

# TECHNOLOGY SERVICES

## TECHNOLOGY SERVICES (1001)

### OVERALL GOAL

Technology Services personnel are committed to identifying, implementing, and supporting cost-effective innovative technology solutions in support of the City's mission of continuous improvement and customer service.

### KEY OBJECTIVES

- Develop and maintain a Technology Services Strategic Plan (TSSP), Technology Services Disaster Plan (TSDP), and Technology Services Customer Service Level Agreement (TSCSLA).
- Negotiate levels of service and measure the effectiveness of Technology Services' ability to satisfy the levels of service defined.
- Protect the integrity, availability, backup and recovery of information for the City.
- Manage and support citywide technology systems and services, including planning and project management, analysis and programming, network administration and user training and assistance, providing superior customer service.
- Align investment in technology to accomplish city goals and objectives and to improve business processes.
- Leverage on the City's investment and utilization of technology to maximize the City's return on investment and to minimize the total cost of ownership.
- Plan for and protect against the disruption of City services due to potential disasters.

### KEY PERFORMANCE MEASURES

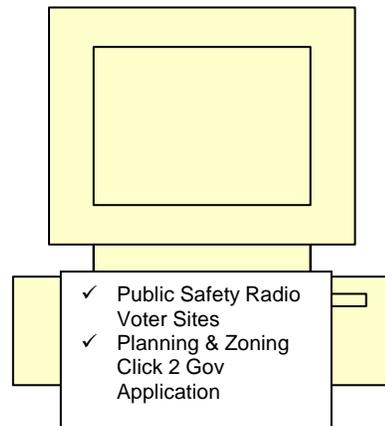
- Update the TSSP, TSDP, and TSCSLA after each budget period to reflect funded initiatives.
- Maintain 90 percent or better compliance with metrics identified in Customer Service Level Agreement.
- Maintain 99 percent uptime for technology solutions deployed within the city.
- Maintain 90 percent or better customer satisfaction rating on annual customer surveys.
- Review opportunities for process improvement and customer service enhancements using technology with each city department before each budget cycle.
- Operate within 5 percent variance of annual Material & Services budget and operate within 10 percent variance of Capital Improvement Project budget.
- Restore 100 percent of the technology services identified in the Technology Services Disaster Plan (TSDP) as a continuous operations requirement following a citywide disaster within time constraints identified in the TSDP.

### CAPITAL OUTLAY – FY 2014

Network Switch replacement	\$64,000
Phone Recording System for Police	\$30,000
Enterprise SQL upgrade	\$21,000
Server farm upgrade	\$25,000
Wireless Network	\$30,000
Backup Refresh	\$27,000
SPAM replacement	\$20,000
Email Archive replacement	\$26,000
Firewall replacement	\$ 7,500
<b>Total</b>	<b>\$250,500</b>

### CAPITAL OUTLAY – FY 2015

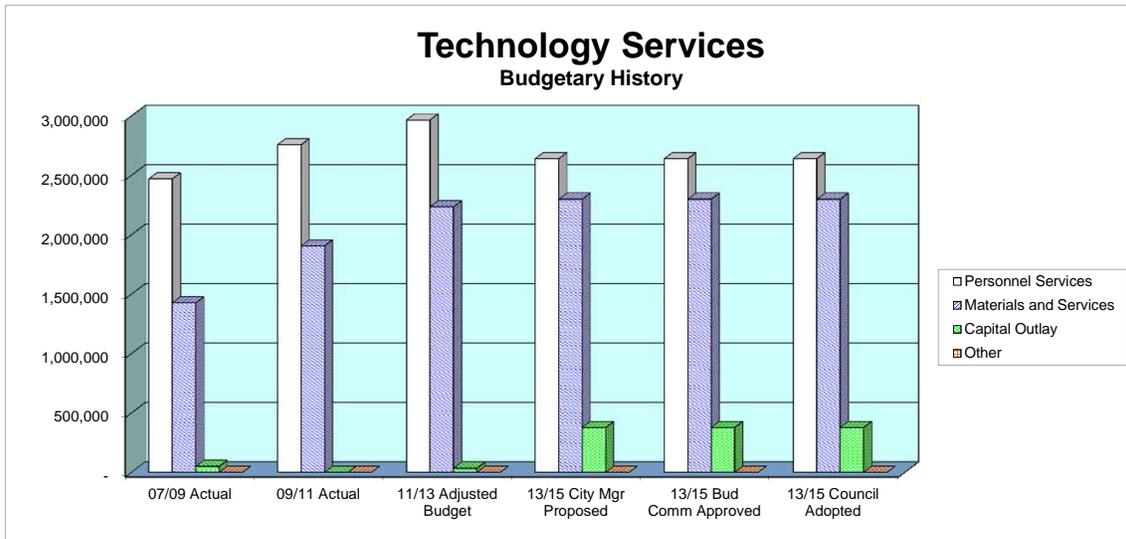
Plotter replacement for Planning	\$10,000
Network Switch replacement	\$11,500
Additional Storage for data replication	\$40,000
Server farm upgrades	\$25,000
Telestaff Server upgrade	\$17,000
Fire GPS -	\$24,000
<b>Total</b>	<b>\$127,500</b>



## Technology Services

### Technology Services (1001)

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	2,470,590	2,758,116	2,966,740	2,640,970	2,640,970	2,640,970
Materials and Services	1,427,554	1,907,075	2,235,340	2,299,940	2,299,940	2,299,940
Capital Outlay	50,508	-	35,000	378,000	378,000	378,000
Other	-	-	-	-	-	-
<b>Total</b>	<b>3,948,651</b>	<b>4,665,191</b>	<b>5,237,080</b>	<b>5,318,910</b>	<b>5,318,910</b>	<b>5,318,910</b>



### STAFFING

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
126 Systems Administrator	3.00	4.00	3.00	3.00	3.00
130 Database Supervisor	-	-	1.00	1.00	1.00
199 Network/PC Specialist	2.00	1.00	1.00	1.00	1.00
219 Technology Services Director	1.00	1.00	1.00	1.00	1.00
249 Technology Support Technician	1.00	1.00	1.00	1.00	1.00
255 Project Manager	1.00	1.00	-	-	-
258 Database Technician	1.00	1.00	1.00	1.00	1.00
259 Sr. Systems Administrator	1.00	1.00	-	-	-
274 Public Safety Systems Adminis.	1.00	1.00	1.00	1.00	1.00
298 GIS Programmer Analyst	1.00	1.00	1.00	1.00	1.00
319 GIS Manager	1.00	1.00	-	-	-
337 Assistant Tech Services Director	-	-	1.00	1.00	1.00
<b>TOTAL FULL-TIME POSITIONS</b>	<b>13.00</b>	<b>13.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>0.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL POSITIONS</b>	<b>13.50</b>	<b>13.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

## TECHNOLOGY SERVICES

### TECHNOLOGY SERVICES CAPITAL IMPROVEMENT PROJECT SUMMARY (1002)

		Carry Forward	13-14	14-15	Total
FN0020	Microsoft Exchange SW Replace	-	115,000	-	115,000
FN1222	Naviline (HTE) SW Replacement	10,000	343,250	510,000	863,250
	<b>Technology Services (1002) TOTAL</b>	<b>10,000</b>	<b>458,250</b>	<b>510,000</b>	<b>978,250</b>
	<b>Funding Source</b>	-	-	-	-
001	General Fund	10,000	458,250	510,000	978,250
	<b>TOTAL FUNDING</b>	<b>10,000</b>	<b>458,250</b>	<b>510,000</b>	<b>978,250</b>

# TECHNOLOGY SERVICES

## TECHNOLOGY SERVICES CIP (1002)

**PROJECT NUMBER: FN0020 Microsoft Exchange Software Replacement**

### DESCRIPTION

The city seeks to replace the core email application it uses on a daily basis.

### PURPOSE AND JUSTIFICATION

Email is considered a core application for City communication. As a cost-saving proposition in the previous biennium, the City replaced a decade-old Microsoft email application. The email solution chosen as the replacement was a non-Microsoft software application called Zimbra, which was chosen as the least cost alternative after comparing it with several email solutions, including Microsoft's solution, Exchange. Zimbra uses a web browser interface, but also includes integration with Microsoft Outlook. Microsoft Outlook is the desktop email client preferred and used most by city staff. Zimbra's projected cost savings from software acquisition and maintenance are offset by the numerous challenges it has presented to city staff, due to lack of functionality and inexplicable errors. Zimbra currently accounts for the highest number of calls for service to Technology Services. Investing in Microsoft Exchange will eliminate integration challenges, reduce calls for service, and improve city staff productivity.

### PROJECT REQUIREMENTS

	Carry Forward*	13-14	14-15	Total
Software and implementation services	-	115,000	-	115,000
	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>115,000</b>	<b>-</b>	<b>115,000</b>

### PROJECT RESOURCES

	Carry Forward*	13-14	14-15	Total
General Fund (001)	-	115,000	-	115,000
<b>TOTAL</b>	<b>-</b>	<b>115,000</b>	<b>-</b>	<b>115,000</b>

\*These projects were approved as part of a previous budget cycle and have not been completed or fully implemented.

# TECHNOLOGY SERVICES

## TECHNOLOGY SERVICES CIP (1002)

**PROJECT NUMBER: FN1222 NaviLine (H.T.E.) Software Replacement**

### DESCRIPTION

The city seeks to replace the core applications it uses on a daily basis for Community Development and Finance.

### PURPOSE AND JUSTIFICATION

The city currently uses core applications on a daily basis for Community Development, Finance, and Case Management, which run on IBM's AS400 architecture. One FTE in the Technology Services Department is required to manage the AS400 architecture. If the city chooses to move away from the AS400 architecture to a Windows solution, then the Technology Services Department will be able to reduce headcount by one FTE. In addition to reducing personnel costs, it is possible to reduce both hardware and software maintenance costs by moving away from the AS400 to a Windows solution. This initiative is a cost-saving initiative for the city.

