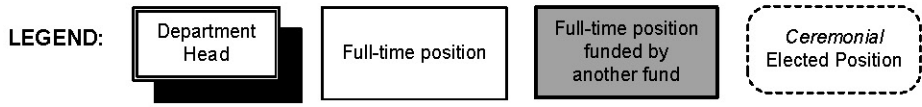


The above organizational chart depicts full-time employees only; as well as voter elected positions



# GENERAL GOVERNMENT

DEPARTMENT: Administrative Services  
 DIVISION: Finance, Utility Billing,  
 Information Technology

PROGRAM: Administrative Services  
 FUND: General Fund/Measure U2012

	Actual 2013-13	Adopted 2013-14	Year-End Estimated 2013-14	Proposed 2014-15	Proposed 2015-16
<b>PROGRAM EXPENSES/REVENUES</b>					
Salaries & Benefits	\$ 1,648,890	\$ 1,978,200	\$ 1,730,480	\$ 1,960,610	\$ 1,995,560
Services & Supplies	876,480	798,180	1,055,240	1,092,510	1,092,510
Total Operating Cost	2,525,370	2,776,380	2,785,720	3,053,120	3,088,070
Capital	773,260	824,280	777,280	838,410	838,410
Debt Service	2,653,690	2,682,650	2,290,200		
Transfers	2,388,770	2,494,900	2,494,900	2,604,200	2,604,200
Total Cost	8,341,090	8,778,210	8,348,100	6,495,730	6,530,680
Less: Departmental Revenues	310,030	326,100	313,600	460,600	614,100
Net City Cost	\$ 8,031,060	\$ 8,452,110	\$ 8,03,500	\$ 6,035,130	\$ 5,916,580

## SUMMARY OF SERVICE PROGRAMS

Administration	\$ 6,372,490	\$ 6,497,130	\$ 6,136,740	\$ 3,953,430	\$ 3,957,980
Accounting / Purchasing	555,410	672,550	629,900	721,620	741,070
Information Technology	1,221,590	1,312,780	1,292,660	1,521,650	1,531,580
Information Technology - GIS	177,380	185,740	180,170	190,300	191,320
General Fund Service Programs	8,326,870	8,668,200	8,239,470	6,387,000	6,421,950
Measure U2012	14,220	110,010	108,630	108,730	108,730
Total Service Programs	\$ 8,341,090	\$ 8,778,210	\$ 8,348,100	\$ 6,495,730	\$ 6,530,680

## SUMMARY OF POSITIONS

<u>FULL-TIME</u>					
Accountant	1	1	1	1	1
Accounting and Budget Manager	1	1	1	1	1
Accounting Technician I/II	1	1	1	1	1
Administrative Assistant - Budget	1	1	1	1	1
Customer Service Clerk	3	3	3	4	4
Director of Administrative Services	1	1	1	1	1
Finance Clerk I/II	4	4	4	4	4
GIS Manager	1	1	1	1	1
Information Technology Manager	1	1	1	1	1
Revenue Technician	1	1	1	1	1
Senior Systems Analyst	1	1	1	1	1
Systems Analyst I/II	5	5	5	5	5
Utility Billing Lead Clerk	1	1	1	1	1
Utility Billing Supervisor	1	1	1	1	1
TOTAL	23	23	23	24	24
<b>GRAND TOTAL</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>24</b>

# **GENERAL GOVERNMENT**

**DEPARTMENT: Administrative Services**  
**DIVISION: Finance, Utility Billing, Information Technology**

**PROGRAM: Administrative Services**  
**FUND: General Fund/Measure U2012**

	<b>Actual 2013-13</b>	<b>Adopted 2013-14</b>	<b>Year-End Estimated 2013-14</b>	<b>Proposed 2014-15</b>	<b>Proposed 2015-16</b>
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**SUMMARY OF POSITIONS (continued)**

**TEMPORARY (FTE)**

Treasurer (Elected)	0.5	0.5	0.5	0.5	0.5
<b>TOTAL TEMPORARY (FTE)</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

**PROGRAM DESCRIPTION**

The mission of the Department of Administrative Services is to provide the financial information necessary for the effective and efficient management of City operations; and administration of computer, business, telephone, communication, and Geographic Information Systems (GIS). Major activities include: revenue and appropriation management; annual budget preparation; purchasing; utility billing; real property management; treasury and investment functions; financial management system administration; computer, business, telephone, and communication software/hardware administration and maintenance; GIS administration; grant administration and economic development. In all, the department emphasizes the delivery of service in a timely, cost-effective, and courteous manner, relying on high performance standards as the norm. The Department consists of four divisions encompassing five major subprograms: Finance, Utility Billing, Information Technology and Special Projects. The Utility Billing Division's budget unit reflects the personnel complement of the division, however, the funding source is the Water Resources Fund. The Special Projects related activities are found in Section C, the Community and Economic Development portion of this budget document.

