

Human Resources

Function: Administration

Budget Overview

Agency Budget by Fund

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
General	1,841,130	1,613,995	1,639,061	2,008,882	2,006,861	2,006,861
Other Grants	1,267	-	-	-	-	-
TOTAL	\$ 1,842,397	\$ 1,613,995	\$ 1,639,061	\$ 2,008,882	\$ 2,006,861	\$ 2,006,861

Agency Budget by Service

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
HR Services	610,016	640,798	689,207	611,889	617,642	617,642
Employee & Labor Relations	649,489	330,823	402,067	626,899	643,221	644,321
Organizational & Health Dev	582,892	642,374	547,787	770,094	745,998	744,898
TOTAL	\$ 1,842,397	\$ 1,613,995	\$ 1,639,061	\$ 2,008,882	\$ 2,006,861	2,006,861

Agency Budget by Major-Revenue

	2018 Actual	2019 Adopted	2019 Actuals	2020 Adopted	2021 C2C	2021 Request
Intergov Revenues	-	(12,750)	-	-	-	-
Charges For Services	(13,400)	(12,750)	(15,440)	-	-	-
Misc Revenue	(10,670)	-	(135)	(5,000)	(5,000)	-
TOTAL	\$ (24,070)	\$ (25,500)	\$ (15,575)	\$ (5,000)	\$ (5,000)	\$ -

Agency Budget by Major-Expenses

	2018 Actual	2019 Adopted	2019 Actuals	2020 Adopted	2021 C2C	2021 Request
Salaries	1,403,513	1,522,795	1,563,404	1,625,911	1,625,589	1,625,589
Benefits	438,951	453,105	446,242	483,487	462,754	462,754
Supplies	29,149	26,450	21,123	24,050	24,050	21,650
Purchased Services	133,419	101,908	88,630	177,908	190,234	187,634
Debt & Other Financing	1,267	-	-	-	-	-
Inter Depart Charges	69,335	76,677	76,677	77,917	84,625	84,625
Inter Depart Billing	(209,167)	(541,440)	(541,440)	(375,391)	(375,391)	(375,391)
Transfer Out	-	-	-	-	-	-
TOTAL	\$ 1,866,467	\$ 1,639,495	\$ 1,654,636	\$ 2,013,882	\$ 2,011,861	\$ 2,006,861



Human Resources Department

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To: Dave Schmiedicke, Finance Director
From: Harper Donahue, IV, Human Resources Director
Date: July 10, 2020
Subject: 2021 Operating Budget: Transmittal Memo

2021 Operating Request: Major Goals

The Human Resources Department is committed to supporting the citywide goal of maintaining an effective and efficient government by: recruiting, hiring, developing, and sustaining a diverse and engaged workforce focused on quality service and equity for all. We will continue to build programs and cultivate relationships in order to develop city staff; and make investments to reward and retain the personnel that make it possible for our residents and guests to reach their full potential.

Our department's budget request consists of three service areas:

1) HR Services

Service Goal: Provide HR support to all City departments, assisting in workforce recruitment, implementing organizational changes, and maintaining position control as directed by the City Personnel Board and the Finance Committee.

2) Employee & Labor Relations

Service Goal: To plan and implement the employee benefits program, administer the occupational accommodations program, oversee and support employees requesting Family Medical Leave and Disability Leave, coordinate investigations into grievances and complaints filed against employees, and represent the City during bargaining and "meet and confer" sessions with employee associations and unions.

3) Organizational & Health Development

Service Goal: To promote organizational development and performance excellence by creating opportunities for advancements to work culture and operations through employee training, process improvement, community outreach, and staff engagement programs.

COVID Response & Recovery

The ongoing COVID-19 pandemic has affected functions throughout the city. Human Resources has modified its operations to meet social distancing requirements and strived to maintain the expected level of customer service while also keeping our employees and customers safe and healthy.

The pandemic struck at a period of significant change for the HR Department and specifically our organizational development team. Prior to COVID, the department had been moving forward on procuring a Learning Management System (LMS) to assist in identifying training needs and transferring knowledge throughout the city. In terms of personnel, the department had just seen the retirement of an Organizational Development specialist with 18 years of city experience. Shortly after COVID changed our workdays, our Organizational Development Manager left the City, and an Admin Clerk found new responsibilities at the Library, sizeable turnover for a department of only 18 staff.

