050
5396 City Garage Charges	765	800	770	800

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
FINANCE / REVENUE

**FUND**

GENERAL FUND

**ORGKEY**

101140

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SERVICES (CONT)</u></b>				
5570 Office Equip & Furn Rent	2,411	2,625	2,420	2,625
5800 Subscriptions & Memberships	664	1,050	680	1,070
5880 Special Contractual Services	3,045	3,600	3,100	9,350
5950 Bad Debt Expense	981	1,500	1,000	1,500
<b>TOTAL SERVICES</b>	<b>46,379</b>	<b>53,425</b>	<b>49,808</b>	<b>62,315</b>
<b><u>SUPPLIES</u></b>				
6140 Office Supplies	5,445	7,000	7,000	8,500
6375 Computer Components	0	30,850	30,850	0
6500 Office Equipment & Furniture	0	11,000	11,520	1,000
6520 Promotional Supplies	1,189	1,300	950	0
6590 Special Departmental Supplies	395	400	400	450
<b>TOTAL SUPPLIES</b>	<b>7,029</b>	<b>50,550</b>	<b>50,720</b>	<b>9,950</b>
<b>DIVISION TOTAL</b>	<b>460,339</b>	<b>531,250</b>	<b>521,575</b>	<b>499,786</b>
<b>DEPARTMENT TOTAL</b>	<b>1,823,755</b>	<b>1,958,799</b>	<b>1,960,439</b>	<b>1,975,731</b>



City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
AIR QUALITY IMPROVEMENT

<b><u>FUND</u></b>					<b><u>ORGKEY</u></b>
AIR QUALITY IMPROVEMENT FUND					221130
	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED	
<b><u>SERVICES</u></b>					
5190 Other Professional Services	0	29,969	29,969	0	
TOTAL SERVICES	0	29,969	29,969	0	
<b><u>FIXED ASSETS</u></b>					
7100 Motor Vehicles	0	129,557	129,557	0	
7150 Other Betterments/Improvements	0	175,000	175,000	0	
7230 Street Construction	0	125,000	125,000	0	
TOTAL FIXED ASSETS	0	429,557	429,557	0	
 FUND TOTAL	 0	 459,526	 459,526	 0	

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
PARKING AUTHORITY

**FUND**  
PARKING AUTHORITY FUND

**ORGKEY**  
237140

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SERVICES</u></b>				
5310 Electricity & Gas	12,745	14,400	15,800	15,600
5870 General Govt Service Charge	3,231	4,000	3,231	3,316
<b>TOTAL SERVICES</b>	<b>15,976</b>	<b>18,400</b>	<b>19,031</b>	<b>18,916</b>
<b>FUND TOTAL</b>	<b>15,976</b>	<b>18,400</b>	<b>19,031</b>	<b>18,916</b>

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
GENERAL DEBT SERVICE

**FUND**  
GENERAL DEBT SERVICE FUND

**ORGKEY**  
305130

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SERVICES</u></b>				
5030 Fiscal Agent Fees	4,255	4,500	4,500	3,000
5190 Other Professional Services	969	1,000	1,000	1,000
5870 General Govt Service Charge	214	214	217	220
<b>TOTAL SERVICES</b>	<b>5,438</b>	<b>5,714</b>	<b>5,717</b>	<b>4,220</b>
<b><u>DEBT SERVICE</u></b>				
8100 Principal	1,890,000	2,085,000	2,085,000	1,670,000
8200 Interest	1,265,487	1,163,139	1,163,139	1,044,337
<b>TOTAL DEBT SERVICE</b>	<b>3,155,487</b>	<b>3,248,139</b>	<b>3,248,139</b>	<b>2,714,337</b>
<b>FUND TOTAL</b>	<b>3,160,925</b>	<b>3,253,853</b>	<b>3,253,856</b>	<b>2,718,557</b>

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
REDLANDS PUBLIC IMPROVEMENT DEBT SERVICE

<b><u>FUND</u></b>					<b><u>ORGKEY</u></b>
RDLDS PUBLIC IMPRVMT DEBT SERVICE FUND					311130
	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED	
<b><u>SERVICES</u></b>					
5030 Fiscal Agent Fees	3,450	4,000	3,450	3,450	
5870 General Govt Service Charge	104	104	106	107	
<b>TOTAL SERVICES</b>	<b>3,554</b>	<b>4,104</b>	<b>3,556</b>	<b>3,557</b>	
<b><u>DEBT SERVICE</u></b>					
8100 Principal	1,600,000	1,675,000	1,675,000	1,730,000	
8200 Interest	306,319	240,147	240,147	185,863	
<b>TOTAL DEBT SERVICE</b>	<b>1,906,319</b>	<b>1,915,147</b>	<b>1,915,147</b>	<b>1,915,863</b>	
<b>FUND TOTAL</b>	<b>1,909,873</b>	<b>1,919,251</b>	<b>1,918,703</b>	<b>1,919,420</b>	

City of Redlands  
2014-2015  
Adopted Budget

Finance  
Customer Service

**Program Description:**

The Customer Service Division is responsible for providing quality customer service to all City residents and utility customers, whether by phone or over-the-counter.

In addition to providing quality customer service, the division is responsible for billing utility customers for water, wastewater, solid waste, street cleaning services, and household hazardous waste services. With over 21,500 utility customers, bills are produced and mailed on a bi-monthly basis, keeping operational costs to a minimum.

The Customer Service Division is also responsible for annually assisting more than 17,000 customers at the counter, and more than 31,000 over the telephone. The nature of these contacts consist of processing requests for connection/disconnection of service, unusual water usage, water quality inquiries, billing inquiries, roll-off services or missed solid waste collection service.