### PROJECT REQUIREMENTS

	Carry Forward*	13-14	14-15	Total
Software and implementation services	10,000	343,250	510,000	863,250
Hardware	-	-	-	-
<b>TOTAL</b>	<b>10,000</b>	<b>343,250</b>	<b>510,000</b>	<b>863,250</b>

### PROJECT RESOURCES

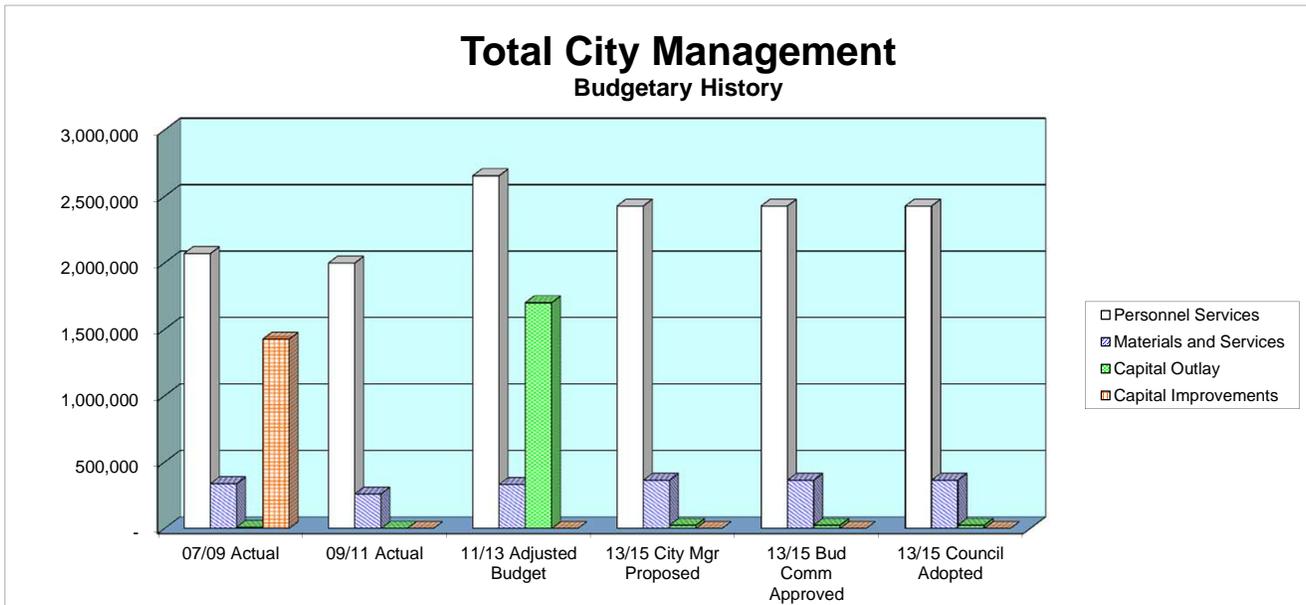
	Carry Forward*	13-14	14-15	Total
General Fund (001)	10,000	343,250	510,000	863,250
<b>TOTAL</b>	<b>10,000</b>	<b>343,250</b>	<b>510,000</b>	<b>863,250</b>

\*These projects were approved as part of a previous budget cycle and have not been completed or fully implemented.

## City Management

### Total City Management (11)

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	2,070,130	1,998,791	2,655,950	2,428,790	2,428,790	2,428,790
Materials and Services	336,985	261,052	331,100	363,670	363,670	363,670
Capital Outlay	11,078	-	1,700,000	25,000	25,000	25,000
Capital Improvements	1,425,987	-	-	-	-	-
<b>Total</b>	<b>3,844,180</b>	<b>2,259,843</b>	<b>4,687,050</b>	<b>2,817,460</b>	<b>2,817,460</b>	<b>2,817,460</b>



### STAFFING

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
101 City Manager	1.00	1.00	1.00	1.00	1.00
102 Deputy City Manager	1.00	1.00	1.00	1.00	1.00
105 Assistant to the City Manager II	1.00	1.00	1.00	1.00	1.00
124 Deputy City Recorder	1.00	1.00	1.00	1.00	1.00
151 Code Enforcement Officer	2.00	-	-	-	-
240 Executive Support Specialist	1.00	1.00	1.90	2.00	2.00
243 Economic Development Coordinator	1.00	1.00	1.00	-	-
250 Office Administrator	1.00	1.00	-	-	-
260 Neighborhood Resource Coordinator	1.00	1.00	-	-	-
261 Grants Specialist	1.00	-	-	-	-
264 Administrative Support Technician	1.00	-	-	-	-
309 Clerical Support Technician	0.38	0.76	-	-	-
330 Assistant to the City Manager I	-	-	1.00	1.00	1.00
332 Assistant to the Deputy City Manager	-	1.00	0.90	0.90	0.90
TBD Emergency Management Position	-	-	-	1.00	1.00
<b>TOTAL FULL-TIME POSITIONS</b>	<b>12.38</b>	<b>9.76</b>	<b>8.80</b>	<b>8.90</b>	<b>8.90</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>0.12</b>	<b>-</b>	<b>-</b>	<b>0.06</b>	<b>0.06</b>
<b>TOTAL POSITIONS</b>	<b>12.50</b>	<b>9.76</b>	<b>8.80</b>	<b>8.96</b>	<b>8.96</b>

# CITY MANAGEMENT

## CITY MANAGEMENT (1101)

### OVERALL GOAL

Serve as the chief administrative officer of the City by providing and coordinating the delivery of services in conformance with Council policies, goals, objectives, community vision and Strategic Plan; develop and present the biennial budget document to the Council and Budget Committee; and ensure effective communication regarding City services and activities to the City Council and citizens.

### STRATEGIC PLAN

#### Responsive Leadership

Goal 12: Ensure financial stewardship and long-term municipal financial stability for City services, assets and facilities.

Goal 14: In an open and transparent manner effectively deliver municipal services that Medford citizens need, want and are willing to support.

Goal 15: Ensure qualified City workforce through ongoing training and education.

### KEY OBJECTIVES

- Provide information, analysis and recommendations to the City Council to enable the Council to accomplish its goals, objectives and community vision as outlined in the Strategic Plan.
- Provide leadership in support of staff mission: Continuous Improvement – Customer Service.
- Provide proactive policy management.
- Evaluate performance of City department heads and services provided by City departments.
- Maintain effective communication with other governmental agencies.
- Management of the Medford Urban Renewal Agency.
- Seek state and federal support for proposals which further Medford's interests.
- Promote community outreach and information efforts.
- Implementation of Emergency Preparedness activities and plans.
- Strong fiscal management.

### KEY PERFORMANCE MEASURES

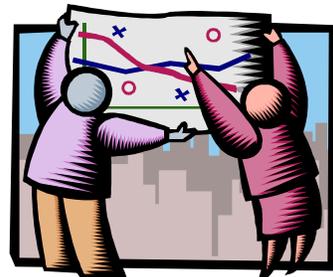
- Weekly meetings with Council leadership.
- Effective communication with Councilmembers.
- Attend meetings with management groups, other government agencies and organizations for the purpose of networking and securing support of City programs and projects.
- Secure state and/or federal funding for City projects.
- Monitor State and Federal legislative activities.

### CAPITAL OUTLAY - 2014

None

### CAPITAL OUTLAY - 2015

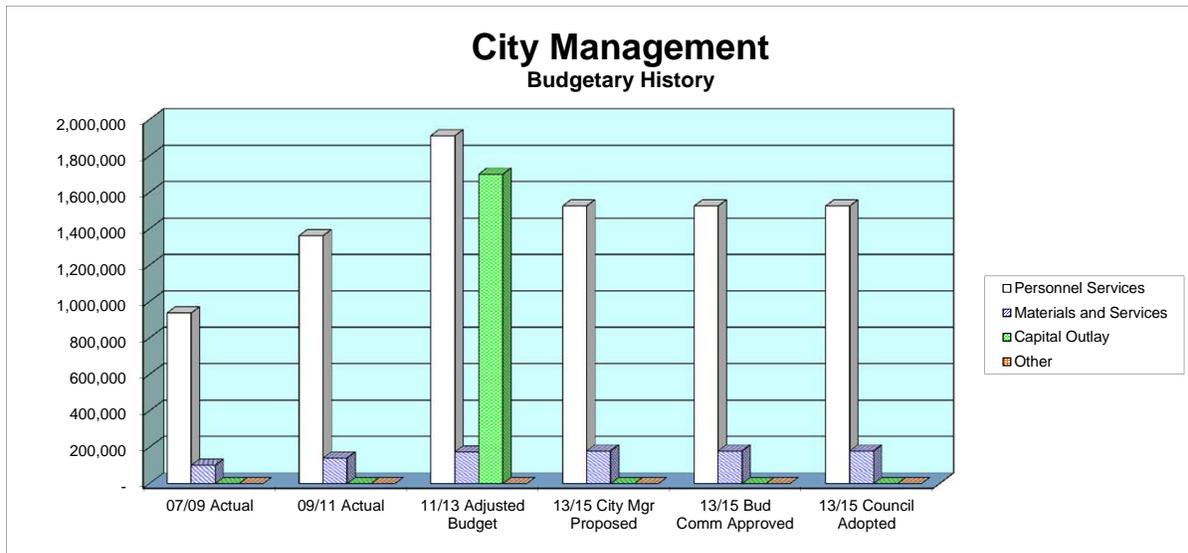
None



## City Management

### City Management (1101)

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	937,769	1,361,980	1,911,090	1,525,400	1,525,400	1,525,400
Materials and Services	101,250	140,364	173,520	179,560	179,560	179,560
Capital Outlay	358	-	1,700,000	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>1,039,378</b>	<b>1,502,344</b>	<b>3,784,610</b>	<b>1,704,960</b>	<b>1,704,960</b>	<b>1,704,960</b>



### STAFFING

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 City Mgr Proposed	13/15 Council Adopted
101 City Manager	1.00	1.00	1.00	1.00	1.00
102 Deputy City Manager	0.50	0.50	1.00	0.50	0.50
105 Assistant to the City Manager II	0.50	0.50	0.50	0.50	0.50
240 Executive Support Specialist	1.00	1.00	1.85	1.85	1.85
250 Office Administrator	1.00	1.00	-	-	-
309 Clerical Support Technician	-	0.38	-	-	-
330 Assistant to the City Manager I	-	-	1.00	1.00	1.00
332 Assistant to the Deputy City Manager	-	1.00	0.90	0.80	0.80
<b>TOTAL FULL-TIME POSITIONS</b>	<b>4.00</b>	<b>5.38</b>	<b>6.25</b>	<b>5.65</b>	<b>5.65</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.06</b>	<b>0.06</b>
<b>TOTAL POSITIONS</b>	<b>4.00</b>	<b>5.38</b>	<b>6.25</b>	<b>5.71</b>	<b>5.71</b>

# CITY MANAGEMENT

## ECONOMIC DEVELOPMENT (1104)

### OVERALL GOAL

Ongoing maintenance of an economic development plan and marketing strategy for the City of Medford with primary emphasis on the retention and expansion of current businesses and creation of family wage jobs, but also addresses new business recruitment.

