

# ***Administrative Services***

***Administration***

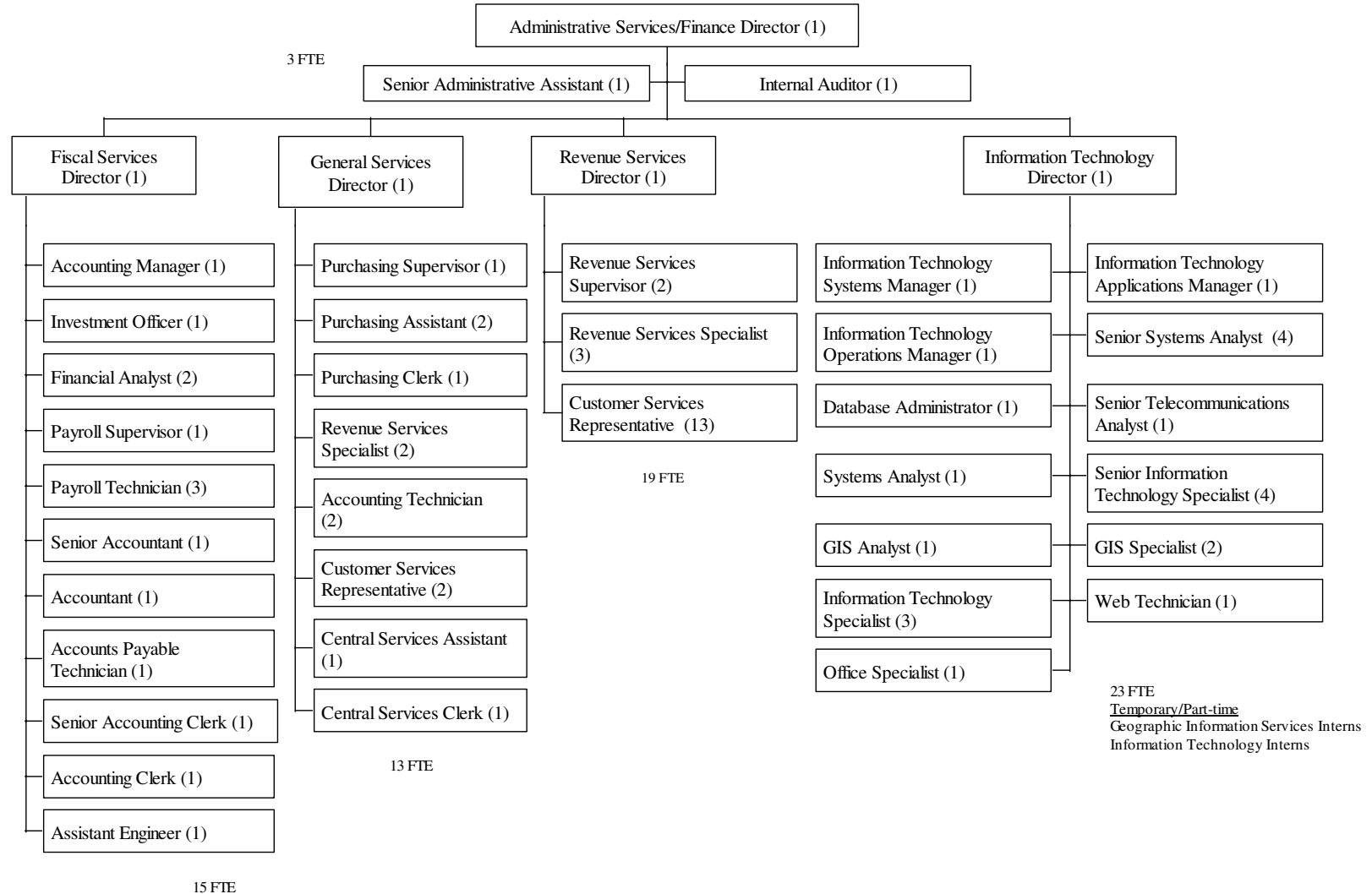
***Fiscal Services***

***General Services***

***Revenue Services***

***Information Technology***

2005-06 Organizational Chart  
**Administrative Services**  
 Effective July 1, 2005  
 (73 Full-time employees)



