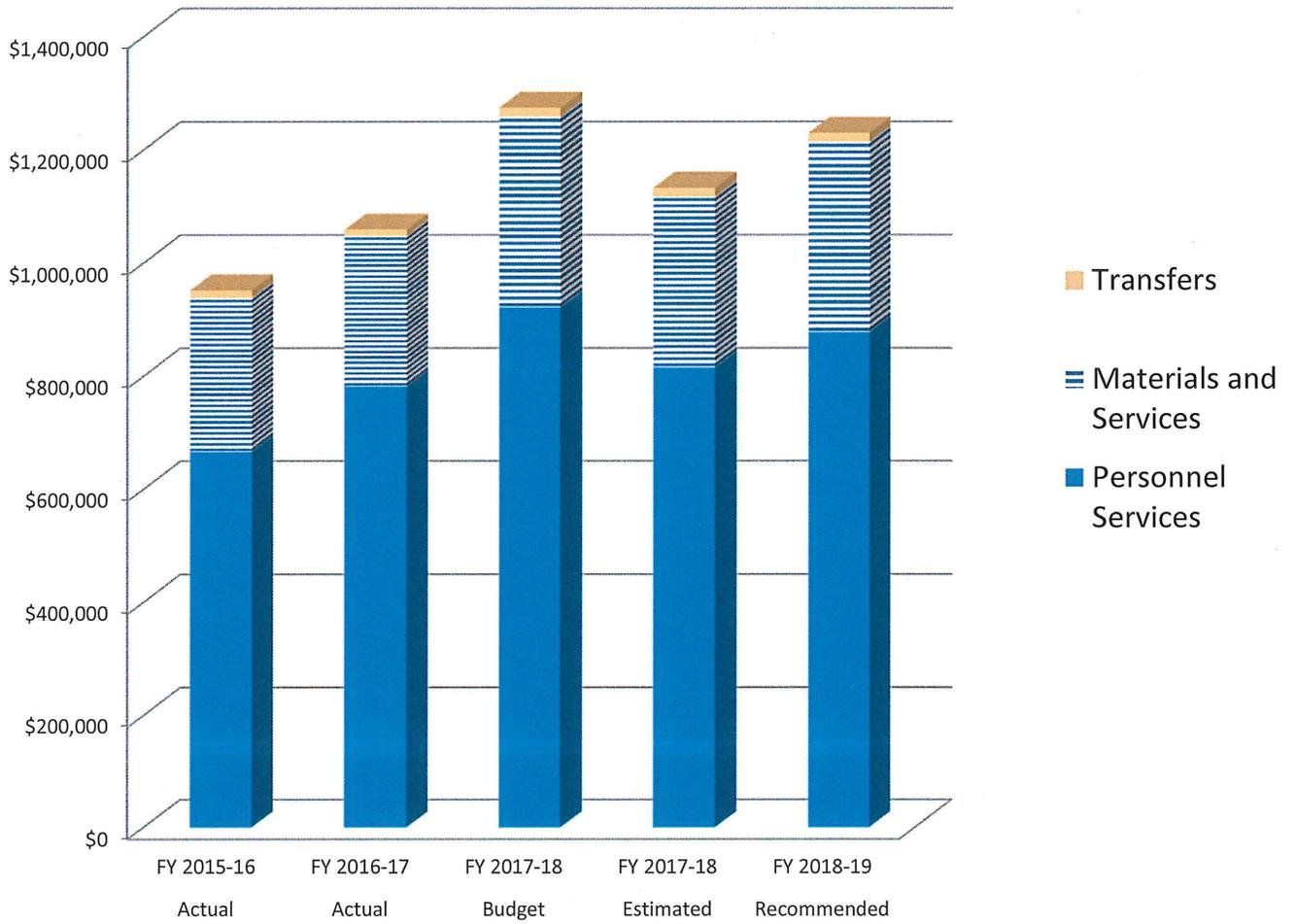


**GENERAL FUND
HUMAN RESOURCES
RECOMMENDED FY 18-19**



CITY OF BEAVERTON

BUDGET TREND ANALYSIS - FY 2015-16 TO FY 2018-19

With Explanations on Significant Changes between Budgeted 2017-18 and Recommended 2018-19