### STRATEGIC PLAN

Healthy Economy

Goal 5: Continue Implementation of the Economic Development Strategy.

Goal 7: Encourage a diverse economy.

### KEY OBJECTIVES

- 5.1: Promote retention, expansion and development of new businesses.
  - 5.1c – Continue and expand on regional partnerships to promote unified regional economic development.
  - 5.1d – Investigate opportunities to utilize urban renewal districts and other tools to promote business development and expansion and/or address underutilized properties.
  - 5.1e – Consider methods and partnerships to encourage participation of local firms with City projects to assist in expansion of local expertise.
  - 5.1f – Investigate and consider opportunities for international business development.
  - 5.1g – Continue and expand on regional partnerships to promote travel and tourism.
- 5.3: Collaborate with other agencies, non-profits, and educational institutions to prepare a workforce for the 21<sup>st</sup> Century.
  - 5.3a – Provide City input to training programs that support the personnel needs of businesses in the community and those potentially locating to the community.
- 7.1: Ensure there is a long term supply of appropriately located and serviceable commercial and industrial land.
- Act as a single point of contact for those retention, expansion and location assistance needs by providing professional, accurate and timely information to those businesses.
- Employ the Internet and the City's website in support of the City's marketing plan.
- Develop, produce and distribute marketing materials in support of economic development efforts for the City.

### KEY PERFORMANCE MEASURES

- Collaborate with Southern Oregon Regional Economic Development Inc. as part of the retention/expansion program in efforts to identify areas of government support that can be provided to local businesses that wish to remain in Medford and/or grow their business in Medford.
- As the community changes readdress the targeted industries list to determine if there is need for modification. Update the targeted industry list at least every two years. In addition to industrial prospects, address the commercial and retail sectors by meeting with site selectors and commercial/retail developers at least monthly for updates and provide assistance when needed.
- Review the marketing plan annually and modify and update as needed to meet changing marketing demands. Partner with SOREDI, Business Oregon and other agencies at selected trade shows, in the development and distribution of marketing materials and in joint ventures on at least two projects annually.
- Meet with educators on an on-going basis to determine the support needed for the targeted industries, utilizing information gained through business visits and feedback from local businesses.

- **One West Main DDA complete**
- **Northgate Center Phase I complete**
- **Delta Center added two national chain restaurants**
- **The Commons Phase I complete**

- Post and maintain a page on the City's website that contains community profile information and other pertinent data needed by those looking to conduct business in Medford. Also, provide links to other information sites that can provide additional location information. The data will be updated semi-annually or upon significant changes.
- Produce and maintain advertising material in support of the economic development marketing efforts of the City. Review annually for corrections, additions or deletions to maintain accuracy and currency. Provide informational material to site selectors as requested and include the information in packets distributed by SOREDI and Business Oregon.
- Advertise in various media annually in order to maintain a presence in the marketplace and keep the City of Medford in front of site selectors and prospective clients. Partner with other agencies, whenever possible, in order to achieve greater market saturation with the funding available. Conduct joint media campaigns and mailings as part of continual outreach to new prospects.
- In conjunction with other economic development agencies follow up targeted mailings with prospect visits whenever possible to those expressing interest in Medford. Combine prospecting trips with other trips, such as training sessions, trade show attendance or lobbying trips outside the immediate area.

**CAPITAL OUTLAY – 2014**

None

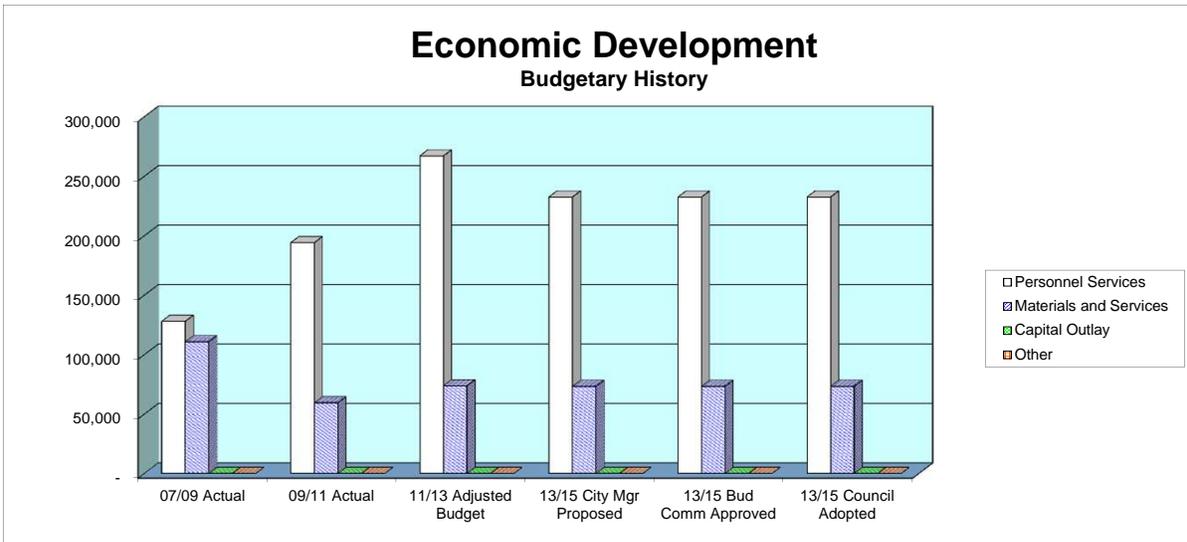
**CAPITAL OUTLAY - 2015**

None

**City Management**

**Economic Development (1104)**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	128,049	194,218	267,190	232,640	232,640	232,640
Materials and Services	110,834	59,483	73,840	73,340	73,340	73,340
Capital Outlay	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>238,883</b>	<b>253,701</b>	<b>341,030</b>	<b>305,980</b>	<b>305,980</b>	<b>305,980</b>



**STAFFING**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
102 Deputy City Manager	0.50	0.50	-	0.50	0.50
243 Economic Development Coordinator	1.00	1.00	1.00	-	-
332 Assistant to the Deputy City Manager	-	-	-	0.10	0.10
<b>TOTAL FULL-TIME POSITIONS</b>	<b>1.50</b>	<b>1.50</b>	<b>1.00</b>	<b>0.60</b>	<b>0.60</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL POSITIONS</b>	<b>1.50</b>	<b>1.50</b>	<b>1.00</b>	<b>0.60</b>	<b>0.60</b>

# CITY MANAGEMENT

## NEIGHBORHOOD RESOURCES (1105)

### OVERALL GOAL

Maintain stable healthy neighborhoods and revitalize challenged neighborhoods.

### STRATEGIC PLAN

Healthy Economy

Goal 6: Maintain and enhance community livability

Goal 7: Encourage a diverse economy.

### KEY OBJECTIVES

- Continue to implement the City of Medford's consolidated plan for housing and community development
- Provide staff support to the Housing and Community Development Commission
- Facilitate affordable housing efforts
- Administer the Neighborhood Stabilization Program (NSP)

### KEY PERFORMANCE MEASURES

- Support the Housing and Community Development Commission with staff and administration time provided at commission meetings and other assigned tasks
- Participate in homebuyer fair(s)
- Monitor the Neighborhood Stabilization Program for compliance with U.S. Department of Housing and Urban Development regulations
- Participate in business development fair(s)