In order to continue its commitment to provide quality customer service, the Customer Service Division processes over-the-counter utility bills and One-Stop Permit Center payments. This value-added service truly allows customers to conduct their business, from start to finish, in "One Stop!" Additionally, customers have the option and convenience of paying their bills in two locations - Customer Service or the City's Revenue office.

The Customer Service Division budget is presented in a single program within a separate Internal Service Fund, which is supported by the operating funds of Water, Wastewater, and Solid Waste.

**Program Objectives:**

- Provide quality customer service to all Redlands residents and utility customers, while assisting them with their water, wastewater, and solid waste needs
- Provide Redlands residents and utility customers with clear, consistent, accurate and equitable billing for their municipal utility services
- Continually look for ways to streamline functions and improve efficiencies to keep operating costs down
- Increase customer awareness of various payment methods available, such as: 1) the 1-2-3 Done! Program, an automated payment drafting program that offers two payment options from which to choose: Advance monthly pay or Bi-monthly pay; and 2) the Speedpay program, an on-line and VRU payment program that is offered through Western Union. Speedpay offers the flexibility to pay via credit card, debit card, or from a designated bank account. 3) GovNetPay, a counter based program, that not only offers the same payment flexibility as Speedpay, but also offers a higher payment limit, thereby meeting the needs of customers with balances greater than \$500
- Increase customer awareness of Redconnect, a program which provides customers with 24/7 secure online access to their City of Redlands municipal services account information. With Redconnect, customers have access to review their service history, billing history, water usage history, view current bill and/or print a copy, sign up for the 1-2-3 Done! payment program, or elect

to "GO GREEN" and eliminate paper waste by enrolling in e-Bill service to receive their municipal services bill via email

**Significant Program Changes:**

The Adopted Budget includes the addition of a new Customer Service Technician II position.

**Accomplishments for Fiscal Year 2013-2014:**

- Eliminated the need to create 800 work orders for "turn back-on" accounts (July, 2013)
- Eliminated the need to keep copies of driver's licenses and death certificates; these documents are reviewed and notated in the system, but are not retained by city staff, thereby reducing privacy information risks for the customer. (July, 2013)
- Created an Excel spreadsheet that tracks street leaks, internally, to determine if a leak has already been reported to Water Distribution; eliminates duplicate work orders. (August, 2013)
- Modified Municipal Services Account lien process (September, 2013)
- Training and installation of Solid Waste Scaling System enables Customer Service staff to access weight information for roll-off customers, directly, rather than waiting to receive this information from the Solid Waste division (September, 2013)
- Stuck Meter Work Order Clean-up project completed with replacement of approximately 50% of the 60 meters reviewed, creating more accurate bills and a savings of approximately 15 minutes for each account that has a stuck meter. (October, 2013)
- Automated Credit Refund Check process implemented, whereby data from the credit refund list is converted to an Excel format and merged into a Word document to produce a Credit Refund Check Request (disbursement voucher); streamlining this process eliminates approximately one hour of processing time per week and eliminates manual typing errors. (November, 2013)
- Ordinance No. 2800 Modifying Due Date and Utility Prepayment Fees was approved by Council and allows staff to waive late charges for customers that have not been late making a utility payment within the past two years; and allows a utility customer to be allowed to split a required prepayment into two installments whereby the first amount is due at the start of service, with the second due thirty days later; both modifications provide better service to the customer (January, 2014)
- Customer Service Training Conference was attended by all staff members. (March, 2014)
- Established and implemented a new workflow process for work orders generated by the Water Distribution crew. The new process allows work orders to be processed through the Customer Service database, consolidating tracking efforts and providing value-added premise information in the new work order format. Additionally, a work order printer was installed in the Water Distribution office enabling these work orders to be received interactively for review and assignment to field crew.

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
CUSTOMER SERVICE

**FUND**  
UTILITY BILLING FUND

**ORGKEY**  
608405

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	428,984	423,115	424,434	476,455
4010 Overtime Salaries	30,822	32,000	32,000	32,000
4015 Banked Leave Buy Back	17,787	32,573	32,573	15,995
4016 Compensated Absences	8,346	0	0	0
4050 Pension Contributions	92,111	96,821	91,645	88,737
4051 Fica/Medicare	36,596	35,982	39,845	41,367
4053 Deferred Compensation	1,206	1,093	1,093	1,093
4055 Health/Dental Insurance	94,266	96,551	86,922	95,091
4056 Worker's Comp Insurance	5,411	4,197	4,197	6,194
4057 Disability Insurance	4,067	4,057	4,125	4,260
4058 Unemployment Insurance	3,356	3,611	3,611	4,045
4059 Life Insurance	529	524	524	587
4080 Vehicle Allowance	180	204	204	204
4081 Eyecare Reimbursement	1,133	1,872	1,200	2,097
4084 Clothing Cash Payment	1,540	1,540	1,540	1,740
4085 Other Taxable Benefits	8,523	8,283	8,498	8,283
<b>TOTAL SALARIES AND BENEFITS</b>	<b>734,857</b>	<b>742,423</b>	<b>732,411</b>	<b>778,148</b>