| Fund: | General Fund | | | | | |
|------------------------|----------------------------------|----------------------|----------------------|-------------------------|---------------------------|---|
| Department: | Human Resources - Summary | | | | | |
| CLASS | Actual FY 2015-16 | Actual FY 2016-17 | Budget FY 2017-18 | Estimated FY 2017-18 | Recommended FY 2018-19 | % Change Budgeted Vs. Recommended |
| Personnel Services | \$665,677 | \$781,559 | \$920,940 | \$815,194 | \$877,066 | -4.76% |
| Materials and Services | 272,349 | 266,379 | 337,418 | 302,063 | 336,716 | -0.21% |
| Transfers | 13,700 | 10,934 | 15,413 | 15,413 | 15,526 | 0.73% |
| SUB-TOTAL | \$951,726 | \$1,058,872 | \$1,273,771 | \$1,132,670 | \$1,229,308 | |
| Contingency | | | - | | - | |
| TOTAL | \$951,726 | \$1,058,872 | \$1,273,771 | \$1,132,670 | \$1,229,308 | |
| FTE's | 6.85 | 6.75 | 6.75 | | 6.75 | |

Explanation of item(s) that are significant (10% and greater than \$10,000):

Personnel services:

The Recommended Budget includes step increases, COLA increases for SEIU, and Management as well as a 2.23% increase in retirement reserves contributions (PERS), medical insurance cost increases of 7.5% for the Kaiser Plan, and an 11% increase in MODA plans.

Materials and services:

No significant change

Transfers:

No significant change

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2018-19 BUDGET
CURRENT LEVEL OF SERVICES

| | |
|---|--|
| FUND: 001 GENERAL | DEPARTMENT: HUMAN RESOURCES |
| PROGRAM: 0534 HR MANAGEMENT AND EMPLOYEE SERVICES | DEPARTMENT HEAD (INTERIM): JENNY MARSTON |

Program Goal:

To develop, implement and coordinate human resource programs and services to optimize the ability of departments to attract and retain qualified employees while ensuring compliance with all applicable laws, rules and regulations. Human Resource Management and Employee Services include employee relations, staffing, Equal Employment Opportunity (EEO), compensation, administration of leave laws, ADA accommodation, benefits administration, and labor relations.

| REQUIREMENTS | FY 2015-16 ACTUAL | FY 2016-17 ACTUAL | FY 2017-18 BUDGETED | FY 2018-19 PROPOSED | FY 2018-19 ADOPTED |
|----------------------|----------------------|----------------------|------------------------|------------------------|-----------------------|
| POSITION | 5.25 | 5.15 | 5.15 | 5.15 | 0.00 |
| PERSONNEL SERVICES | \$515,613 | \$606,790 | \$665,825 | \$667,543 | \$0 |
| MATERIALS & SERVICES | 156,740 | 154,923 | 213,272 | 197,899 | 0 |
| CAPITAL OUTLAY | | | | | |
| TRANSFERS | 10,931 | 8,822 | 12,110 | 12,199 | 0 |
| TOTAL | \$683,284 | \$770,535 | \$891,207 | \$877,641 | \$0 |

Program Objective (services provided):

To provide professional and technical expertise and guidance on employee relations matters, labor contract administration, grievance processes, investigations and resolution of employee complaints, and interpretation and administration of federal, state, and local laws as well as City personnel policies and procedures. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To guide and coach hiring managers through the recruitment, selection, and onboarding processes to attract diverse, qualified applicants using methods that are legally compliant and follow best practices. *(Council Goal: Provide and support a highly qualified and motivated City work force.)* These activities further support this Council priority: *Support diversity, equity, and inclusion in City programs, activities and services with measureable goals.*

To develop, maintain and administer a total rewards strategy inclusive of compensation, benefits, work-life balance, performance and recognition, and professional development and career advancement opportunities to attract, motivate, reward and retain a workforce that is focused on producing the highest quality results. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To lead the City in labor negotiations with the Beaverton Police Association and Service Employees International Union and successfully bargain contracts agreeable to management and labor. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To assess organization development and training needs, offer consultation and recommendations, and engage with departments, work groups, and individuals in implementing appropriate strategies and improvements to support a thriving environment and continuous improvement of organizational performance. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To conduct employee benefit transactions and maintain personnel records in compliance with applicable laws, rules, regulations and labor contracts and ensure accurate and information is readily available to management and employees. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To develop and maintain classification specifications reflective of the needs of the organization and a correlating salary structure that enables the City to be fiscally responsible and competitive for talent in the marketplace. *(Council Goals: Provide and support a highly qualified and motivated City work force; and: Use City resources efficiently to ensure long-term financial stability.)*