### CAPITAL OUTLAY - FY 2014

None

### CAPITAL OUTLAY - FY 2015

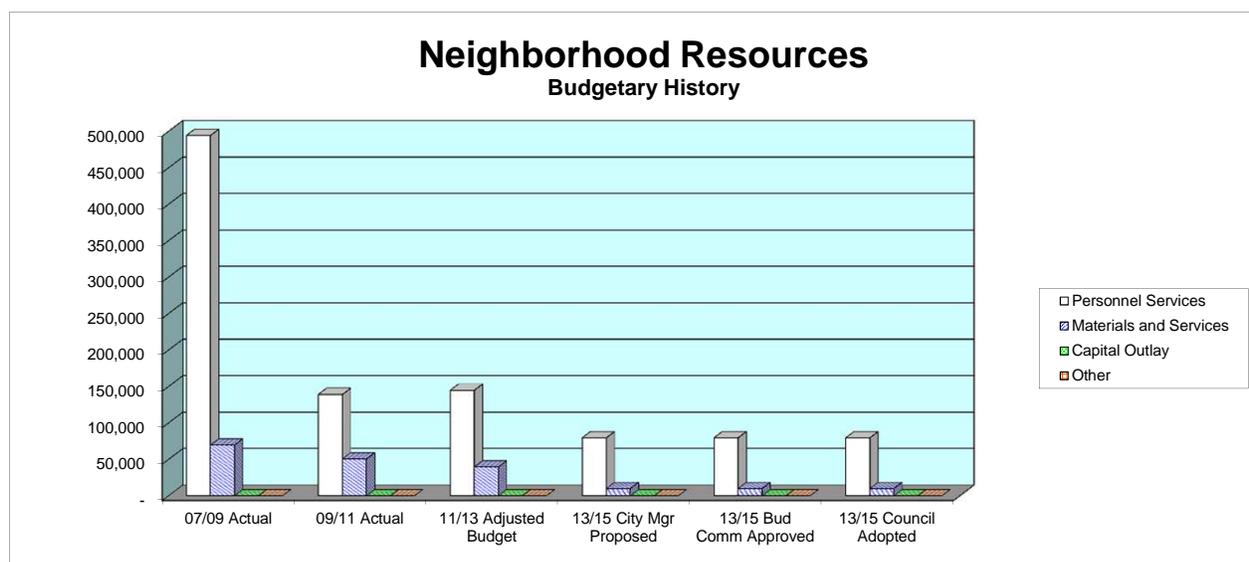
None

- Fifteen homeowners were assisted with down payment assistance funds through NSP.
- Six lots were purchased to be used to build and sell homes to low-income households through NSP.
- Three homes purchased to rehabilitate and sell to low-income households through NSP.
- Twenty-two rental units were purchased for low-income rental housing through NSP.

## City Management

### Neighborhood Resources (1105)

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	494,380	139,132	144,920	79,650	79,650	79,650
Materials and Services	69,720	50,715	39,700	10,050	10,050	10,050
Capital Outlay	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>564,101</b>	<b>189,847</b>	<b>184,620</b>	<b>89,700</b>	<b>89,700</b>	<b>89,700</b>



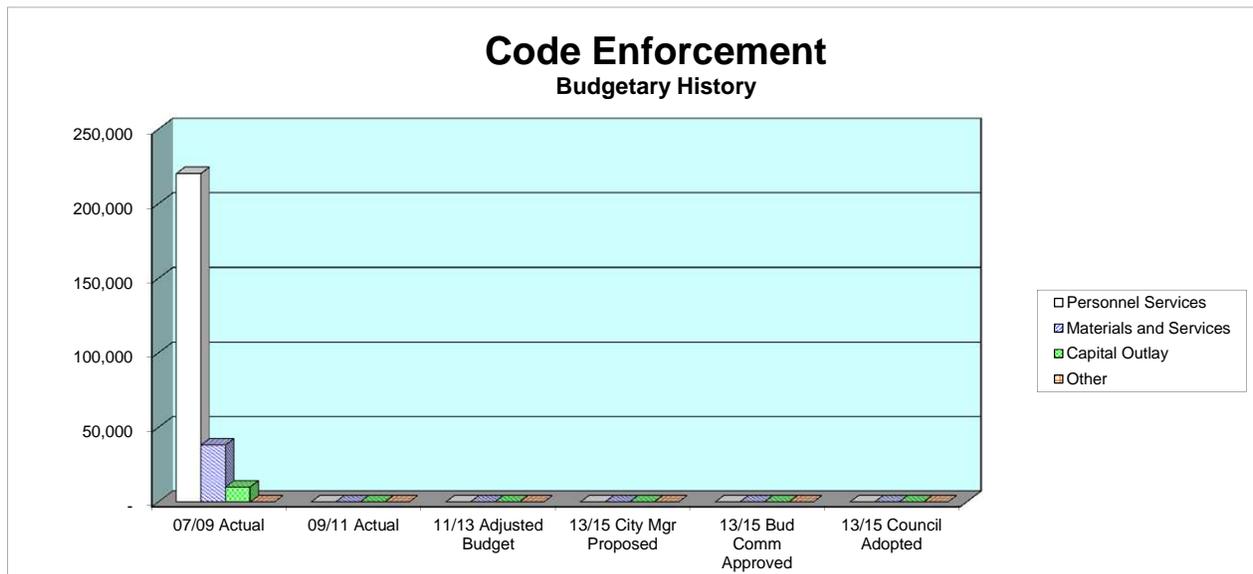
### STAFFING

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
260 Neighborhood Resource Coordinator	1.00	1.00	-	-	-
261 Grants Specialist	1.00	-	-	-	-
309 Clerical Support Technician	0.38	0.38	-	-	-
240 Executive Support Specialist	-	-	0.15	0.15	0.15
<b>TOTAL FULL-TIME POSITIONS</b>	<b>2.38</b>	<b>1.38</b>	<b>0.15</b>	<b>0.15</b>	<b>0.15</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL POSITIONS</b>	<b>2.38</b>	<b>1.38</b>	<b>0.15</b>	<b>0.15</b>	<b>0.15</b>

## City Management

### Code Enforcement (1106)

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	220,375	-	-	-	-	-
Materials and Services	38,303	-	-	-	-	-
Capital Outlay	10,000	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>268,679</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



### STAFFING

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
105 Assistant to the City Manager II	0.25	-	-	-	-
151 Code Enforcement Officer	2.00	-	-	-	-
264 Administrative Support Technician	1.00	-	-	-	-
<b>TOTAL FULL-TIME POSITIONS</b>	<b>3.25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL POSITIONS</b>	<b>3.25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# CITY MANAGEMENT

## CITY RECORDER (1108)

### OVERALL GOAL

To provide administrative and clerical support to the Mayor, City Council and City Manager; to accurately maintain the legal record of the actions of the City Council, boards and commissions, the Medford Water Commission and the Medford Urban Renewal Agency to ensure the preservation and accessibility of essential information; to serve as the Records Management Official for the City of Medford to ensure compliance with all State and Federal Records Retention regulations; to provide effective customer service and assistance in response to citizen and interdepartmental information research needs; and to serve as the Elections Official for the City of Medford as required by State Law.

### STRATEGIC PLAN

Responsive Leadership

Goal 14: In an open and transparent manner effectively deliver municipal services that Medford citizens need, want and are willing to support.

### KEY OBJECTIVES

- Timely production of City Council Meeting agendas.
- Timely access to City Council Meeting minutes.
- City Council Meeting minutes completed accurately.
- Improved accessibility via technology to Ordinances, Resolutions, Legal Records and Agreements.
- Reduction in physical storage requirements for official records.

### KEY PERFORMANCE MEASURES

- City Council Meeting agendas available on city website by noon the Friday before scheduled meeting.
- City Council draft minutes distributed to Mayor, Council members and key staff within 48 hours of meetings.
- Approved minutes available on the City Website within 24 hours of council approval.
- City Council Minutes approved as presented (without corrections).
- Scan all deeds, easements and revocable right of way permits for easy access by staff.

### CAPITAL OUTLAY - FY 2014

None

### CAPITAL OUTLAY - FY 2015

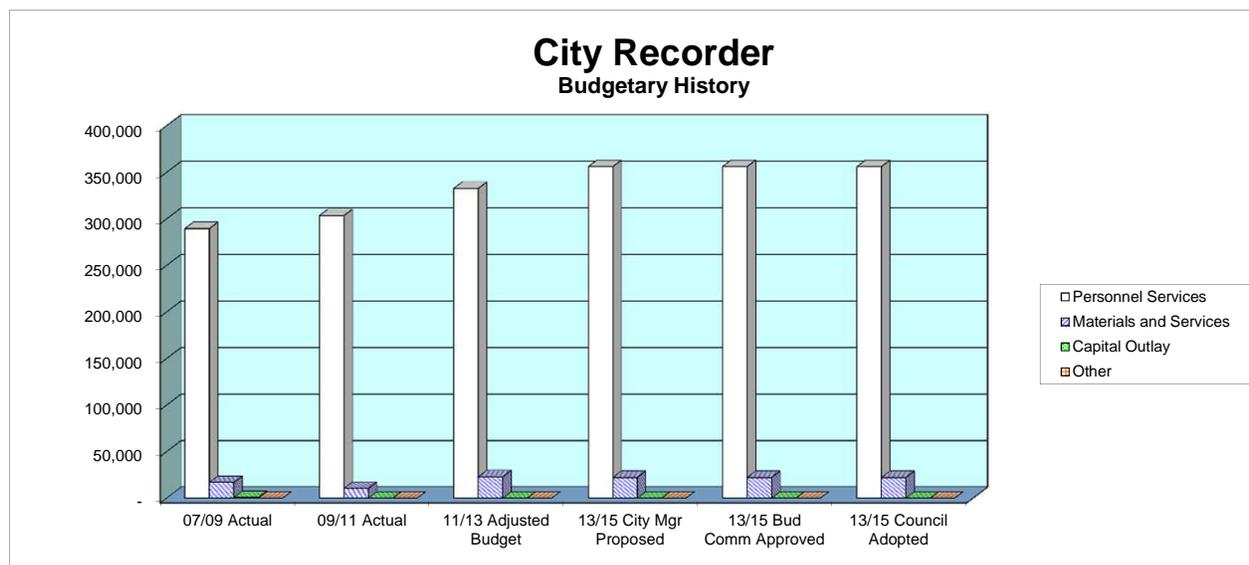
None



## City Management

### City Recorder (1108)

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	289,556	303,461	332,750	356,080	356,080	356,080
Materials and Services	16,877	10,489	23,000	22,200	22,200	22,200
Capital Outlay	720	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>307,153</b>	<b>313,951</b>	<b>355,750</b>	<b>378,280</b>	<b>378,280</b>	<b>378,280</b>



### STAFFING

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
105 Assistant to the City Manager II	0.50	0.50	0.50	0.50	0.50
124 Deputy City Recorder	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL-TIME POSITIONS</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>0.12</b>	-	-	-	-
<b>TOTAL POSITIONS</b>	<b>1.62</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

# CITY MANAGEMENT

## EMERGENCY MANAGEMENT (1109)

### OVERALL GOAL

Research, develop and implement emergency management plans and programs to prepare City staff and residents for man-made or natural emergencies and disasters.