Major Changes in 2021 Operating Request

The uncertainty brought on by COVID, ill-timed staff departures, and the 2020/21 budget has compelled our management and staff flexibility. We have sacrificed long-term goals, like the LMS and Employee Engagement programs, to meet our customer's immediate needs. To move beyond those immediate needs, HR requires a full staff. Our primary goal for 2021 is hiring an experienced Organizational Development Manager who will bring new knowledge and innovative ideas to the City.

Summary of Reductions

Social distancing requirements also raise questions about the department's ability to generate revenue by providing training and conferences in which clients from outside city employment would be willing to pay to attend either in person or virtually. With this in mind, the department seeks to eliminate our \$5000 revenue requirement by reducing our "services" budget allocation by an equal amount.

Should it not be possible to return the department to full staff, the HR management team has developed a plan to absorb a 5% reduction in budget allocation. This reduction removes approximately \$100,000 from our annual operating budget.

We propose the following actions to meet the reduced spending threshold:

1. Make permanent Erin Hillson's appointment to the Organizational Development Manager position.
2. Move an HR Analyst 3 into the Labor Relations position vacated by Erin Hillson and promote that individual to Comp Group 18, Range 12.
3. Eliminate the HR Analyst 3 position previously held by the promoted staff member.
4. Use the additional funding provided by the elimination of the HR Analyst 3 position to increase the front desk Admin Clerk position to at least 80%.

These modifications will have an impact on our ability to provide services and support our customers. The remaining HR Analysts will have their agency portfolios grow by roughly 25%, and the Employee Relations service area is likely to see a reduction in efficiency as it trains Erin's replacement and a new clerk. However, this route represents the best available option to meet our customer needs if reductions cannot be avoided.

I look forward to meeting the continuing challenges that 2020 has brought to the City of Madison.

Harper Donahue, IV

c.c. Deputy Mayors
Budget & Program Evaluation Staff

2021 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Employee & Labor Relations

SERVICE NUMBER:

162

SERVICE DESCRIPTION:

This service fulfills the City's obligations for contract negotiation, interpretation, and administration, works with Employee Associations in developing and implementing employee handbooks, administers the Family and Medical Leave Act (FMLA), disability leave and layoff, occupational accommodations, and the development and implementation of the employee benefits program.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$649,489	\$330,823	\$402,067	\$626,899	\$643,221	\$644,321
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$649,489</i>	<i>\$330,823</i>	<i>\$402,067</i>	<i>\$626,899</i>	<i>\$643,221</i>	<i>\$644,321</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$640,020	\$639,791	\$727,678	\$794,175	\$797,097	\$797,097
Non-Personnel	\$7,444	\$26,675	\$10,032	\$37,675	\$51,075	\$52,175
Agency Billings	\$2,026	(\$335,643)	(\$335,643)	(\$204,951)	(\$204,951)	(\$204,951)
<i>Total</i>	<i>\$649,489</i>	<i>\$330,823</i>	<i>\$402,067</i>	<i>\$626,899</i>	<i>\$643,221</i>	<i>\$644,321</i>
FTEs		5.66		6.66	6.66	6.66

PRIORITY

Citywide Element

Effective Government

Describe how this service advances the Citywide Element:

The staff administering the Employee & Labor Relations (ELR) service for the City are focused on ensuring City employment policies are transparent, equitable, and viewed as legitimate by staff, employee organizations, and community partners. ELR develops benefit plans to improve employee wellness and financial security while at the same time minimizing costs to the Madison community. Through union contract negotiations and an open "meet & confer" process with employee associations, the ELR team strives to build and maintain positive relationships with all groups of employees who serve Madison's residents and visitors. ELR also administers the FMLA claims, occupational accommodations, drug & alcohol screening, and the investigation processes undertaken when complaints or grievances are filed against staff or city groups.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Employee Benefits, Planning & Implementation	20	Research, develop, and maintain, the employee benefits package for City staff. Including: Insurance, retirement, and wellness programs
Occupational Accommodations & Disability Leaves	25	Administration of the Occupational Accommodations program as well as tracking employee leave and layoff processes due to disabilities.
Administration of Family Medical Leave Act (FMLA) requirements	15	

Consult with employees on the FMLA process, review FMLA requests for eligibility, contact medical providers for required information, coordinate with employee and departments as staff resume their duties.

Negotiate and "Meet & Confer" with employee groups

30

Negotiate with employee unions and work with employee associations to develop and implement employee handbooks and union contracts.

Coordinate investigation of grievances

10

Review complaints and coordinate investigation of grievances filed against city employees. When necessary, work with attorney to negotiate separation agreements.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

+\$1100

What are the service level impacts of the proposed funding changes?