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2018-19 BUDGET
CURRENT LEVEL OF SERVICES

| | |
|---|--|
| FUND: 001 GENERAL | DEPARTMENT: HUMAN RESOURCES |
| PROGRAM: 0534 HR MANAGEMENT AND EMPLOYEE SERVICES | DEPARTMENT HEAD (INTERIM): JENNY MARSTON |

To assist in developing and administering City policies, performance management and competency processes, and programs that encourage employee engagement to support the organization in achieving its business objectives. Provide coaching and assistance to all employees in order to ensure a work environment which is both respectful and highly productive. *(Council Goals: Provide responsive, cost-effective service to the community; and: Provide and support a highly qualified and motivated City work force.)*

To partner with Information Systems to streamline procedures and continue developing and refining systems to enhance the efficiency and productivity of Human Resources and employee functions. *(Council Goal: Provide responsive, cost-effective service to the community.)*

To partner with the City Attorney’s office in leading the organization in its efforts to meet its obligations under Title II of the Americans with Disabilities Act (ADA). *(Council Goal: Continue to plan for, improve and maintain the City’s infrastructure.)* These activities further support these Council Priorities:

- *Incorporate goals and objectives of the Active Transportation Plan into the City’s Capital Improvement Plan, Transportation System Plan, Development Code, and Engineering Design Manual.*
- *Create a Sidewalk Fund for sidewalk construction programs*

Progress On FY 2017-18 Action Plan:

- Enhance the City’s internship program by preparing informational materials about the program to distribute with the goal of recruiting a diverse group of students whose academic interests correlate with internship opportunities with the City. *The City’s Human Resources Department attended local college job fairs, actively recruiting for internships in all departments. Students range from first-year college students to PhD candidates. Year to date, the City has hired 7 students to participate in the City’s internship program.*
- Procure pre-employment assessment validation software to provide a uniform process for verifying that any pre-employment test evaluates the necessary skills for the position and is bias-free. Currently, 15-20% of the City’s recruitments include a skills-based assessment. As the number of recruitments continues to increase every year, the staffing team predicts that usage of skills-based assessments with recruitments will also increase. Acquiring a pre-employment validation software program will enable the City to easily develop more skills-based tests to identify the best candidates for an open position. This is also identified as a best employment practice and in a survey conducted by SHRM, 86% of employers with top quartile recruiting practices use a test validation program. *The City’s Human Resources Department has worked with hiring managers to validate pre-employment tests. As a result, the department has elected not to use a third-party vendor’s validation software at this time.*
- Engage in labor negotiations with the Beaverton Police Association (BPA) and Service Employees International Union (SEIU). *Labor negotiations have begun with both associations as contracts expire on June 30, 2018.*
- Begin a citywide self-evaluation survey that identifies the programmatic or physical barriers that may prevent individuals with disabilities from participating in City programs, services and activities, and work with departments to take interim measures to increase the City’s ADA Title II compliance. *We have completed the self-evaluation and are now in the final steps of preparing an ADA Transition Plan which will summarize the results of the self-evaluation and document steps that the City needs to take over the next three years to further increase its level of ADA compliance.*
- Partner with departments in succession planning and workforce development to create plans that ensure a pipeline of internal talent to achieve the goals of the City. *Working with department heads to identify talent and create roadmaps for internal leadership development.*

**CITY OF BEAVERTON, OREGON
FISCAL YEAR 2018-19 BUDGET
CURRENT LEVEL OF SERVICES**

| | |
|---|--|
| FUND: 001 GENERAL | DEPARTMENT: HUMAN RESOURCES |
| PROGRAM: 0534 HR MANAGEMENT AND EMPLOYEE SERVICES | DEPARTMENT HEAD (INTERIM): JENNY MARSTON |

| Performance Measures | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Budgeted/Revised | FY 2018-19 Proposed |
|--|------------------------------|------------------------------|--|--------------------------------|
| Percent of regular employees retained at the end of probation: target is > 90% | >91% | 91% | >90% / 91% | >90% |
| Percent improvement in workforce diversity: target is > 2% | >2% | 1.1% | >2% / 0.7% | >1% |
| Recruitments conducted: | 90 | 90 | 90 / 90 | 110 |
| Percent of voluntary, non-retirement turnover: target is < 5% | <4% | 3% | < 5% / 4.9% | <5% |
| Percent of employees separated from the workforce with less than 3-years tenure: target is <2% | <2% | <2% | <2% / 2.4% | <2% |