**SUBPROGRAMS AND THEIR OBJECTIVES**

Finance

Analyze the City's financial position and develop short- and long-range plans to ensure financial viability.

Provide high-quality financial reporting and budget presentations.

Advise City management on business factors affecting the City's fiscal environment.

Ensure the security and proper disbursement of funds through effective appropriation management.

Administer the business license and transient occupancy tax ordinances including annual renewals, new licenses, inquiries, and coordination with State agencies.

Provide staff training to ensure that the divisions' technical capabilities remain current.

Develop and update effective administrative policies to maintain internal controls.

Ensure that City departments obtain the materials and services needed, within budget, and in compliance with procurement policies.

Maximize investment earnings while safeguarding public funds as established by the City's Investment Policy and State law.

# **GENERAL GOVERNMENT**

**DEPARTMENT: Administrative Services**  
**DIVISION: Finance, Utility Billing, Information Technology**

**PROGRAM: Administrative Services**  
**FUND: General Fund/Measure U2012**

## Utility Billing

Ensure that residential and commercial customers are correctly billed for water, sewer, and refuse services, that collected revenues are accurately recorded, and all necessary procedures are performed to ensure that the City is fairly compensated for services.

Respond to utility customers' service needs by taking necessary actions on all service and billing inquiries.

## Information Technology

Provide comprehensive computer services to all City departments, which include defining informational needs and technology standards, and establishing computer policies. The division recommends equipment and software purchases, configures, installs, maintains, and supports the City's ever-changing information and technology needs.

Ensure the security and integrity of data stored on the City's computer equipment.

Division staff will expand the City's GIS and work with departments on department-specific requirements. The division is responsible for implementation of additional programs, operations, and future development of GIS.

Information Technology provides a help desk service, maintains the daily operation of the City's various computer systems, and supports a wide range of programs such as utility billing, payroll, accounts payable, police record keeping (Record Management System [RMS]), computer aided dispatch (CAD), document imaging, and GIS.

Administer and manage contracts for all computer hardware/software, telephone, and radio equipment.

Ensure that emergency service technologies are maintained on a 24-hour, 7 day-a-week basis.

<b>PERFORMANCE/WORKLOAD MEASURES</b>	<b>ACTUAL 2010-12</b>	<b>ESTIMATED 2012-14</b>	<b>PROJECTED 2014-16</b>
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## **FINANCE**

### **DEMAND/WORKLOAD**

Payroll Checks	31,004	30,262	30,924
Business Licenses	10,548	9,789	9,850
Accounts Payable Checks	14,726	14,606	14,880
Purchase Orders	3,661	4,672	4,718

## **INFORMATION SERVICES**

### **DEMAND/WORKLOAD**

<b>Computers</b>			
Number of Users	668	675	682
Number of desktop PCs	609	621	633
Number of Virtual Servers	88	94	100
Total Size of Files Stored on the "S" Drive	1 TB	1.5 TB	2.0 TB
<b>Telephones</b>			
Number of Phones	583	590	597
Number of Voice Mail Accounts	832	838	844
Number of Satellite Phones	7	7	7

# **GENERAL GOVERNMENT**

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**DEPARTMENT:** Administrative Services  
**DIVISION:** Finance, Utility Billing,  
Information Technology

**PROGRAM:** Administrative Services  
**FUND:** General Fund/Measure U2012

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<b>PERFORMANCE/WORKLOAD MEASURES</b>	<b>ACTUAL 2010-12</b>	<b>ESTIMATED 2012-14</b>	<b>PROJECTED 2014-16</b>
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## **DEMAND/WORKLOAD (continued)**

Radios			
Number of Base Stations	19	20	21
Number of Mobile Radios	150	155	160
Number of Portable Radios	426	436	446

## **EFFECTIVENESS/EFFICIENCIES**

### **UTILITY BILLING**

Utility Bills Processed	493,836	502,208	504,051
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### **GOALS AND OBJECTIVES**