The service level impacts from these modifications should be minimal. The adjustments are being made to more accurately assign expenses between the three Human Resources service areas.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

<i>Fund</i>	<i>Major</i>	<i>Amount</i>	<i>Description</i>
1100	53	\$600	\$300 increase to Office Supplies line, \$300 increase to Books & Subscriptions line.
1100	54	\$500	\$500 increase to Memberships Expense Line

Insert item

Explain the assumptions behind the requested funding.

Redistribution of funds to more accurately reflect costs incurred by the Employee & Labor Relations service area.

What is the justification behind the increased funding?

Redistribution of funds to more accurately reflect costs incurred by the Employee & Labor Relations service area. Total funding remains the same as funds are moved from other service areas and budget lines.

Part 2: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$100,343

What is the proposed reduction to this service's budget?

(\$33,537)

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
All Activities	33,237	The loss of 20% of hours from the Admin Clerk will have a negative impact on individual customer service as this position manages our front desk, however given the current COVID environment it is unclear how often this will be an issue. Moving an HR Analyst into the Employee & Labor Relations service area will have short term effects on efficiency which should abate over time.

Insert item

Total	\$33,237	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	(\$34,337)	Move Erin Hillson to OD Manager. Promote an HR Analyst 3 to Labor Relations Specialist (Comp Group 18-12) to take Erin Hillson's position in ELR, adjust Admin Clerk to 80% rather than full time.
Non-Personnel	\$1,100	Increase of \$300 to Office Supplies line, Increase of \$300 to Books & Subscriptions Line, Increase of \$500 to Memberships
Agency Billings		
Total	(\$33,237)	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City is mandated to perform various activities under a variety of statues, including: the Family & Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA) as well as the Americans with Disabilities Act (ADA). These activities include (but are not limited to) providing reasonable accomodations for employees with disabilities, identifying "exempt" and "non-exepmt" employees and insuring overtime rules are followed, and providing leave to employees with serious health issues or when a spouse, child, or parent has serious health issues. Leave is also available for the birth or adoption of a child.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

At the beginning of the 2021 Budget cycle Human Resources had two vacancies (an Admin Clerk and the OD Manager position). Given the requested 5% reduction, filling the OD Manager's position with an outside hire did not seem possible without eliminating other positions. Moving an HR Analyst 3 into Employee & Labor Relations efficiently spreads personnel funding between the service areas and enables the department to maintain experienced staff in all areas.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

Departments utilizing the Employee & Labor Relations services will experince short term reduction in efficiency as staff become accustomed to their new tasks. Funding to maintain the current Human Resources organizational structure would allow for hiring an OD Manager from outside the city and would mitigate the decrease in efficiency in the other service areas.

v. 06-01-20

2021 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

HR Services

SERVICE NUMBER:

161

SERVICE DESCRIPTION:

This service provides strategic Human Resources (HR) support to departments throughout the City in order to assist departments in achieving departmental goals by developing and implementing recruitment and selection strategies, assisting in the implementation of organizational changes, including the classification and reclassification of employees and positions, working with the Personnel Board, and providing general human resources support.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$608,749	\$640,798	\$689,207	\$611,889	\$617,642	\$617,642
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$608,749</i>	<i>\$640,798</i>	<i>\$689,207</i>	<i>\$611,889</i>	<i>\$617,642</i>	<i>\$617,642</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$686,957	\$729,946	\$767,055	\$672,909	\$673,028	\$673,028
Non-Personnel	\$95,390	\$59,433	\$70,733	\$59,033	\$57,959	\$57,959
Agency Billings	(\$173,599)	(\$148,581)	(\$148,581)	(\$120,053)	(\$113,345)	(\$113,345)
<i>Total</i>	<i>\$608,749</i>	<i>\$640,798</i>	<i>\$689,207</i>	<i>\$611,889</i>	<i>\$617,642</i>	<i>\$617,642</i>
FTEs		6.68		5.68	5.68	5.68

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

HR Services is a key element of Effective Government. The staff allocated to HR Services provide assistance to all city departments throughout the year as they require the replacement or addition of new staff to achieve their program goals. HR Services provides subject matter expertise in the hiring process, including : developing and reviewing position descriptions and employment exams, advertising open positions, reviewing employment applications, referring qualified applicants, and notifying applicants as they proceed through the hiring process. During the past four years the department has processed an average of more than 14,000 applications and filled more than 675 positions per year.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Workforce Recruitment	65	Developing and implementing strategies to recruit and select diverse and appropriately skilled new staff members.
Implementation of Organizational Change	25	Assist City departments with modifications to their staffing structure through reclassifications, internal promotions, and development of new employment exams and position descriptions.