### STRATEGIC PLAN

#### Safe Community

Goal 1: Ensure a safe community by protecting people, property and the environment.

Goal 2: Provide public education regarding law enforcement, gang and drug activities and promote emergency preparedness.

### KEY OBJECTIVE

- Implement Citizen Emergency Response Team (CERT) program.
- Maintain Emergency Coordination Center in state of readiness.
- Coordinate all hazards training to selected City staff as required by the Department of Homeland Security (DHS).
- Coordinates Emergency Management Committee meetings.
- Coordinates with Oregon Emergency Management, Jackson County Emergency Management and other agencies/organizations to facilitate cooperative relationships for emergency preparedness and response activities.
- Develop and maintain Emergency and Response plans.

### KEY PERFORMANCE MEASURES

- Successful implementation of Citizen Emergency Response Team program.
- Development of volunteers trained in emergency preparedness.
- Conduct City-wide emergency management training.
- Development and maintenance of all emergency and response plans.

### CAPITAL OUTLAY – FY 2014

1 Vehicle - fully equipped

\$25,000

### CAPITAL OUTLAY – FY 2015

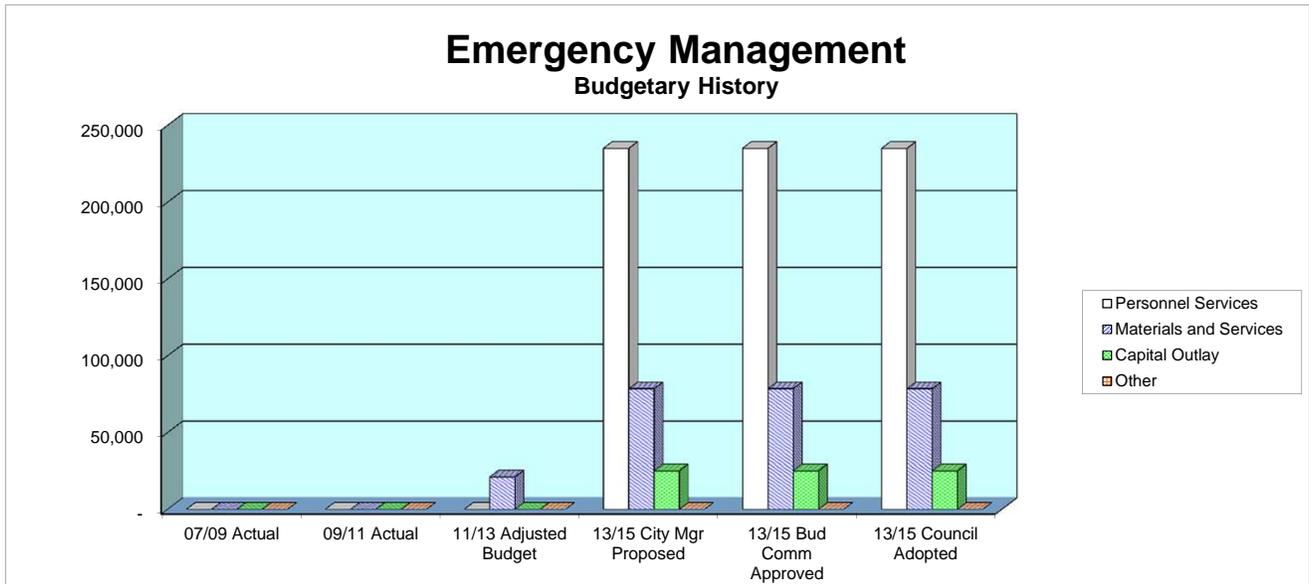
None



**City Management**

**Emergency Management (1109)**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	-	-	-	235,020	235,020	235,020
Materials and Services	-	-	21,040	78,520	78,520	78,520
Capital Outlay	-	-	-	25,000	25,000	25,000
Other	-	-	-	-	-	-
<b>Total</b>	-	-	<b>21,040</b>	<b>338,540</b>	<b>338,540</b>	<b>338,540</b>



**STAFFING**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
TBD Emergency Management Position	-	-	-	1.00	1.00
<b>TOTAL FULL-TIME POSITIONS</b>	-	-	-	<b>1.00</b>	<b>1.00</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	-	-	-	-	-
<b>TOTAL POSITIONS</b>	-	-	-	<b>1.00</b>	<b>1.00</b>

# CITY ATTORNEY

## CITY ATTORNEY (1201)

### OVERALL GOAL

Serve the legal needs of the City, as represented by the Mayor and City Council, the City Manager, the Water Commission and other Boards and Commissions, the Department Heads and City Employees.

### KEY OBJECTIVES

#### Advice

- Review and prepare Agendas, Ordinances and Resolutions.
- Attend and Advise Council and Boards and Commissions during meetings.
- Serve Staff's Immediate Legal Needs by Phone, E-mail and Drop-in.
- Draft and/or Review and Approve Documents.

#### Representation

- Prosecute Crimes and Violations in Municipal Court.
- Pursue and Defend Litigation in State and Federal Court.
- Appear Before Administrative Agencies: e.g.; Bureau of Labor & Industries, Land Use Board of Appeals, Employment Relations Board

### KEY PERFORMANCE MEASURES

#### Advice

- 2011-13 Budget Period
  - 426 Ordinances prepared.
  - 1,314 Memos & Documents Prepared (4/week/attorney).
  - 1,550 Meetings attended (5/week/attorney).
  - 5,551 Documents Reviewed (18/week/attorney).
  - 43,231 Letters & E-Mail received and sent (139/week/attorney).
  - 4,166 Telephone Calls (13/week/attorney).
  - 8,711 Municipal Cases Reviewed (28/week/attorney).
  - 1,684 Municipal Court Pre-Trials (5/week/attorney).
  - 1,158 Other Tasks (4/week/attorney).

#### Representation

- Circuit Court: Holden, Robbins
- Court of Appeals: Cherry Creek
- LUBA: Cherry Creek
- ERB: Stotler

#### Budget Summary Needs Analysis

In the last biennial budget, we did not propose any changes to capital or personal services. We did indicate that we would propose adding staff to defend lawsuits under City's self-insured risk retention. We propose to hire a part time employee attorney to prosecute municipal court cases to free up the existing office staff to perform additional litigation tasks. That will be presented as a budget issue.

	<u>Comparables</u>				
	<u>Medford</u>	<u>Bend</u>	<u>Beaverton</u>	<u>Ashland</u>	<u>G. P.</u>
Staff (Attorneys/ Support)	4 (3/1)	3 (2/1)	13 (5/8)	3 (2/1)	2 (1/1)
Attorneys per Employee	1/153	1/220	1/104	1/76	1/110
Attorneys/Population	1/25,167	1/38,925	1/18,325	1/10,730	1/32,260
Budget % of City PS	1.02%	.73%	2.75%	1.42%	.96%
Budget % of Total City	.49%	.20%	.99%	.36%	.54%

Medford figures do not include Water Commission budget or employees, nor MURA budget. Bend does not have a Municipal Court prosecutor and does not have a fire department. Beaverton attorney office has records management staff.

**CAPITAL OUTLAY - FY 2010**

None

**CAPITAL OUTLAY - FY 2011**

None



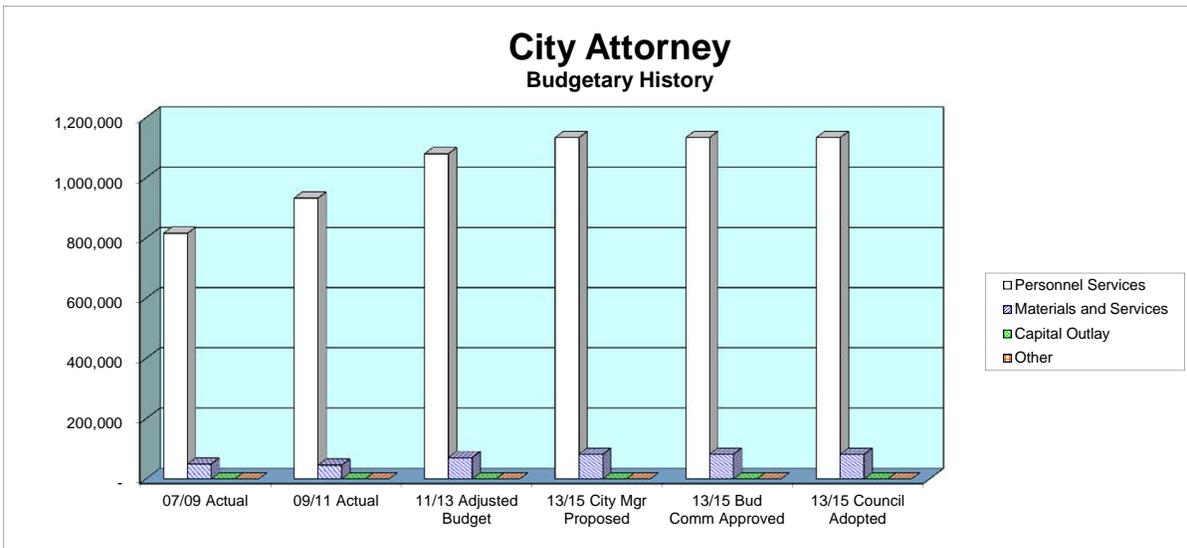
✓ Orientation for  
elected and  
appointed officials

✓ Examination of  
witnesses in court

**City Attorney**

**City Attorney (1201)**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	815,938	932,530	1,080,370	1,133,960	1,133,960	1,133,960
Materials and Services	49,260	45,894	71,040	81,930	81,930	81,930
Capital Outlay	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>865,198</b>	<b>978,425</b>	<b>1,151,410</b>	<b>1,215,890</b>	<b>1,215,890</b>	<b>1,215,890</b>



**STAFFING**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 City Mgr Proposed	13/15 Council Adopted
104 City Attorney	1.00	1.00	1.00	1.00	1.00
129 Sr. Assistant City Attorney	2.00	2.00	1.00	1.00	1.00
172 Legal Secretary	1.00	1.00	-	-	-
331 Assistant to the City Attorney	-	-	1.00	1.00	1.00
336 Deputy City Attorney	-	-	1.00	1.00	1.00
<b>TOTAL FULL-TIME POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>0.07</b>	<b>0.07</b>	<b>0.06</b>	<b>0.06</b>	<b>0.06</b>
<b>TOTAL POSITIONS</b>	<b>4.07</b>	<b>4.07</b>	<b>4.06</b>	<b>4.06</b>	<b>4.06</b>

# HUMAN RESOURCES

## HUMAN RESOURCES (1501)

### OVERALL GOAL

To provide professional expertise in the creation, development and leadership of a highly qualified, well-trained and increasingly diverse workforce for the City of Medford (Strategic Plan (SP) Goals 14 and 15).