**City of Ontario**  
**Summary of Personnel and Organizational Changes**

---

<b><u>Administrative Services</u></b>	<b><u>2003-04</u></b>	<b><u>2004-05</u></b>	<b><u>2005-06</u></b>
<b>Administration</b>			
Administrative Services/Finance Director	1	1	1
Internal Auditor	1	1	1
Senior Administrative Assistant	1	1	1
	<hr/> 3	<hr/> 3	<hr/> 3
<b>Fiscal Services</b>			
Accountant	1	1	1
Accounting Clerk	1	1	1
Accounting Manager	0	0	1
Accounts Payable Technician	1	1	1
Assistant Engineer	1	1	1
Financial Analyst	2	2	2
Fiscal Services Director	1	1	1
Investment Officer	1	1	1
Payroll Supervisor	0	1	1
Payroll Technician	0	3	3
Payroll/Benefits Specialist	1	0	0
Payroll/Benefits Technician	3	0	0
Senior Accountant	1	1	1
Senior Accounting Clerk	1	1	1
	<hr/> 14	<hr/> 14	<hr/> 15
<b>General Services</b>			
Accounting Technician	2	2	2
Central Services Assistant	1	1	1
Central Services Clerk	1	1	1
Customer Services Representative	2	2	2
General Services Director	0	0	1
Purchasing Assistant	2	2	2
Purchasing Clerk	1	1	1

---

*Summary of Personnel and Organizational Changes**Fiscal Year 2005-06*

---

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Purchasing Supervisor	1	1	1
Revenue Services Specialist	2	2	2
	<hr/> 12	<hr/> 12	<hr/> 13
<b>Revenue Services</b>			
Customer Services Representative	13	13	13
Revenue Services Director	1	1	1
Revenue Services Specialist	3	3	3
Revenue Services Supervisor	2	3	2
	<hr/> 19	<hr/> 20	<hr/> 19
<b>Information Technology</b>			
Database Administrator	1	1	1
GIS Analyst	1	1	1
GIS Specialist	2	2	2
Information Technology Applications Mgr	1	1	1
Information Technology Director	1	1	1
Information Technology Operations Mgr	0	0	1
Information Technology Specialist	2	1	3
Information Technology Supervisor	1	1	0
Information Technology Systems Mgr	1	1	1
Office Specialist	1	1	1
Senior Information Technology Specialist	2	3	4
Senior Systems Analyst	3	4	4
Senior Telecommunications Analyst	0	0	1
Systems Analyst	1	1	1
Telecommunications Analyst	1	1	0
Web Technician	0	0	1
	<hr/> 18	<hr/> 19	<hr/> 23
<b>Total Administrative Services Agency</b>	<b>66</b>	<b>68</b>	<b>73</b>