**SERVICES**

5034 Collection Agent/Bank Fees	0	250	250	250
5140 Legal Services	0	250	250	250
5190 Other Professional Services	0	0	10,350	0
5240 Meeting & Professional Devlpmt	1,247	1,200	400	1,800
5255 Travel Reimbursement	87	1,100	500	800
5270 Printing and Binding	22,938	25,000	25,000	26,000
5275 Postage	66,409	73,500	71,000	75,000
5303 Telephone	6,226	8,040	8,000	8,200
5340 Office Equipment Maintenance	450	500	450	500
5395 Info Technology Services Charge	281,284	295,350	281,284	303,785
5451 Retiree Health Insurance	146,927	199,250	199,250	209,200
5570 Office Equip & Furn Rent	2,411	2,625	2,420	2,625

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
CUSTOMER SERVICE

**FUND**  
UTILITY BILLING FUND

**ORGKEY**  
608405

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SERVICES (CONT)</u></b>				
5590 Other Rentals	1,160	1,315	1,250	1,315
5800 Subscriptions and Memberships	461	1,000	500	1,000
5840 Training	565	2,300	1,900	2,500
5870 General Govt Service Charge	85,047	89,300	86,200	87,273
5880 Special Contractual Services	6,056	7,000	6,500	7,500
<b>TOTAL SERVICES</b>	<b>621,268</b>	<b>707,980</b>	<b>695,504</b>	<b>727,998</b>
<b><u>SUPPLIES</u></b>				
6140 Office Supplies	4,451	6,000	5,500	7,000
6375 Computer Components	0	3,000	2,100	800
6500 Office Equipment & Furniture	4,353	3,000	0	3,000
6590 Special Departmental Supplies	266	500	282	500
<b>TOTAL SUPPLIES</b>	<b>9,070</b>	<b>12,500</b>	<b>7,882</b>	<b>11,300</b>
<b>FUND TOTAL</b>	<b>1,365,195</b>	<b>1,462,903</b>	<b>1,435,797</b>	<b>1,517,446</b>



City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
COMMUNITY FACILITIES DISTRICT 2003-1

<b><u>FUND</u></b>					<b><u>ORGKEY</u></b>
COMMUNITY FACILITIES DISTRICT FUND					710130
	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED	
<b><u>SERVICES</u></b>					
5030 Fiscal Agent Fees	13,137	15,500	15,500	15,500	
5760 Special Program Expenditures	0	1,917	1,942	1,967	
<b>TOTAL SERVICES</b>	<b>13,137</b>	<b>17,417</b>	<b>17,442</b>	<b>17,467</b>	
<b><u>DEBT SERVICE</u></b>					
8100 Principal	105,000	125,000	125,000	140,000	
8200 Interest	523,107	520,730	520,730	514,773	
<b>TOTAL DEBT SERVICE</b>	<b>628,107</b>	<b>645,730</b>	<b>645,730</b>	<b>654,773</b>	
 DIVISION TOTAL	 641,244	 663,147	 663,172	 672,240	

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
COMMUNITY FACILITIES DISTRICT 2001-1

<b><u>FUND</u></b>					<b><u>ORGKEY</u></b>
COMMUNITY FACILITIES DISTRICT FUND					710300
	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED	
<b><u>SERVICES</u></b>					
5030 Fiscal Agent Fees	12,561	11,500	12,500	12,500	
5760 Special Program Expenditures	0	406	411	416	
<b>TOTAL SERVICES</b>	<b>12,561</b>	<b>11,906</b>	<b>12,911</b>	<b>12,916</b>	
<b><u>DEBT SERVICE</u></b>					
8100 Principal	295,000	315,000	315,000	335,000	
8200 Interest	435,248	426,693	426,693	408,108	
<b>TOTAL DEBT SERVICE</b>	<b>730,248</b>	<b>741,693</b>	<b>741,693</b>	<b>743,108</b>	
DIVISION TOTAL	742,809	753,599	754,604	756,024	
FUND TOTAL	1,384,053	1,416,746	1,417,776	1,428,264	

**City of Redlands  
2014-2015  
Adopted Budget**

**City Attorney**

**Mission Statement:**

The City Attorney's Office is dedicated to professionally providing the highest quality legal services for all City matters in the most efficient, effective, and economical manner to attain the City Council's goals and City Departments' program objectives.

**Departmental Goals:**

- Proactively provide high quality, ethical and timely legal advice to the City Council, City Manager, and City Departments to help achieve the City Council and City Departments' goals and objectives.
- Resolve all legal matters in an efficient and cost-effective manner as possible.

**Sustainability Efforts:**

- Inclusion of sustainable measures in public project contracts and procurement documents
- Purchase and use of recycled paper for copying and printing
- On-going effort to scan and store files electronically

**Program Description:**

The City Attorney is responsible for providing legal advice and representation to the City Council, City Manager, and City employees as well as to City Council-appointed commissions and boards, as needed. The City Attorney also oversees prosecution of violations of the City's Municipal Code to ensure compliance with City, state and federal laws and regulations, and monitors all City legal matters involving the use of special counsel. The City Attorney also serves as general counsel to the Successor Agency to the former Redevelopment Agency of the City of Redlands.

**Program Objectives:**

- Provide the highest quality legal services by drafting and/or providing timely review of all ordinances, resolutions, contracts and other legal documents in the normal course of City business.
- Ensure services are being provided to the City Council and staff as required or permitted by law.
- Ensure cost-effective Governmental claim defense and litigation services while assisting, reviewing and effectively monitoring special counsel services.
- Administer and coordinate the City's administrative citation program to ensure compliance with the City's Code and enhance cost recovery for Code Enforcement efforts.
- Input, coordinate with all City departments, and review the City's compliance with subpoena requests, and request for documents pursuant to the California Public Records Act

**Significant Program Changes:**

None.