Maintain Position Control

10

Assist the Personnel Board and Finance Committee with answers to inquiries and maintain control of positions allocated throughout the year, ensuring departments do not recruit for positions which have not been approved by Finance or the Personnel Board.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

No changes requested

What are the service level impacts of the proposed funding changes?

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Select...

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Proposed Budget Reduction

What is 5% of the agency's net budget?

What is the proposed reduction to this service's budget?

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Workforce Recruitment	87,900	Removing a HR Analyst from the HR Services area will require the remaining analysts to support hiring for more departments. This will place additional burden on the Analysts and is likely to reduce innovation and opportunity for equity in the hiring and community outreach activities conducted by the HR Analysts.
Implementation of Organizational Change	33,809	Human Resource Services (HRS) is responsible for assisting City departments in making changes to their organizational structure. Reclassifications, internal promotions, development of employment exams which are equitable and job focused, and developing new position descriptions are some of the tasks that are likely to be impacted if an Analyst position is moved out of HRS. Given the expected level of organizational change required via a 5% across the board budgetary reduction, lack of personnel in this area is likely to lead to cascading effects throughout the City.
Total	\$121,709	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	(\$121,709)	To meet the 5% reduction the HR Department would be required to redistribute staff. The "HR Services" area would be substantially effected. Currently there are 4 HR Analysts, each Analyst works with a portfolio of 8-9 agencies. The 5% reduction would require one Analyst to be re-assigned to the Labor & Employee Relations service area. This would require each HR Analyst to support a portfolio of 11 agencies, reducing the time available to support any given agency.
Non-Personnel		
Agency Billings		
Total	(\$121,709)	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

There is no mandated level for Human Resource Services.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

1

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

The level of support provided by HR will decrease for all agencies as the remaining HR Analysts

Describe why the proposed reduction was chosen.

Funding for Supplies and Purchased Services within the HR Department is not adequate to take a \$100,000 loss without overwhelming impact. To meet the 5% goal the Human Resources Department will be required to eliminate 1-2 FTEs. The loss of these positions will require remaining staff to be redistributed to cover the range of services which departments rely on HR to provide. By moving an HR Analyst 3 to the Labor & Employee Relations service area, Erin Hillson, who had been the OD Manager in 2018, can be re-tasked from Labor to again serve as the OD Manager. The change also allows potential career progression for the chosen HR Analyst.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

The redistribution of staff will limit the time the group of HR Analysts have to support all departments in hiring, onboarding, and performing position studies. It will also reduce time available for HR to assist in employee engagement exercises. Having Metro Transit or Fire take on a larger portion of their hiring and onboarding tasks would allow for the time spent on those large agencies to be redirected to the smaller agencies.

v. 06-01-20

2021 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Organizational and Health Development (OHD)

SERVICE NUMBER:

163

SERVICE DESCRIPTION:

This service ensures the success and engagement of City of Madison employees and agencies through the coordinated work of the Organizational Development and Wellness Programs, oversees the City's employee engagement initiatives, coordinates internal and external training for employees, facilitates planning initiatives, and develops and delivers wellness initiatives for employees.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$582,892	\$642,374	\$547,787	\$770,094	\$745,998	\$744,898
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$582,892</i>	<i>\$642,374</i>	<i>\$547,787</i>	<i>\$770,094</i>	<i>\$745,998</i>	<i>\$744,898</i>
<i>Budget by Major</i>						
Revenue	(\$24,070)	(\$25,500)	(\$15,575)	(\$5,000)	(\$5,000)	\$0
Personnel	\$515,487	\$606,163	\$514,914	\$642,314	\$618,218	\$618,218
Non-Personnel	\$59,734	\$42,250	\$28,987	\$105,250	\$105,250	\$99,150
Agency Billings	\$31,741	\$19,461	\$19,461	\$27,530	\$27,530	\$27,530
<i>Total</i>	<i>\$582,892</i>	<i>\$642,374</i>	<i>\$547,787</i>	<i>\$770,094</i>	<i>\$745,998</i>	<i>\$744,898</i>
FTEs		5.66		5.66	5.66	5.66

PRIORITY

Citywide Element

Effective Government

Describe how this service advances the Citywide Element:

Organizational Development (OD) provides learning and growth opportunities, facilitates cultural change through interventions and initiatives, promotes strategic thinking, and forges partnerships both within government and with the community. Through each of these core activities OD maintains a central roll in providing our residents and visitors with an accessible government, run by qualified and well trained staff who are accountable and focused on providing efficient services with equitable, long term benefits for the entire community.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Employee & Leadership Development	30	vide employees with tools, comprehensive learning and development opportunities, and education at every point in their career. Offer support, development, and consultation for elected officials and leaders at every level of the organization. Provide career counseling to support internal recruitment and engagement with the City's workforce. Provide talent management and leadership development to meet organizational needs. Build capacity across organizations to achieve City goals.