## Administrative Services

Total Funds: \$13,801,426

General Fund: \$5,619,872

Other Funds: \$8,181,554

### OTHER FUNDS CONSIST OF:

Assessment District - \$210,062

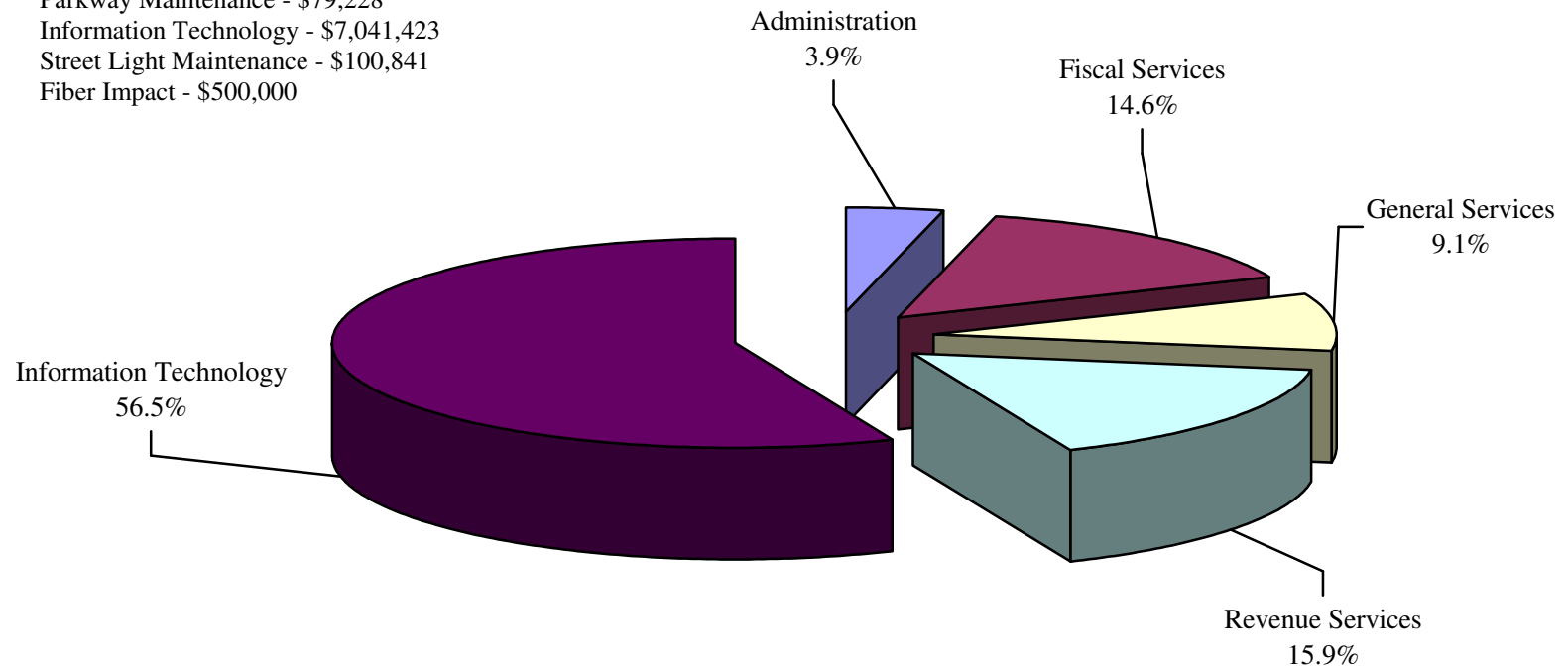
Capital Projects - \$250,000

Parkway Maintenance - \$79,228

Information Technology - \$7,041,423

Street Light Maintenance - \$100,841

Fiber Impact - \$500,000



## AGENCY SUMMARY FOR FISCAL YEAR 2005-06

### Administrative Services Agency

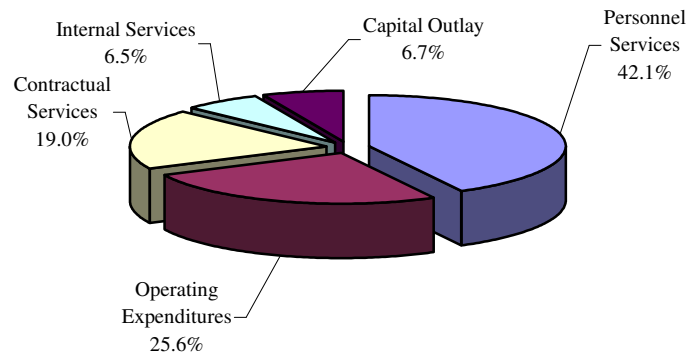
Agency is comprised of Administration, Fiscal Services, General Services, Revenue Services, and Information Technology. It provides support services to the City such as accounting, budgeting, purchasing, utility billing, information technology/telecommunications, and investment management.