**Accomplishments for Fiscal Year 2013-2014:**

- Receipt and processing (with City Attorney oversight) of 178 public record requests
- Department receipt and processing (with City Attorney oversight) of Police Department subpoena compliance.
- Continued timely, efficient and cost effective delivery of legal services despite reduction in resources.
- Provide legal guidance and oversight in assisting staff in successful hazardous materials remediation of remnant park property and subsequent sale of property for future development purposes.
- Provide legal guidance and oversight in City and Successor Agency's successful litigation against the Department of Finance relating to rejection of inter-agency loans.

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
CITY ATTORNEY

**FUND**  
GENERAL FUND

**ORGKEY**  
101150

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	271,107	282,242	282,242	289,752
4010 Overtime Salaries	50	100	55	0
4015 Banked Leave Buy Back	10,092	6,513	13,699	9,048
4050 Pension Contributions	57,962	64,966	64,966	65,755
4051 Fica/Medicare	14,862	16,841	16,841	16,565
4053 Deferred Compensation	23,542	23,831	23,831	24,518
4055 Health/Dental Insurance	30,760	34,301	34,301	22,858
4056 Worker's Comp Insurance	1,353	1,100	1,100	1,033
4057 Disability Insurance	389	413	413	0
4058 Unemployment Insurance	389	933	933	933
4059 Life Insurance	129	135	135	135
4080 Vehicle Allowance	2,400	2,400	2,400	2,400
4081 Eyecare Reimbursement	267	484	484	484
4084 Clothing Cash Payment	180	206	206	0
4085 Other Taxable Benefits	173	210	210	323
<b>TOTAL SALARIES AND BENEFITS</b>	<b>413,655</b>	<b>434,675</b>	<b>441,816</b>	<b>433,804</b>
<b><u>SERVICES</u></b>				
5140 Legal Services	33,295	60,300	35,000	45,000
5190 Other Professional Services	0	0	1,516	0
5240 Meeting & Professional Devlpmt	175	1,100	1,100	1,700
5255 Travel Reimbursement	18	275	12	50
5270 Printing and Binding	836	300	300	300
5275 Postage	88	300	105	200
5303 Telephone	2,007	2,400	2,400	2,000
5395 Info Technology Services Charges	2,493	2,493	2,493	2,500
5800 Subscriptions & Memberships	1,297	1,385	1,325	1,448
<b>TOTAL SERVICES</b>	<b>40,209</b>	<b>68,553</b>	<b>44,251</b>	<b>53,198</b>

City of Redlands  
 2014-2015  
 Adopted Budget

**DEPARTMENT/DIVISION**  
 CITY ATTORNEY

**FUND**  
 GENERAL FUND

**ORGKEY**  
 101150

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SUPPLIES</u></b>				
6130 Books & Supplies	17,127	15,000	17,000	18,500
6140 Office Supplies	1,034	1,000	1,200	1,000
TOTAL SUPPLIES	18,161	16,000	18,200	19,500
DEPARTMENT TOTAL	472,025	519,228	504,267	506,502

**City of Redlands  
2014-2015  
Adopted Budget**

**Human Resources**

**Mission Statement:**

As integral participants of the City of Redlands team, the Human Resources/Risk Management staff develops and implements sustainable processes while evaluating current programs and policies for continued efficiency and effectiveness.

**Departmental Goals:**

The changing economy experienced over the last several years has significantly impacted the organizational structure of the City. Following several reduction in staff from the severity of the recession over the past several years, the course of the Human Resources strategy has been continually altered to meet the changing needs. Employing a philosophy of flexibility and implementing a sustainability attitude we have worked diligently to adjust workloads in an effort to continue to maintain and attempt to exceed expected service levels. The Department has restructured to incorporate a generalist environment, thus including Employee Services, Recruitment, Selection, Employee/Labor Relations, Training, Workers' Compensation, Safety, Claims, and Risk Management into all HR staff classifications. Restructuring our approach to service delivery will enable the department to be more effective and increase availability to properly service all customers. In 2013 the HR department assigned dedicated HR employees to business units in order to streamline processes and improve customer service. Currently, each department has a dedicated HR professional who is more intimately aware of the specific needs of that business unit. Improvements in recruitment and response times have been realized all ready.

While the steps taken have enabled us to continue improving, taking additional incremental steps to advance our core systems is imperative or our ability to support changing strategic directions such as critical technology in position management, employee self-service, automated timekeeping, increased communication, professional development, training and on-line education will be diminished. For the protection of the City, in the next year, the department must implement a course of action to replace our human resources information systems, training, to facilitate the modernization of our core services.

The Human Resources department is a unique and invaluable unit; comprised of HR professionals who stand apart from the crowd, take chances, buck trends, defy conventions, take the road less traveled and produce more distinctive and sustainable results. We endeavor to consistently employ "HR Best Practices" and excellence in customer service, during the course and scope of our daily operations therefore leading by example.

The Human Resources Department Goal is to provide the best service in the areas of:

- Comprehensive and Competitive Recruitment and Selection Program;
- Comprehensive and Cost Effective Employee Benefits and Administration Programs;
- Comprehensive and Effective Employee and Supervisory Training, and Professional Development Programs;
- Comprehensive and Quantitative Volunteer & Intern Resources and Community Enhancement Programs working with community;

- Labor Relations, Employee Relations, Performance Management; Classification/Compensation and Position Management; Policy Development and Implementation; and
- Continually Fostering a Positive and Encouraging Work Environment.