Organizational Development

Build organizational effectiveness through strategic planning, process improvement, equity, and people-centered operations. Provide creative consulting and improvement interventions to foster work culture change. Support Performance Excellence and management strategies that promote high employee input and allow for agencies to meet organizational goals and improve service delivery to best serve City of Madison residents.

Outreach & Communication

20

Ensure common understanding of opportunities and services available through HR and OD. Develop community and organizational partnerships with key stakeholders. Utilize diverse and innovative marketing tools.

Engagement & Equity


15

Through Performance Excellence we ensure that the public is engaged and satisfied with City services by providing a Community Voice Survey. Support citywide equitable workforce planning and goals. Facilitate diverse community engagement efforts that inspire and connect our residents to City government. Support effective use of RESJI tools and training. Support AASPIRE and or Wanda Fullmore interns each summer.

Wellness

5

Support all aspects of employee well-being through programmatic efforts. Evaluate current services to ensure we maximize resources to benefit employee wellness resources available through healthcare providers and other organizational collaborations.

 Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service’s budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?

The service impacts should be minimal as funds are being shifted from Organizational Development to Employee & Labor Relations to better align with spending needs. Also, we are requesting reduction in required revenue to allow for training that is directed at city employees rather than having to appeal to non-staff in order to generate revenue.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Yes

Are you proposing an increase or a decrease to the budgeted revenue?

Decrease

Fund	Major	Amount	Description
1100	47	(\$5,000)	Revenue generated through hosting conferences and training sessions attended by non-city employees.

Insert item

Explain the assumptions behind the change to budgeted revenue.

Until COVID has been controlled, it is highly questionable whether revenue generating training and conference hosting will be possible. Therefore we request removal of the revenue requirement.

What is the justification behind the proposed change?

The reduction in revenue will be offset with an equivalent reduction in Supply and Service funding for 2021.

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Yes

Fund	Major	Amount	Description
1100	53	\$3,000	Reduction in Food & Beverage allocation by \$3000.
1100	54	\$3,100	Reduction in Conference & Training budget line by \$4600, Increase of \$1500 to Software

Insert item

Explain the assumptions behind the requested funding.

Reductions to offset the loss of \$5000 in required revenue for hosting conferences and training aimed at non-city employees. \$1100 in additional reductions to offset \$1100 in funding for 16200 (ELR) office supplies (\$300), books & subscriptions (\$300), and memberships (\$500).

What is the justification behind the increased funding?

The increased funding for software (\$1500) will be used to cover additional licenses for Survey Monkey, Adobe Acrobat, and Captivate.

Part 2: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$100,343

What is the proposed reduction to this service's budget?

(\$30,857)

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
All Activities	-30,857	The additional funding for Organizational Development staffing will allow for an experienced OD Manager, Erin Hillson, to supervise the group. With this the service area will be fully staffed with experienced development practitioners.

Insert item

2021 Operating Budget: Agency Reuqests	Total	244
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(\$30,857)

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	(\$29,757)	The OD Manager position is filled long-term by promotion of Erin Hillson from Employee & Labor Relations rather than filling from outside. The requires an additional 30K for the service area personnel funding.
Non-Personnel	(\$1,100)	Reductions to offset \$1100 in funding for 16200 (ELR) office supplies (\$300), books & subscriptions (\$300), and memberships (\$500).
Agency Billings		
Total	(\$30,857)	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

There is not a mandated level of service for Organizational Development activities.

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

Yes

If yes, which agencies:

All departments involved in hiring and employee development training.

Describe why the proposed reduction was chosen.

At the beginning of the 2021 Budget cycle Human Resources had two vacancies (an Admin Clerk and the OD Manager position), given the requested 5% reduction filling the OD Manager's position with an outside hire did not seem possible without eliminating other positions or making distructive modifications to the Supplies and Services budget lines.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

The proposal seeks an addition to personnel funding in this service area. With the additional funding the OD service area should not experience substantial impacts.

Submit

v. 06-01-20