### Service Objective:

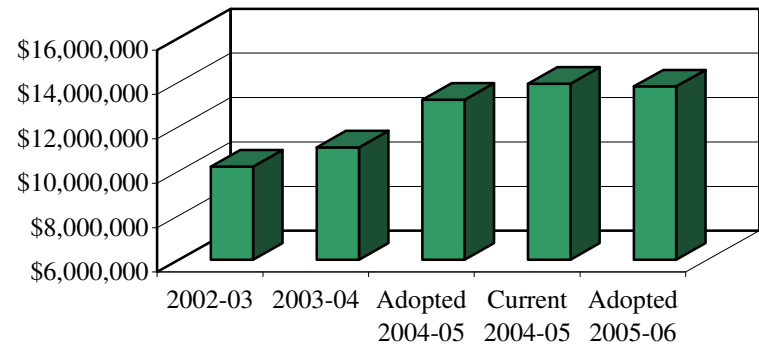
To direct the financial affairs of the City of Ontario, under the direction provided by the City Council's Goals and Objectives, in a timely, accurate, cost effective and efficient manner.

### Adopted Budget Expenditures

**\$13,801,426**



### Expenditures



### Budget

<u>Expenditures Category</u>	<u>FY 2002-03</u>	<u>FY 2003-04</u>	<u>Adopted FY 2004-05</u>	<u>Current FY 2004-05</u>	<u>Adopted FY 2005-06</u>	<u>% Change to Adopted 04-05</u>
Personnel Services	\$ 5,408,674	\$ 5,967,043	\$ 6,789,124	\$ 6,773,490	\$ <b>5,813,491</b>	-14.4%
Operating Expenditures	2,139,930	2,396,046	3,101,963	3,248,333	<b>3,538,943</b>	14.1%
Contractual Services	1,312,207	1,016,661	1,966,243	2,484,549	<b>2,628,955</b>	33.7%
Internal Services	748,757	759,677	729,454	724,729	<b>894,037</b>	22.6%
Debt Services	-	-	-	-	-	0.0%
Capital Outlay	586,307	915,308	620,000	698,294	<b>926,000</b>	49.4%
<b>Total Expenditures</b>	<b>\$ 10,195,875</b>	<b>\$ 11,054,735</b>	<b>\$ 13,206,784</b>	<b>\$ 13,929,395</b>	<b>\$ 13,801,426</b>	4.5%
Annual Percentage Change		8.4%	19.5%	5.5%	-0.9%	
Annual Amount Change		\$ 858,860	\$ 2,152,049	\$ 722,611	\$ (127,969)	

Historical data may reflect fluctuations due to organizational restructuring.

**Administrative Services Agency  
2005-06 Department Summary**

Department Title (Department ID)	Detail Book Page Number	2002-03 Actual	2003-04 Actual	2004-05 Adopted Budget	2004-05 Current Budget	2005-06 Adopted Budget	% Change to Adopted Budget 2004-05
Administrative Services Administration (008)	26	\$ 339,929	\$ 372,003	\$ 683,244	\$ 781,694	\$ 540,449	-20.9%
Fiscal Services (009)	28	2,376,738	2,670,114	3,233,408	3,231,195	1,621,327	-49.9%
Fiscal Services/Assessment Services Admin. (071)	32	182,036	181,800	195,763	195,763	210,062	7.3%
Fiscal Services/Street Light Maintenance Admin. (086)	33	47,888	49,757	96,847	98,297	100,841	4.1%
Fiscal Services/Parkway Maintenance Admin. (101)	34	40,928	48,236	55,332	58,232	79,228	43.2%
General Services (010)	35	789,976	713,709	-	-	639,527	0.0%
General Services/Business License (012)	36	229,887	273,519	352,455	358,355	257,593	-26.9%
General Services/Central Services (013)	37	273,979	292,938	358,757	389,273	361,298	0.7%
Revenue Services/Billing & Collection (011)	38	1,515,243	1,615,398	2,274,084	2,403,384	2,199,678	-3.3%
Information Technology/Information Technology (161)	40	3,017,073	3,599,865	3,833,884	3,915,608	4,621,376	20.5%
Information Technology/G.I.S. (162)	44	821,415	827,357	1,023,010	1,129,525	1,113,057	8.8%
Information Technology/IT Support Services (266)	46	-	-	-	-	281,990	0.0%
Information Technology Project (310)	47	560,783	410,039	1,100,000	1,368,069	1,775,000	61.4%
Total Administrative Services Agency		\$ 10,195,875	\$ 11,054,735	\$ 13,206,784	\$ 13,929,395	\$ 13,801,426	4.5%

Historical data may reflect fluctuations due to organizational restructuring.