**Sustainability Efforts:**

**City Of Redlands Employees**

The core City function is to provide service to residents and visitors. Human Resources' contribution to this function is undertaking the task of making available to the employees the tools necessary for their success which in turn contributes directly to the success of the City by providing excellent quality service to the community at all levels. This is carried out by the implementation of a variety of Human Resources programs that fall in line with the "Redlands City Values" adopted by the City Council. HR's contributions to these values to date include:

- On-line recruitment and selection for full-time, part-time and volunteer applicants;
- Effective employee performance evaluation process;
- Moving current records to digital format;
- Communicating through electronic methods;
- Improving recruitment function
- Improving customer service response times
- Revising numerous forms to electronic format;
- Use of interns and volunteers to assist with departmental projects while providing a teaching/learning environment/experience for students;
- Reviewing and correcting past practices;
- Utilizing in-house resources to provide services for recruitment panels.

**Performance Measures:**

Key performance measure is taking the organization to the next level by assessing and implementing:

- Effective and efficient recruitment with improvements in quality-of-hire, cost-per-hire, and time-to-fill measurements.
- City-wide assessment of classifications and applicable specifications and adjustments made where necessary to accurately reflect the position duties. Due to the reductions in staff over the past few years, the City organizational structure has been negatively impacted and reassessing the current structure will facilitate more efficient and effective service delivery for our customers; and
- Continuing analysis of current practices, policies and procedures to comply with applicable laws as well as recommending and implementing appropriate changes.
- Review and update of current City policies and procedures.
- Continual work with the Quality Circles.



**City of Redlands  
2014-2015  
Adopted Budget**

**Human Resources  
Human Resources Division**

**Program Description:**

The Human Resources team works collaboratively to develop strategies, infrastructure and processes that provide for the timely collection and dissemination of employee data and information, enhanced capacity for distributed reporting, and support of data-driven decision-making related to human resources.

This program provides the full range of human resource services to all City departments, and where applicable residents and visitors to our community. The primary functions of this division include recruitment and selection, employee benefits administration, personnel data maintenance; state and federal reporting; MOU (Memorandum of Understanding) administration, performance management, employee assistance, and labor and employee relations.

**Program Objectives:**

- Market a comprehensive and economical employee compensation and benefits package to attract and retain the highest caliber employees;
- Maintain a competitive and equitable recruitment and selection program that meets the demands of the City;
- Revise and implement Personnel Rules and Regulations and Administrative Policies that create a consistent, positive and productive organizational culture;
- Utilize technology in all aspects of Human Resources to create a cost effective and efficient operation;
- Implement employee self-service program citywide including:
  - Benefits enrollment and maintenance
  - Personal data maintenance
  - Electronic time-keeping
  - Communications
- Implement a more effective electronic performance management system; and
- Build upon the Volunteer & Intern Resources program including enhancing the volunteer and intern program software uses; and increase community awareness and involvement through enhanced outreach.

**Significant Changes:**

The department continually reassesses its ability to better serve our customers. To that end, to enhance performance, the department restructured and has set the cross-training of all the members of the HR Team as a critical performance measure. This will enable all HR Team members to assist all customers in all areas rather than each member specializing in a specific component of the department function. Each member will be a generalist, enabling our customers to be served more efficiently and effectively.

**Accomplishments for Fiscal Year 2012-2013:**

**Fiscal Year-to-date:**

- Decrease in the expenditures of outside recruitment agencies.
- Decrease in time-to-fill positions.
- Increase in successful recruitment placement for hard-to-fill positions.
- Provided Material Safety Data Sheet (MSDS), product safety data information, on-line for ease of access from a laptop or Smartphone.
- Provided 2-hour AB 1825, Supervisor Anti-Harassment training to City Commissioners and Committee Members.
- Helped facilitate the successful launch and year-long activities commemorating the City's 125<sup>th</sup> Anniversary.

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
HUMAN RESOURCES

**FUND**  
GENERAL FUND

**ORGKEY**  
101170

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	218,203	268,936	201,928	211,254
4005 Salaries: Part Time	14,027	30,000	21,100	19,800
4010 Overtime Salaries	660	0	0	530
4015 Banked Leave Buy Back	25,115	6,206	15,019	58,385
4050 Pension Contributions	44,373	56,385	41,610	38,104
4051 Fica/Medicare	21,700	22,025	18,141	17,013
4053 Deferred Compensation	3,954	4,978	4,978	4,287
4055 Health/Dental Insurance	26,909	30,796	9,967	19,018
4056 Worker's Comp Insurance	66,960	51,932	51,932	15,213
4058 Unemployment Insurance	2,108	2,279	2,210	1,172
4059 Life Insurance	159	205	137	143
4081 Eyecare Reimbursement	422	731	731	507
4085 Other Taxable Benefits	36,731	3,848	5,070	2,543
<b>TOTAL SALARIES AND BENEFITS</b>	<b>461,321</b>	<b>478,321</b>	<b>372,823</b>	<b>387,969</b>
<b><u>SERVICES</u></b>				
5103 Software Support/Development	0	0	0	800
5140 Legal Services	62,703	40,000	175,000	40,000
5180 Medical/Physicals	11,254	9,000	10,600	11,376
5190 Other Professional Services	3,216	5,000	27,788	5,000
5240 Meeting & Professional Devlpmt	3,422	4,500	4,500	8,000
5255 Travel Expense Reimbursement	634	2,000	2,000	2,000
5270 Printing and Binding	1,456	2,000	2,000	2,000
5275 Postage & Shipping	434	550	750	550
5280 Advertising	1,041	1,000	1,000	1,000
5290 Filming and Microfilming	0	10,000	10,000	0
5303 Telephone	3,946	3,500	4,000	3,500
5395 Info Technology Services Charges	29,925	29,925	29,925	32,050
5451 Retiree Health Insurance	2,469,507	2,975,500	2,775,500	2,958,663
5570 Office Equip & Furn Rent	1,663	1,300	1,300	2,700
5722 Penalties & Interest	100	0	0	250