### KEY OBJECTIVES

- To conduct employee recruitment and employment services in a timely and effective manner in accordance with application employment laws and regulations (SP Objective 15.3).
- To develop a workforce reflective of the diversity of the community (SP Objective 15.3).
- To maintain a modern classification and compensation system for all City of Medford employees ((SP Objective 14.4).
- To develop and coordinate programs for employee orientation, interpersonal and technical skills, and career development ((SP Objective 15.2).
- To create and maintain employee records in an accurate, current and proper condition, and with due regard to confidentiality requirements (SP Objective 15.2).
- To provide guidance to department supervisors in employee discipline and processing employee labor contract grievances (SP Objective 15.2).
- To develop and implement employee performance assessment and feedback methods (SP Objectives 15.1 and 15.2).
- To interact with employee bargaining groups and collectively bargain and administer represented employee group contracts (SP Objective 14.4).

### KEY PERFORMANCE MEASURES

#### **Employment**

- Number of vacancies filled (regular and temporary)
- Percentage of new hires retained after one year.

#### **Classification**

- Number of new classification specifications prepared.
- Number of reclassifications requested and approved.

#### **Training and Development**

- Number of “person hours” of training coordinated and delivered.
- Number of supervisors attending management/supervisory training classes.

#### **Records**

- Number of Personnel Actions processed.
- Percentage of (eligible) Personnel Actions completed by payroll deadline.

#### **Employee Benefits**

- Percentage of participation/tax savings through Section 125 cafeteria plan.
- Number of FMLA/OFLA requests processed.
- Number of COBRA notifications processed.

#### **Employment Relations**

- Number of grievances and percentage of grievances resolved by level.
- Percentage of formal discipline appealed and percentage overturned on appeal.

#### **Collective Bargaining/Negotiations**

- Number of contracts successfully negotiated.
- Average length of negotiated contracts.

**CAPITAL OUTLAY - FY 2014**  
None

**CAPITAL OUTLAY - FY 2015**  
None

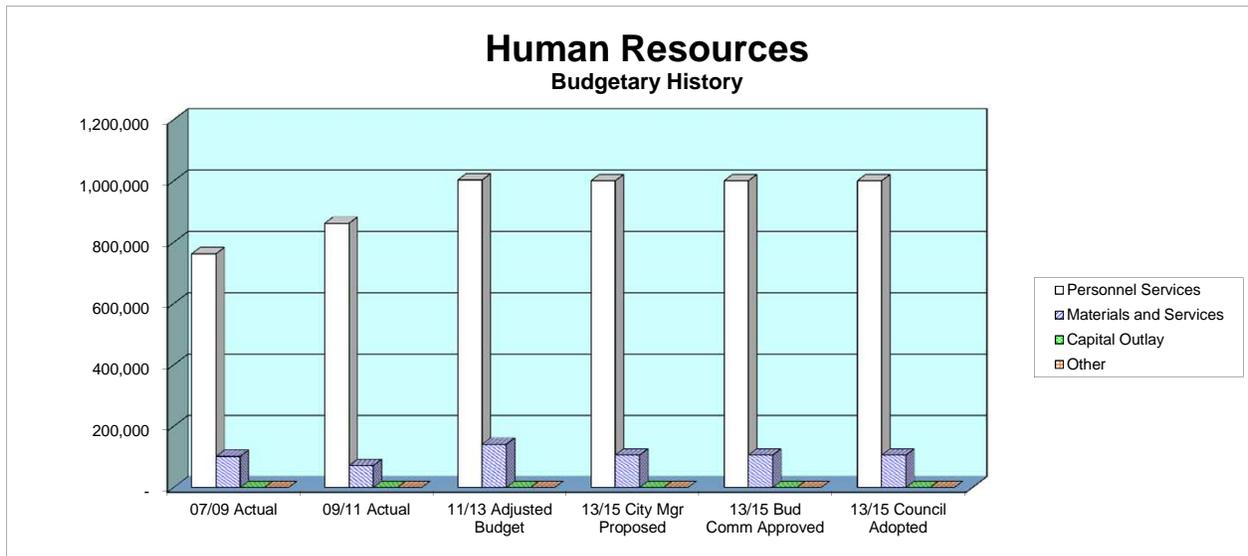
**KEY DEPARTMENT ACCOMPLISHMENTS**

- Secured compliance with court decision on retiree health insurance availability.
- Completed implementation of NeoGov system of online (electronic) recruiting.
- Settled all labor group agreements within cost guidelines established by the City Council.

## Human Resources

### Human Resources (1501)

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	762,488	861,894	1,003,150	1,000,530	1,000,530	1,000,530
Materials and Services	101,670	71,820	141,020	105,750	105,750	105,750
Capital Outlay	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>864,158</b>	<b>933,714</b>	<b>1,144,170</b>	<b>1,106,280</b>	<b>1,106,280</b>	<b>1,106,280</b>



### STAFFING

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
113 Human Resources Director	1.00	1.00	1.00	1.00	1.00
211 Human Resources Technician	2.00	2.00	2.00	2.00	2.00
267 Management Analyst	1.00	-	-	-	-
325 Human Resource Analyst Senior	-	1.00	1.00	1.00	1.00
<b>TOTAL FULL-TIME POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>0.12</b>	<b>-</b>	<b>-</b>	<b>0.16</b>	<b>0.16</b>
<b>TOTAL POSITIONS</b>	<b>4.12</b>	<b>4.00</b>	<b>4.00</b>	<b>4.16</b>	<b>4.16</b>

# FINANCE

## FINANCE (1601, 1603, 1604, 1608, 1609, 1612)

### OVERALL GOAL

It is the responsibility of the Finance Department to manage and perform the accounting activities necessary for the biennial budget, audits, debt management, business licensing, transient lodging tax administration, accounts payable, accounts receivable, payroll, internal controls and annual financial reports.

### KEY OBJECTIVES

- To provide timely and accurate financial information.
- To develop the biennial budget document for presentation to the Budget Committee and Council.
- To provide a variety of financial services to both internal and external customers, including payroll, accounts payable, accounts receivable, accounting, bond management, purchasing, risk management, licensing, assessments and liens administration.
- To minimize the cost of risk, both current and long range, while providing fiscal stability in the event of catastrophic loss.
- To facilitate competitive bids and procure goods and services in a timely and appropriate manner in accordance with laws, rules and ordinances.
- To ensure financial stability in the event of catastrophic loss.

### KEY PERFORMANCE MEASURES

	2010 Actual	2011 Actual	2012 Actual	2013 Target	2014 Target	2015 Target
Number of audit findings	None	None	None	None	None	None
City's bond rating – General Obligation & Limited Tax Revenue	Aa3 & A1					
Years of consecutive award of the GFOA certificate of excellence in financial reporting	22	23	24	25	26	27

### CAPITAL OUTLAY – FY 2014

None

### CAPITAL OUTLAY – FY 2015

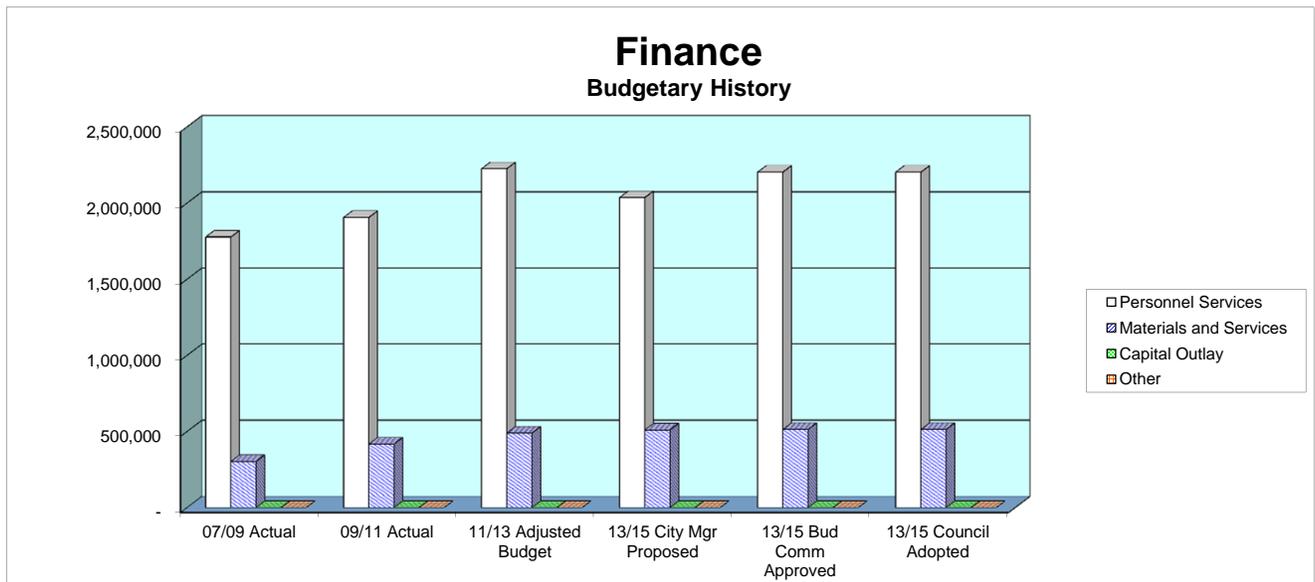
None



**Finance**

**Finance Administration (1601)**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	1,777,353	1,905,607	2,225,670	2,036,170	2,203,170	2,203,170
Materials and Services	302,865	416,941	489,830	509,900	513,400	513,400
Capital Outlay	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>2,080,218</b>	<b>2,322,548</b>	<b>2,715,500</b>	<b>2,546,070</b>	<b>2,716,570</b>	<b>2,716,570</b>