**Administrative Services  
Major Accomplishments  
Fiscal Year 2004-05**

---

**Fiscal Services**

- Received Financial Statement Reporting Awards from the Government Financial Officers Association (National Level) for the 18<sup>th</sup> consecutive year and the California Society of Municipal Finance Officers (State Level) for the 12<sup>th</sup> consecutive year.
- Received Government Financial Officers Association Distinguished Budget Presentation Award and California Society of Municipal Finance Officers Certificate of Award, Excellence in Operational Budgeting for the 6<sup>th</sup> consecutive year.
- Received an unqualified (clean) opinion from the City's outside financial auditing firm for Fiscal Year ended June 30, 2004.
- Implemented enhanced internal control procedures in Fiscal Services.
- Improved coordination and internal controls among City departments in the procurement of goods and services.
- Enhanced web-based postings of solicitations for bids and proposals.
- Ensured a high level of safety in the City's investment portfolio through ongoing review.
- Participated in the development of financing, design and construction agreements between the City and NMC Builders, LLC related to development in the New Model Colony.

**Revenue Services**

- Implemented "Service Excellence" program which encompasses monthly customer service training for entire department, new name tags, customer comment cards, quality assurance monitoring of customer interactions, and performance observations forms.
- Experienced noticeable increase in customer satisfaction on customer comment cards by implementing "Service Excellence" program.
- Increased revenues in Business License through Citywide efforts to register unlicensed businesses.
- Utilized new Remittance Processor to process business license renewals saving 80% of processing time for 8,000+ businesses, and the processing of all incoming utility bills on a daily basis, saving 75% of time with significantly improved accuracy.
- Improved coordination with other departments, such as the Fire Department, in billing and collection of new and ongoing fees.
- Improved communications with Solid Waste Department to enhance customer service.
- Improved daily cash receipts processing through enhanced internal controls and streamlined process, saving at least 50% of daily processing time.
- Completed cross-training of the existing employees in different functions of the Department, including the new remittance Processor, as well as the training of two new hires.



**Administrative Services  
Major Accomplishments  
Fiscal Year 2004-05**

---

**Information Technology**

- Performed fit gap analysis to assess the need to upgrade PeopleSoft HR, Payroll and Financial systems.
- Completed initial cost estimates for fiber infrastructure in the New Model Colony to establish development impact fees.
- Implemented “back office” server and network upgrades for improved system reliability and security.
- Assisted with Driver Alliant/EBS migration of employee benefits.
- Installed City Storage Area Network (SAN).
- Implemented Mobile Data Computers (MDC) for West End Fire and Emergency Response Communications Authority.
- Built 911 Geofile used in Computer Aided Dispatch.
- Updated digital Citywide Ortho photography.

**Administrative Services**  
**Major Goals**  
**Fiscal Year 2005-06**

---

**Fiscal Services**

**Operate in a Businesslike Manner**

- Prepare and issue the City's Comprehensive Annual Financial Report (CAFR) in compliance with generally accepted accounting principles (GAAP) and secure the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting and the California Society of Municipal Finance Officers (CSMFO) Certificate for Outstanding Financial Reporting.
- Prepare and publish the City's Annual Operating Budget in compliance with standards of the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Awards Program and the California Society of Municipal Finance Officers Excellence in Budgeting Award Program.
- Continue developing departmental policies and procedures.
- Continue to review Citywide financial procedures to eliminate duplication and inefficiencies.
- Close out each month's revenues and expenditures by the 15<sup>th</sup> of the following month (except during the year-end process).
- Continue to review, enhance, and/or implement operational internal controls Citywide.
- Maintain a high level of safety in the City's investment portfolio through ongoing review.
- Maintain an adequate level of liquidity for the City's cash requirements.
- Upgrade PeopleSoft Financial system from version 7.5 to 8.8.
- Assist in the development of an employee self-service system application for time and labor entry, and benefit administration.