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
HUMAN RESOURCES

**FUND**  
GENERAL FUND

**ORGKEY**  
101170

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SERVICES (CONT)</u></b>				
5760 Special Program Expenditures	5,000	0	0	0
5800 Subscriptions & Memberships	544	1,475	1,475	1,500
5880 Special Contractual Services	0	20,000	20,000	0
5882 Testing Services	0	12,500	12,500	0
<b>TOTAL SERVICES</b>	<b>2,594,845</b>	<b>3,118,250</b>	<b>3,078,338</b>	<b>3,069,389</b>
 <b><u>SUPPLIES</u></b>				
6130 Books & Supplies	0	100	100	1,000
6140 Office Supplies	1,211	1,500	1,500	2,000
6145 Awards/Recognition Program	6,037	10,000	10,000	10,000
6375 Computer Components	853	1,000	1,000	1,000
6500 Office Equipment & Furniture	0	1,000	1,000	1,000
6560 Food	256	1,000	1,000	1,000
6590 Special Departmental Supplies	0	2,000	2,000	2,000
<b>TOTAL SUPPLIES</b>	<b>8,357</b>	<b>16,600</b>	<b>16,600</b>	<b>18,000</b>
 <b>DEPARTMENT TOTAL</b>	 <b>3,064,523</b>	 <b>3,613,171</b>	 <b>3,467,761</b>	 <b>3,475,358</b>

**City of Redlands  
2014-2015  
Adopted Budget**

**Human Resources  
Risk Management Division**

**Program Description:**

The Risk Management Division maintains a set of operating principles that serve as the foundation for how we interact with residents, colleagues, employees and other stakeholders. At the core of these operating principles lie five core values: integrity, excellence, respect, responsibility and teamwork.

With integrity, the City expects all of its employees to act honestly, ethically and with trust. With excellence come professionalism, creativity, persistence and quality. Respect includes communications, caring, planning and honoring stakeholders. Our responsibility requires accountability, fairness and ownership. Teamwork involves shared responsibility, thoughtful communication and collaboration.

This division is administered by the Human Resources/Risk Manager with oversight from the Human Resources/Risk Management Director and includes investigation of all tort claims filed against the City and subsequent coordination with the City Attorney, City Manager and City Council as needed. This function is handled entirely in-house. Workers' Compensation and the Safety program also dovetail into Risk Management and will be addressed separately.

**Program Objectives:**

- Identify potential liability exposures and address them in a proactive, not reactive, manner;
- Receive, investigate, and take action on all tort claims within the guidelines and timeframes prescribed by law;
- Employ personnel with the level of expertise necessary to manage claims in-house and thus save on annual third party administrator (TPA) costs;
- Work closely with the City Attorney to expedite the disposition of all claims presented to the City;
- Maintain a database of all claims filed against the City;
- Prepare analysis as needed related to the City's need for excess liability insurance;
- Act as liaison with the City's insurance broker in the procurement of all property and liability insurance policies maintained by the City;
- Assist other departments with insurance related issues;
- Review proposed contractual agreements for appropriate levels of insurance coverage maintained by the other party, prior to the City entering into the agreement;
- Review proposed contractual agreements wherein the City must provide coverage, recommend acceptance or voice concerns and alternative solution;
- Compile and submit necessary documentation to the City's insurance carriers for reimbursement of losses incurred and for which the City has insurance coverage; and
- Pursue the City's subrogation rights for property losses caused by others.

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
**RISK MANAGEMENT**

**FUND**

LIABILITY SELF INSURANCE FUND

**ORGKEY**

602133

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	76,997	83,803	70,168	120,593
4010 Overtime Salaries	4	0	18	118
4015 Banked Leave Buy Back	5,088	1,934	3,173	29,538
4016 Compensated Absence	23,253	0	0	0
4050 Pension Contributions	16,139	19,077	15,022	21,792
4051 Fica/Medicare	5,954	6,159	5,496	9,678
4053 Deferred Compensation	1,741	1,895	1,895	2,359
4055 Health/Dental Insurance	12,833	13,731	4,923	11,542
4057 Disability Insurance	128	138	46	0
4058 Unemployment Insurance	259	369	265	694
4059 Life Insurance	53	54	43	86
4081 Eyecare Reimbursement	126	191	191	310
4084 Clothing Cash Payment	50	69	50	0
4085 Other Taxable Benefits	300	300	711	1,354
<b>TOTAL SALARIES AND BENEFITS</b>	<b>142,925</b>	<b>127,720</b>	<b>102,001</b>	<b>198,064</b>
<b><u>SERVICES</u></b>				
5140 Legal Services	170,788	100,000	275,000	125,000
5240 Meeting & Professional Devlpmt	0	350	350	350
5255 Travel Reimbursement	124	150	150	150
5270 Printing and Binding	0	0	350	100
5275 Postage	229	230	230	355
5303 Telephone	814	1,000	1,000	1,000
5395 Info Technology Services Charges	868	868	868	1,815
5410 Property Insurance	473,392	475,000	465,941	495,000
5411 Faithful Performance Bond	19,855	20,000	13,605	23,323
5451 Retiree Health Insurance	10,495	0	0	0
5455 Premiums for Excess Coverage	282,667	285,000	240,167	297,000
5460 Liability Claims	622,680	350,000	350,000	350,000
5490 Other Insurance	3,595	2,000	2,819	4,833
5570 Office Equip & Furn Rent	1,663	1,540	1,540	1,540