- Implement payroll procedures to meet the Affordable Care Act payroll reporting requirements.
- Assist the City Manager's Office in identifying alternative revenues sources for the General Fund.
- In cooperation with other departments, facilitate access to broadband to improve the City's ability to attract and retain businesses.
- Finalize design and begin installation of an underground fiber optic cable linking the new police headquarters on Betteravia Road to City Hall.
- Facilitate improvements in budget production by integrating automated processes in the City's financial system and eliminating paper forms.
- Research the feasibility of upgrading to more efficient central cashiering program which utilizes a credit card gateway.
- Continue the cross-training of customer service clerks so that they acquire knowledge of each other's duties and also gain an understanding of finance clerk responsibilities, to absorb intermittent gaps in regular staffing.
- Explore options for implementing a paperless solution for the Department's document management system.

### **NOTEWORTHY BUDGET HIGHLIGHTS**

- The Federal government is mandating Federal, State, and local public safety agencies convert to a Project 25 system to achieve interoperable emergency radio communications by November 2017. The Federal Communications Commission (FCC) has designated the 700 MHz spectrum band for public safety use and allocated a number of frequency assignments at the State and County level for local jurisdictions, such as the City, to build their new radio systems.

Reliable emergency communications for the City's first-responders in Police, Fire, Public Works and Utilities are essential in meeting "mission-critical" public safety obligations to the community. That being said, the City's aging radio system is over ten years old with major components at the end of their useful life, in fact, parts are being purchased on eBay.

## **GENERAL GOVERNMENT**

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**DEPARTMENT:** Administrative Services  
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After examining a number of options, the City is implementing a state-of-the-art 700 MHz trunked radio communications system from Motorola that is Project-25, Phase 2 Time Division Multiple Access, and Phase 1 Frequency Division Multiple Access compliant per FCC regulations. The system will be highly reliable and fault tolerant; meet specified requirements for performance, coverage, and backup configuration; include capacity for growth; and have a clear migration path for new emergent technologies without the need to replace major equipment elements. Additionally, a 160-foot tower on the Los Flores Ranch, along with a 65-foot tower at 1111 West Betteravia Road, will be built to provide radio coverage in the Santa Maria Valley.

The proposed Los Flores Tower will provide enhanced indoor and outdoor coverage to the first responders and to all other City radio users. The site is strategically located in an area that provides unobstructed views of the City, surrounding properties, and the Highway 101. For this reason, it is envisioned this site will play a critical role in supporting the infrastructure needs of the City's existing and future radio communications systems that support the various City departments. This 160-foot tower and site could potentially be leased to other telecommunications carriers.

The majority of the cost for this portion of Phase III of the Police Headquarters Project will be funded by Police-related growth mitigation fees, and the Mobile Equipment Fund with the remainder allocated among City departments based on the respective departments' proportionate share of their use of radios, phones, and computers.

As part of the planned relocation of the Police Department into the 1111 West Betteravia Road facility, the Information Technology Division will assist with the relocation of the Police Department's communications center, information technology systems, a fiber optic loop from City Hall to the new headquarters, the radio system, structured cabling, network switches, in-car wireless infrastructure, as well as other associated components over the next two-year period.

- Separate and distinct from the aforementioned project, during 2015-16, the Information Technology Division will develop a financing and implementation plan to upgrade the Police and Fire Departments' public safety CAD system, which will be fully integrated with a RMS, mobile data computers, E-911, and Field-Based Reporting. Strategic project goals and priorities for the CAD system include: 1) leverage advances in public safety technology to improve operations in the most cost effective manner; 2) increase Police Officer, Firefighter, and all emergency work safety; 3) implement systems that maximize efficient deployment of public safety personnel; 4) improve public safety response time; 5) increase productivity by eliminating duplicated and/or unnecessary tasks, and; 6) provide timely and consistent data necessary to effectively manage public safety resources.
- The proposed underground fiber optic cable will link the new police headquarters on West Betteravia Road to City Hall. This could establish the foundation for the City to expand access of this fiber optic resource to other governments, and to businesses. For non-governmental access, the City would first study a proven municipal fiber optic model. This project could become a revenue generator as well as a means to recruit and retain businesses to the community, and could be positioned as an attractively priced option for consumers.
- Currently, the City is standardized on Microsoft's Office Suite 2003. However, mainstream support for Microsoft Office 2003 ended in April 2009 and extended support will end during this budget cycle. Consequently, Information Technology staff will be completing a City-wide upgrade to Microsoft Office Suite 2013 during 2014-15.
- To reduce recurring telephone fees, the Information Technology Division started a project to convert sections of its telephone network to Voice Over IP technology. Deployment of Voice over IP technology will continue throughout the City during 2014-16.