**STAFFING**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
108 Finance Director	1.00	1.00	1.00	1.00	1.00
125 Purchasing Agent	-	-	1.00	1.00	1.00
133 Accountant	-	-	-	-	1.00
137 Payroll Coordinator	1.00	1.00	1.00	1.00	1.00
177 Accounting Supervisor	1.00	1.00	1.00	1.00	1.00
195 Financial Support Technician	4.00	4.00	4.00	4.00	4.00
229 Purchasing Manager	1.00	1.00	1.00	1.00	1.00
253 Payroll Manager	1.00	1.00	-	-	-
268 Assistant Finance Director	-	-	-	-	-
323 Senior Accountant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL-TIME POSITIONS</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>	<b>0.40</b>	<b>0.40</b>	<b>0.30</b>	<b>0.25</b>	<b>0.25</b>
<b>TOTAL POSITIONS</b>	<b>10.40</b>	<b>10.40</b>	<b>10.30</b>	<b>10.25</b>	<b>11.25</b>

**BOND PAYMENT DETAILS**

Fund	Purpose	Revenue	Issued	Reitres	Principal	Interest	Total	
60	PERS UAL	All funds allocated based on personnel services	2004	2028	1,130,000	3,403,820	4,533,820	
60	Sidewalk Constr	Property Tax	2006	2021	620,000	231,520	851,520	
62	Sports Park/Santo Gym Constr	Park Utility Fee, Hotel Tax & Car Rental Tax	2007	2027	1,640,000	1,164,880	2,804,880	
62	17 Street Projects	Gas Tax	2011	2014	822,000	15,540	837,540	
60	Sports Park Purch	Hotel Tax	2011	2022	650,000	204,420	854,420	
62	City/Mura	Mura property tax	2011	2025	2,715,000	1,348,320	4,063,320	
					<b>Total</b>	<b>7,577,000</b>	<b>6,368,500</b>	<b>13,945,500</b>

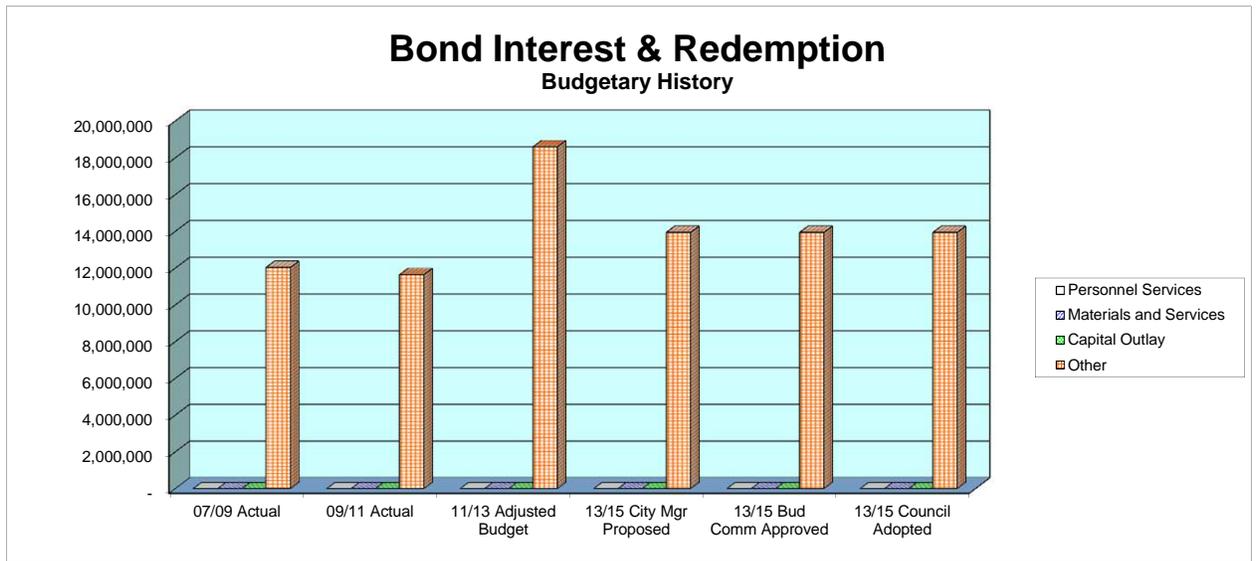
**INTERFUND TRANSFERS DETAILS**

	Transfer from	Transfer to	FY2014	FY2015	Total	
001	General Fund	Revenue Bond Fund	2,052,780	2,010,530	4,063,310	
001	General Fund	General Bond Debt Fund	2,205,560	2,328,260	4,533,820	
001	General Fund	Street Utility Fund	50,000	50,000	100,000	
001	General Fund	PERS Reserve Fund	394,000	394,000	788,000	
001	General Fund	Police Forfeiture Fund	376,270		376,270	
003	Risk Management Fund	General Fund	142,200	147,100	289,300	
010	Public Safety Fund	General Fund	75,800	80,500	156,300	
010	Public Safety Fund	Street Utility Fund	17,600	17,600	35,200	
013	Gas Tax Fund	Revenue Bond Fund	837,540		837,540	
013	Gas Tax Fund	General Fund	180,200	184,900	365,100	
014	Sanitary Sewer Maintenance Fund	General Fund	269,300	281,200	550,500	
014	Sanitary Sewer Maintenance Fund	Sewage Treatment Fund	2,180,000	2,180,000	4,360,000	
015	Park Dedication Fund	Revenue Bond Fund	739,920	739,380	1,479,300	
015	Park Dedication Fund	General Fund	6,400	5,600	12,000	
018	Vehicle Parking Fund	General Fund	20,100	19,700	39,800	
019	Building Code Services Fund	General Fund	265,700	269,300	535,000	
020	Sewer collection System SDC Fund	General Fund	3,200	4,400	7,600	
021	Street SDC Fund	General Fund	19,700	26,200	45,900	
022	Storm Drain SDC Fund	General Fund	9,700	10,700	20,400	
023	Sewage Treatment SDC Fund	General Fund	11,100	11,500	22,600	
024	Street Utility Fund	General Fund	624,700	643,200	1,267,900	
037	Community Block Grant Fund	General Fund	44,200	45,700	89,900	
042	Street Improvement Fund	General Fund	24,500	25,500	50,000	
044	Special sidewalk Fund	General Fund	6,300	7,600	13,900	
046	Storm Drain Utility fund	General Fund	277,000	288,500	565,500	
082	Fleet Maintenance Fund	General Fund	54,400	58,200	112,600	
090	Sewage Treatment Trust Fund	General Fund	274,600	279,300	553,900	
098	Park Utility Fund	Revenue Bond Fund	1,090,000	1,090,000	2,180,000	
098	Park Utility Fund	General Fund	6,400	7,200	13,600	
098	Park Utility Fund	Street Utility Fund	19,400	19,400	38,800	
			<b>Total</b>	<b>12,278,570</b>	<b>11,225,470</b>	<b>23,504,040</b>

**Finance**

**Bond Interest & Redemption (1603)**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	12,041,692	11,646,304	18,601,860	13,945,500	13,945,500	13,945,500
<b>Total</b>	<b>12,041,692</b>	<b>11,646,304</b>	<b>18,601,860</b>	<b>13,945,500</b>	<b>13,945,500</b>	<b>13,945,500</b>



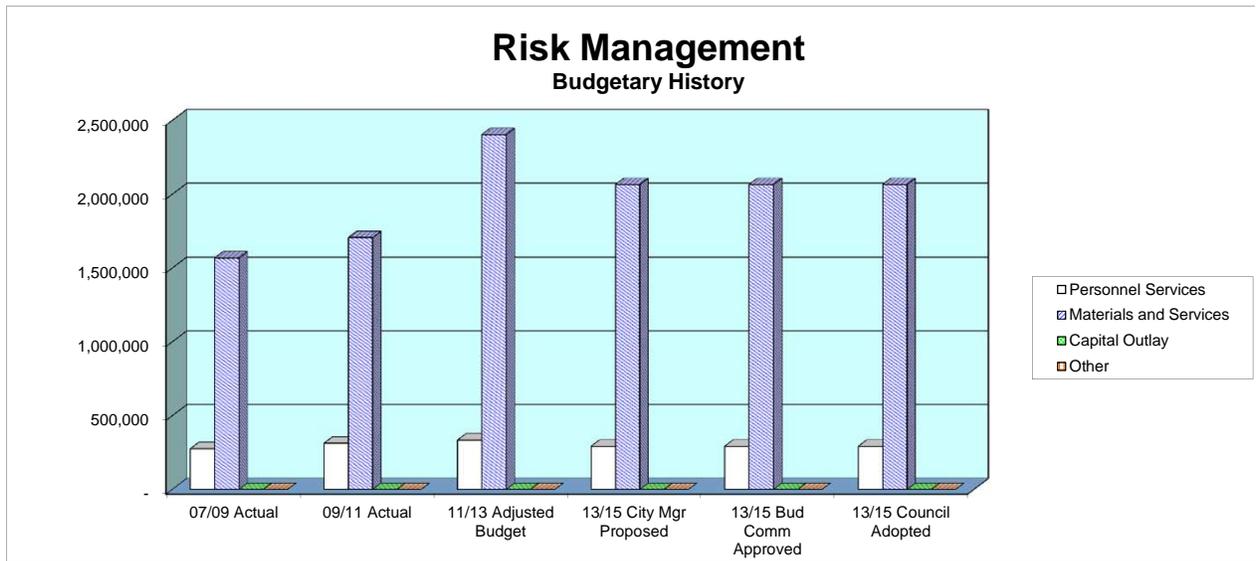
**STAFFING**

None

**Finance**

**Risk Management (1604)**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	276,346	312,881	334,930	293,050	293,050	293,050
Materials and Services	1,568,406	1,706,656	2,404,460	2,065,880	2,065,880	2,065,880
Capital Outlay	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>1,844,752</b>	<b>2,019,537</b>	<b>2,739,390</b>	<b>2,358,930</b>	<b>2,358,930</b>	<b>2,358,930</b>