**General Services**

**Operate in a Businesslike Manner**

- Update Purchasing Procedures Manual.
- Further improve coordination and consistency of procurement activities among all agencies to increase effectiveness.
- Develop and implement audit processes in Business License area utilizing new information from Haines Directory Services.
- Develop sound billing and collection procedures in order to maximize recovery of allowable costs.
- Improve overall billing process for Citywide invoices.

**Administrative Services**  
**Major Goals**  
**Fiscal Year 2005-06**

---

**Revenue Services**

**Operate in a Businesslike Manner**

- Continue “Service Excellence” program to achieve an even higher level of customer satisfaction.
- Complete IVR/IWR project with Information Technology Department which will allow customers to pay utility bills with check or credit card over the phone and/or through the internet, along with offering “auto pay” function for automatic debits to checking or credit cards for ongoing payments.
- Continue cross-training customer representatives and specialists.
- Complete relocation of utility billing operations to a new facility to provide enhanced customer service.

**Information Technology**

**Operate in a Businesslike Manner**

- Implement new timekeeping system, an employee self-service system application for time and labor entry.
- Upgrade the Police Department’s MDC units and Fire Department’s field inspection devices.
- Complete the implementation of IVR/IWR access for utility customers to look up account information and pay bills over the phone or online.
- Complete the upgrade of PeopleSoft Financial systems from version 7.5 to 8.8.
- Implement various Information Technology operations projects, including: upgrading of CAD to version 2.2; implementation of Telestaff with Police Department; upgrading Fire RMS to version 3.29; providing public safety Storage Area Network (SAN) and Disaster Recovery solution; providing West End Fire Agencies support services; assisting library with relocation to the renovated facility; upgrading library systems (Horizon and Telecirc); replacement of public safety radio base station equipment; replacement of network switching equipment; providing field data collection solutions; integration of the permits/cashiering system interface; and research and pilot for a Bill Pay Kiosk program.

**Invest in the City’s Infrastructure (Water, Streets, Sewers, Parks, Storm Drains and Public Facilities)**

- Develop standards and construction guidelines for the implementation of a fiber optic cabling system in the New Model Colony and coordinate the infrastructure building.

**Administrative Services  
Performance Measures  
Fiscal Year 2005-06**

	Page, Goal #	Actual FY 2003-04	Actual FY 2004-05	Target FY 2005-06
<b><i>Fiscal Services</i></b>				
Minimize number of audit adjustments over last year	Pg. xxvii, 3	0	0	2
Minimize number of single audit findings over last year	Pg. xxvii, 3	0	0	2
Process invoices within an average of 30 days	Pg. xxvii, 3	90%	90%	90%
Receive Comprehensive Annual Financial Report (CAFR) awards	Pg. xxvii, 3	2	2	2
Under new computer system, have each month's accounting revenue and expenditures "closed out" by the 15 <sup>th</sup> of the following month	Pg. xxvii, 3	80%	80%	80%
Receive budget awards	Pg. xxvii, 3	2	2	2
Perform internal control/operational reviews Citywide	Pg. xxvii, 3	6	8	6
Achieve rate of return within 5 basis point of benchmark (Merrill Lynch 1-3 year treasury index)	Pg. xxvii, 3	+48	+3	+5
<b><i>General Services</i></b>				
Send out business license applications utilizing vendor "1 <sup>st</sup> contact" services	Pg. xxvii, 3	New	New	5 days
<b><i>Revenue Services</i></b>				
Customers utilizing auto pay for utility bills	Pg. xxvii, 3	New	New	2%
Average number of days between meter reading and sending bill	Pg. xxvii, 3	3	3	2
<b><i>Information Technology</i></b>				
In-house training provided to City staff in the use of application systems	Pg. xxvii, 3	130	250	350
Average time to close "priority" work orders (hours)	Pg. xxvii, 3	48	48	24
Total number of new or replacement personal computer systems installed	Pg. xxvii, 3	200	198	200
Average number of users accessing the City's web site per day	Pg. xxvii, 3	2,400	2,730	3,500