## **GENERAL GOVERNMENT**

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- On December 31, 2014, the City's local franchise agreement with Comcast Cablevision expires, and on or before that date, it will be replaced by a State-issued franchise. Presently, 17 City facilities are connected to City Hall via Comcast's I-Net fiber. During 2014-15, the Information Technology Division will install radio and/or microwave technology for network connectivity for the aforementioned 17 facilities, thereby, avoiding the Comcast Cablevision leased I-Net cost projected at approximately \$275,000 per year.
- Due to a vacancy of one Senior Systems Analyst and the previous elimination of one Systems Analyst III in the Information Technology Division, the City does not have the in-house staff with the required technical skills to perform the mission critical duties that ensure the operability of the City's network and related technology systems. In 2010, the City contracted with CIO Solutions to provide these mission critical information technology services. The City will continue to contract with CIO Solutions and fund this service within target dollars.
- To promote and increase commerce and tourism within the City; collect, develop, and preserve artifacts relevant to the history of the City; and provide for economic development, the City funds contributions to the Chamber of Commerce, the Historical Society and Museum as well as the Museum of Flight. Revenue from transient occupancy tax (TOT) is used to fund these contributions. Prior to the recession that began in 2007-08, the City provided those outside agencies with the maximum Municipal Code prescribed allocations. During and since the recession, the City limited those allocations, concurrent with operational budget reductions across departments. In this budget cycle, staff recommends a modest allocation increase of ten percent to outside agencies. This proposed allocation increase is still far below the authorized amount pursuant by the Municipal Code. The difference will enable the City to fund two new Police Officer positions during 2014-16.
- As a result of 2012 State legislation, a seven-member Oversight Board of the Successor Agency to the Redevelopment Agency (RDA) was established. The Oversight Board oversees dissolution activities of the dissolved RDA, including payment of enforceable obligations, termination of agreements, disposal of assets, and distribution of funds. The City, as the Successor Agency to the RDA is responsible for the cost of Oversight Board meetings. This cost may include mileage reimbursement for all seven-members, as well as the cost of staffing the meetings, preparing agendas, reports and minutes, researching questions and providing information. The Oversight Board does not receive compensation in the form of salary. The two City appointees to the Oversight Board are the City Manager and the Director of Administrative Services.

The Oversight Board has convened and approved the dissolved RDA's Refunding Lease Revenue Bonds as an enforceable obligation. The State Department of Finance, however, ruled that the bonds were not an enforceable obligation as the tax increment was not pledged as payment for the bonds. The General Fund has paid the annual debt service payments for fiscal years 2012, 2013 and 2014 resulting in the use of General Fund and Local Economic Augmentation Funds (LEAF) reserves of approximately \$4 million. The final General Fund debt payment was in fiscal year 2014. The final debt service payments for fiscal years 2015 and 2016 was prepaid in June 2014 by the Debt Service Reserve fund, which was created upon the bond issuance in 2003.

- Currently, the Utility Billing Division is charged entirely to the Water Fund. Staff proposes to allocate one-third of the division's costs to the Solid Waste Collection Fund, one-third to the Wastewater Fund, and one-third of the funding will remain in the Water Resources Fund. The Utility Billing Division bills for three services – solid waste collection, wastewater and water. This will result in an annual cost savings of approximately \$493,000 in the Water Fund.

The Utility Billing Division is also requesting one new Customer Service Clerk position to provide enhanced customer service and reduce customer wait times. This position will be funded by the Water Fund. Currently, during busy periods, wait times on telephones and at the Utility Billing counter in City Hall average five to 15 minutes. Enhancing the personnel complement will reduce customer wait time on telephones and in line at the Utility Billing counter. A Customer Service Clerk position was last added in 2008.

## 2014-16 BUDGET

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### CITY OF SANTA MARIA

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The Utility Billing Division, located in City Hall, is requesting one new Customer Service Clerk position to provide enhanced customer service and reduce customer wait times. More than 500 customers per day, on average, arrive in person or call by phone to reconcile their City utility bills.