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
RISK MANAGEMENT

**FUND**

LIABILITY SELF INSURANCE FUND

**ORGKEY**

602133

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SERVICES (CONT)</u></b>				
5880 Special Contractual Services	27,840	0	0	0
5950 Bad Debt Expense	270	0	0	0
<b>TOTAL SERVICES</b>	<b>1,615,280</b>	<b>1,236,138</b>	<b>1,352,020</b>	<b>1,300,465</b>
<b><u>SUPPLIES</u></b>				
6140 Office Supplies	401	600	600	600
<b>TOTAL SUPPLIES</b>	<b>401</b>	<b>600</b>	<b>600</b>	<b>600</b>
 <b>FUND TOTAL</b>	 <b>1,758,606</b>	 <b>1,364,458</b>	 <b>1,454,621</b>	 <b>1,499,129</b>

**City of Redlands  
2014-2015  
Adopted Budget**

**Human Resources  
Workers' Compensation Division**

**Program Description:**

The City of Redlands is self-insured for its workers' compensation and contracts with a third party administrator (TPA) whose focus is to keep abreast of the continually changing Workers' Compensation laws and regulations, assure that the City maintains compliance with these changes, and most importantly facilitates the care needed to return the employee to their pre-injury status. The Workers' Compensation program provides employee treatment through a wide network of healthcare practitioners. In an effort to reach the goal of returning an employee to their pre-injury productivity the City, whenever possible, provides modified duty. Modified duty allows the employee to remain an active and productive member of the organization while still recuperating from their injury.

**Program Objectives:**

- Monitor the performance of the City's TPA for efficiency, service standards and cost-effectiveness;
- Analyze accident data, identify root causes, and coordinate with the department on implementation of programs to reduce the number of work related injuries and illnesses;
- Review status of claims with the TPA adjuster and City's legal counsel;
- Administer the Disability and Industrial Disability Retirement programs in a fiscally responsible manner;
- Facilitate an early return-to-work (RTW) for those employees able to work modified duty; and
- Mitigate potential claims by addressing work/health issues brought forward by employees.



City of Redlands

2014-2015

Adopted Budget

**DEPARTMENT/DIVISION**  
WORKERS' COMPENSATION

**FUND**

WORKERS' COMPENSATION FUND

**ORGKEY**

606175

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	57,579	76,381	59,254	58,681
4010 Overtime Salaries	119	0	0	296
4015 Banked Leave Buy Back	7,222	1,763	2,794	16,218
4050 Pension Contributions	12,135	17,385	12,622	10,585
4051 Fica/Medicare	4,504	5,387	4,678	4,737
4053 Deferred Compensation	1,618	1,875	1,875	1,191
4055 Health/Dental Insurance	9,078	11,176	2,930	5,283
4058 Unemployment Insurance	160	282	339	326
4059 Life Insurance	33	41	34	39
4081 Eyecare Reimbursement	72	146	146	140
4084 Clothing Cash Payment	0	0	0	0
4085 Other Taxable Benefits	297	308	977	731
<b>TOTAL SALARIES AND BENEFITS</b>	<b>92,817</b>	<b>114,744</b>	<b>85,649</b>	<b>98,227</b>
<b><u>SERVICES</u></b>				
5140 Legal Services	105,433	70,000	80,000	80,102
5190 Other Professional Services	15,356	21,000	110,000	60,000
5240 Meeting & Professional Devlpmt	0	750	750	750
5255 Travel Expense Reimbursement	0	500	500	500
5275 Postage	9	30	50	30
5303 Telephone	248	250	250	250
5395 Info Technology Services Charges	920	920	920	1,926
5451 Retiree Health Insurance	10,495	12,500	12,500	12,500
5455 Premiums for Excess Coverage	98,771	101,407	115,706	115,706
5480 Worker's Comp Claims	1,284,866	800,000	800,000	800,000
5570 Office Equip & Furn Rent	3,326	3,435	3,435	3,435
5800 Subscriptions & Memberships	0	100	100	100
5840 Training	0	9,350	9,350	9,350
5870 General Govt Service Charge	37,287	37,287	37,772	38,263
5880 Special Contractual Services	134,651	135,000	41,168	73,014
<b>TOTAL SERVICES</b>	<b>1,691,362</b>	<b>1,192,529</b>	<b>1,212,501</b>	<b>1,195,926</b>

City of Redlands  
 2014-2015  
 Adopted Budget

**DEPARTMENT/DIVISION**  
**WORKERS' COMPENSATION**

**FUND**  
 WORKERS' COMPENSATION FUND

**ORGKEY**  
 606175

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SUPPLIES</u></b>				
6140 Office Supplies	236	300	300	300
TOTAL SUPPLIES	236	300	300	300
DIVISION TOTAL	1,784,415	1,307,573	1,298,450	1,294,453

City of Redlands  
2014-2015  
Adopted Budget

Human Resources  
Safety Division

**Program Description:**

Employee safety is an organizational responsibility first and foremost, but also a personal responsibility. This becomes more apparent as staffing levels dwindle. However the Safety Division of the Human Resources Department is responsible for providing the tools and information necessary for each City division to function at its optimal safety level. To this end we facilitate the required training our employees are required to maintain in order to continue working in compliance with OSHA and other regulatory agencies.