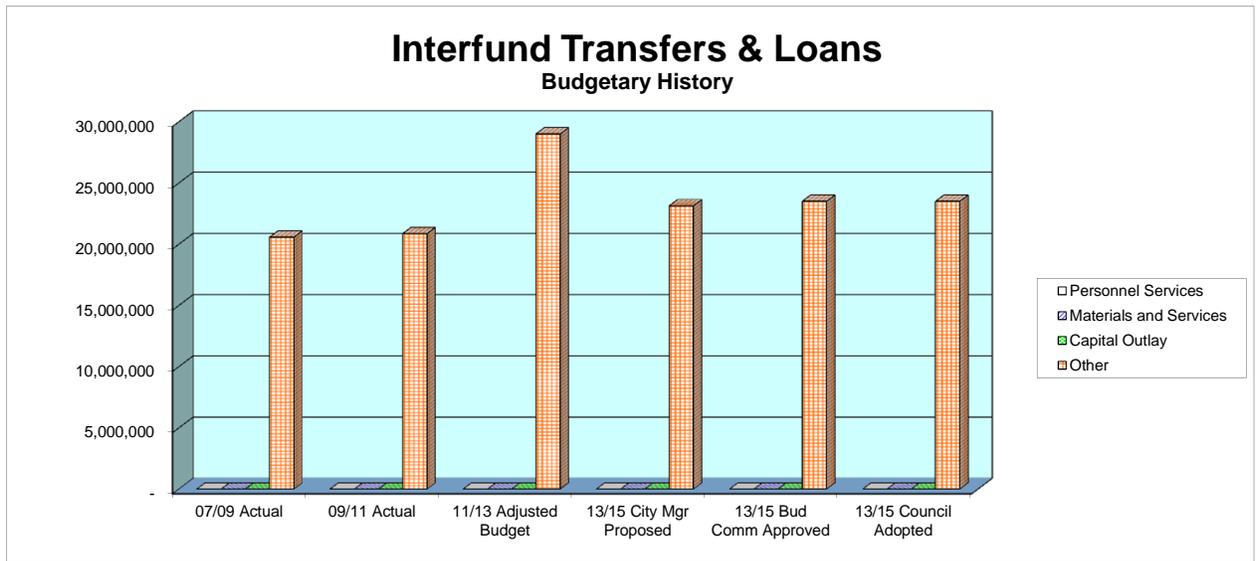
**STAFFING**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted	13/15 Cty Mgr Proposed	13/15 Council Adopted
160 Recreation Supervisor	0.36	0.36	0.36	0.20	0.20
244 Risk Manager	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL-TIME POSITIONS</b>	<b>1.36</b>	<b>1.36</b>	<b>1.36</b>	<b>1.20</b>	<b>1.20</b>
<b>FTE EQUIVALENCY - TEMPORARY LABOR</b>			-	-	-
<b>TOTAL POSITIONS</b>	<b>1.36</b>	<b>1.36</b>	<b>1.36</b>	<b>1.20</b>	<b>1.20</b>

**Finance**

**Interfund Transfers & Loans (1608)**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	20,574,749	20,868,270	29,006,200	23,127,770	23,504,040	23,504,040
<b>Total</b>	<b>20,574,749</b>	<b>20,868,270</b>	<b>29,006,200</b>	<b>23,127,770</b>	<b>23,504,040</b>	<b>23,504,040</b>



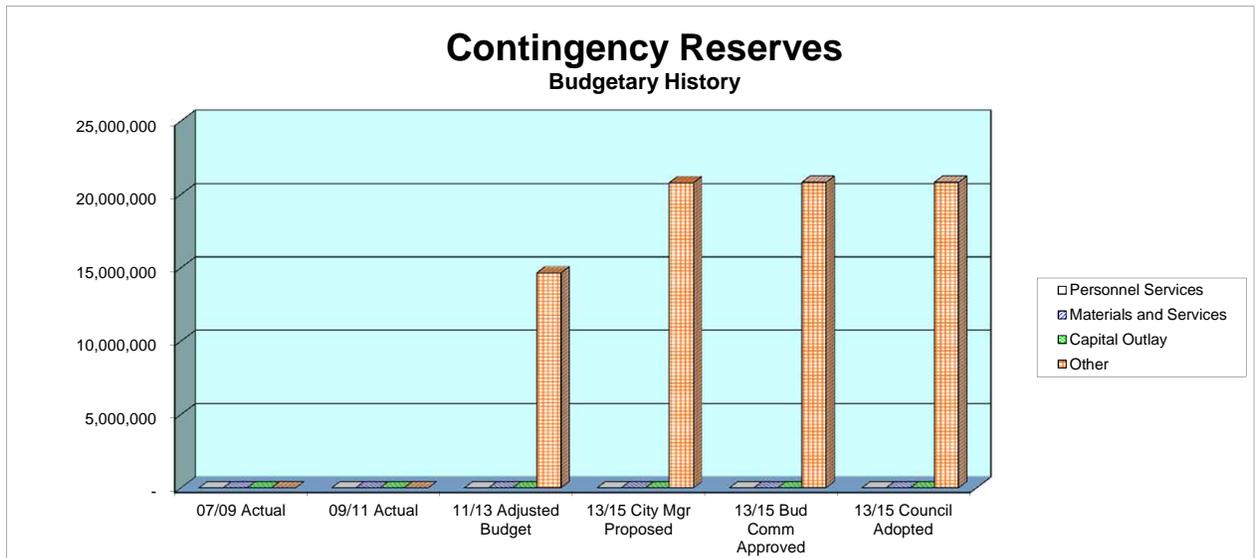
**STAFFING**

None

**Finance**

**Contingency Reserves (1609)**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	-	-	14,652,830	20,798,560	20,823,060	20,823,060
<b>Total</b>	-	-	<b>14,652,830</b>	<b>20,798,560</b>	<b>20,823,060</b>	<b>20,823,060</b>



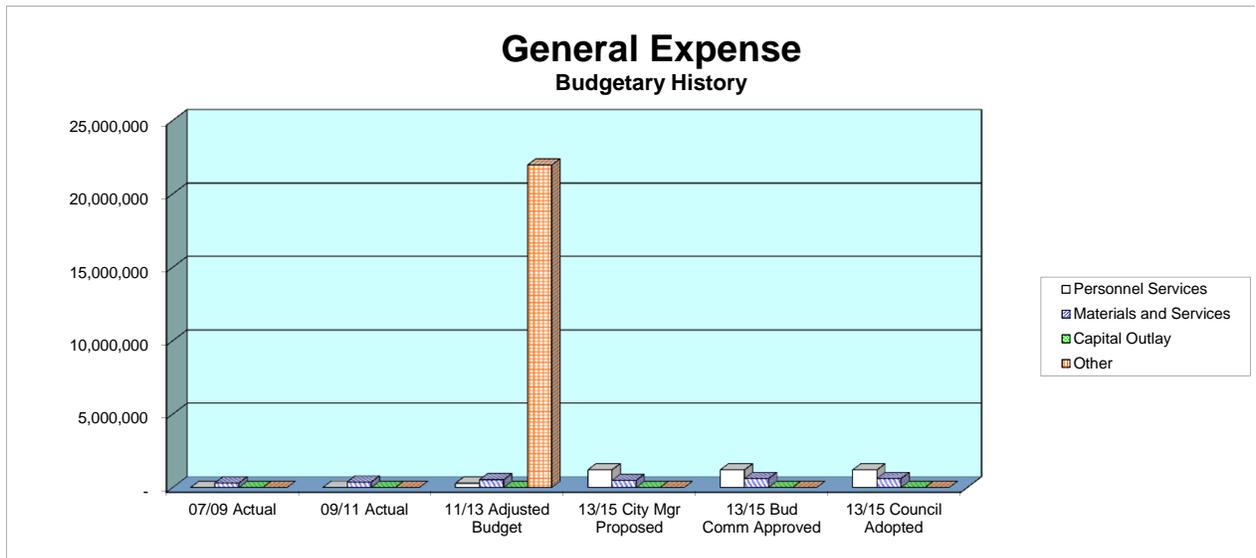
**STAFFING**

None

**Finance**

**General Expense (1612)**

Classification	07/09 Actual	09/11 Actual	11/13 Adjusted Budget	13/15 City Mgr Proposed	13/15 Bud Comm Approved	13/15 Council Adopted
Personnel Services	574	10,851	285,000	1,200,000	1,200,000	1,200,000
Materials and Services	304,666	372,845	526,380	475,580	607,730	607,730
Capital Outlay	-	-	-	-	-	-
Other	-	-	21,966,100	-	-	-
<b>Total</b>	<b>305,240</b>	<b>383,696</b>	<b>22,777,480</b>	<b>1,675,580</b>	<b>1,807,730</b>	<b>1,807,730</b>



**STAFFING**

None