**Program Objectives:**

- Provide a safe work environment for City employees;
- Comply with OSHA mandates for training and reporting;
- Review and update the City's Injury and Illness Prevention Program;
- Instill the advantages of safe work behavior in every employee, every day;
- Furnish information and resources to departments to develop programs that will help enable them to realize a reduction in the number of preventable injuries; and
- Coordinate and oversee the City's Safety Committee, develop and implement goals and objectives.

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
**SAFETY PROGRAM**

**FUND**

WORKERS' COMPENSATION FUND

**ORGKEY**

606176

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	26,489	28,569	22,835	46,946
4010 Overtime Salaries	4	0	0	118
4015 Banked Leave Buy Back	2,917	659	912	12,974
4050 Pension Contributions	5,498	6,384	4,776	8,468
4051 Fica/Medicare	2,073	2,018	1,802	3,772
4053 Deferred Compensation	599	665	665	953
4055 Health/Dental Insurance	3,770	4,099	2,540	4,227
4058 Unemployment Insurance	79	108	110	261
4059 Life Insurance	16	16	14	31
4081 Eyecare Reimbursement	38	56	56	113
4085 Other Taxable Benefits	245	248	521	585
<b>TOTAL SALARIES AND BENEFITS</b>	<b>41,728</b>	<b>42,822</b>	<b>34,231</b>	<b>78,448</b>
<b><u>SERVICES</u></b>				
5180 Medical/Physicals	1,225	2,500	2,500	2,500
5255 Travel Reimbursement	0	100	100	100
5270 Printing and Binding	0	500	500	500
5840 Training	4,358	7,500	7,500	9,500
5870 General Govt Service Charge	4,934	4,934	4,998	5,063
5880 Special Contractual Services	0	7,500	7,500	15,500
<b>TOTAL SERVICES</b>	<b>10,517</b>	<b>23,034</b>	<b>23,098</b>	<b>33,163</b>
<b><u>SUPPLIES</u></b>				
6130 Books & Supplies	826	1,000	1,000	1,000
6140 Office Supplies	124	150	150	150
6510 Small Tools & Equipment	810	1,000	1,000	100
6590 Special Departmental Supplies	0	250	250	250
<b>TOTAL SUPPLIES</b>	<b>1,760</b>	<b>2,400</b>	<b>2,400</b>	<b>1,500</b>
<b>DIVISION TOTAL</b>	<b>54,005</b>	<b>68,256</b>	<b>59,729</b>	<b>113,111</b>

City of Redlands  
2014-2015  
Adopted Budget

Human Resources  
Training Division

**Program Description:**

The Human Resources Department is responsible for coordination and oversight of citywide employee training. Focus is directed toward employee development that will apply throughout all levels of the organization to meet necessary skills and provide a network of mentoring and leadership training.

**Program Objective:**

*City Of Redlands Employees*

- Provide a comprehensive menu of training programs to educate employees and ensure fluid transition for the future, including:
  - Supervisory Training
  - Employee Training
  - Employee Orientation
  - Leadership Development
- Continue to enhance and utilize technology based management of training programs and training records;
- Continue compliance with State and Federal training mandates; and
- Educational programs to encourage individual professional development and growth.

City of Redlands  
2014-2015  
Adopted Budget

**DEPARTMENT/DIVISION**  
**TRAINING PROGRAM**

**FUND**

WORKERS' COMPENSATION FUND

**ORGKEY**

606177

	2012-13 ACTUAL (AUDITED)	2013-14 ADJUSTED BUDGET	2013-14 12 MONTH ESTIMATED	2014-15 COUNCIL ADOPTED
<b><u>SALARIES AND BENEFITS</u></b>				
4000 Full Time Salaries	26,335	28,569	22,014	46,946
4010 Overtime Salaries	4	0	0	118
4015 Banked Leave Buy Back	2,917	659	912	12,974
4050 Pension Contributions	5,463	6,384	4,594	8,467
4051 Fica/Medicare	2,061	2,018	1,740	3,772
4053 Deferred Compensation	599	665	665	953
4055 Health/Dental Insurance	3,705	4,099	918	4,227
4058 Unemployment Insurance	79	109	110	261
4059 Life Insurance	16	16	13	32
4081 Eyecare Reimbursement	38	56	56	112
4085 Other Taxable Benefits	245	248	324	585
4086 Tuition Reimbursement	227,461	175,000	225,000	115,000
<b>TOTAL SALARIES AND BENEFITS</b>	<b>268,923</b>	<b>217,823</b>	<b>256,346</b>	<b>193,447</b>
<b><u>SERVICES</u></b>				
5103 Software Support and Maintenance	0	0	355	355
5190 Other Professional Services	0	10,000	10,000	6,000
5240 Meeting & Professional Devlpmt	8,100	10,000	10,000	6,000
5270 Printing and Binding	0	1,000	1,000	1,000
5840 Training	8,300	30,000	30,000	10,863
5870 General Govt Service Charge	12,371	12,371	12,532	12,695
5880 Special Contractual Services	0	10,000	10,000	4,627
<b>TOTAL SERVICES</b>	<b>28,771</b>	<b>73,371</b>	<b>73,887</b>	<b>41,540</b>
<b><u>SUPPLIES</u></b>				
6590 Special Departmental Supplies	0	200	200	0
<b>TOTAL SUPPLIES</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>
<b>DIVISION TOTAL</b>	<b>297,694</b>	<b>291,394</b>	<b>330,433</b>	<b>234,987</b>
<b>FUND TOTAL</b>	<b>2,136,114</b>	<b>1,667,223</b>	<b>1,688,612</b>	<b>1,642,551</b>