FY 2018-19 Action Plan:

- Utilize the City’s application tracking system to the fullest extent possible to enhance internal and external customer usage and to create an easier and faster method for applicants to apply for open positions. Reducing the time to hire, as well as onboarding new hires, will be crucial in this demanding market.
- Collaborate with internal staff and external agencies to discuss the possibility of a west-side career exploratory fair for high school students, similar to the annual NW Youth Career Expo at the Portland Convention Center.
- Partner with JobsNow and Insight to host a Career Fair/Live Resume event at the City of Beaverton. Insight provides resources to help people with disabilities realize their potential and seek employment.
- Continue to implement Bias Awareness Training for all employees participating in the interview process.
- Partner with City management team to explore the possibility of creating an apprenticeship development program to assist in attracting candidates to fill positions that have historically been difficult to find qualified candidates.
- To ensure our compliance with the newly adopted Oregon Equal Pay Act, Human Resources intends to conduct a comprehensive evaluation of class specifications to ensure they are up to date, and conduct a pay equity analysis.

Performance Outcomes and Program Trends:

The value of an organization’s total rewards strategy is reflected in the number of qualified employees who continue with the organization long term. The target of 90% or greater of the workforce to remain three years or longer and continue to demonstrate their qualifications is a measure of achieving this objective.

The staffing function supports managers and supervisors in locating and recruiting candidates who are, or have the potential to be, the best in their field and aspire to live the Beaverton brand. Staff coordinates each stage of the recruitment process in consultation with the hiring manager. Staff informs and explains legal issues that may arise during hiring, and maintains an open communication with applicants and managers throughout the process.

Of our recruitments to date in FY 2017-18, 43% of vacancies have been filled by hires new to the City of Beaverton; 5% of vacancies have been filled by rehiring previous employees; and 52% have been filled through internal promotions, of which 22% were existing temporary employees applying for and gaining regular positions.

The staffing team will continue its efforts to attract veteran, women and minority candidates through specific job fairs and targeted advertising. Through new initiatives, the team will change how the City finds and connects with diverse, qualified applicant pools to encourage more diversity within the work force to mirror the richness of diversity in the community. The

CITY OF BEAVERTON, OREGON
 FISCAL YEAR 2018-19 BUDGET
 CURRENT LEVEL OF SERVICES

| | |
|---|--|
| FUND: 001 GENERAL | DEPARTMENT: HUMAN RESOURCES |
| PROGRAM: 0534 HR MANAGEMENT AND EMPLOYEE SERVICES | DEPARTMENT HEAD (INTERIM): JENNY MARSTON |

staffing team looks forward to collaborating with the Internal Equity Team in identifying ways to enhance the City’s diversity recruiting. As of February of 2018, 13.5% of our workforce identified as members of a minority group.

The City will continue to see significant retirements as shown in the statistics below. Twenty-six percent of the employee population of the City of Beaverton is comprised of baby boomers (born between 1946 and 1964) who are now approaching retirement; forty-eight percent of these baby boomers are currently eligible for full retirement benefits. That approximates 12% of the employee population. In 2017-18, there have been ten retirements, with an additional three anticipated by the end of the 2017-18 fiscal year.

As the City continues to face the loss of institutional memory and tacit knowledge, Human Resources will continue to collaborate with City leaders to capture tenured workers’ knowledge as well as identify the new skills and abilities necessary to execute the vision and business strategy. Ongoing workforce analysis will continue to provide information to determine recruiting, retention, and succession planning priorities. The City must be able to identify, develop and sustain the workforce skills it needs to successfully accomplish goals.

The City continues to work with the unions to maintain good lines of communication and engage in creative problem solving. This is being accomplished through the Labor Management Committees -- members of management and union employees meeting to discuss work processes and working conditions to identify and solve problems -- and union leaders meeting with the Mayor, the Chief of Police, the HR Director, and the Employee and Labor Relations Manager. A measure of success will be the identification and resolution of problems before they escalate. Evidence of the success of the goal will be collaborative resolutions of issues, and open lines of communication and feedback supported by well-planned meetings conducted during the year. Labor Management Committee meetings are scheduled quarterly in Public Works and at the Library. Other union and City leadership meetings are monthly.

The previous collective bargaining agreements for both the SEIU and the BPA expired June 30, 2015. The City successfully negotiated three-year successor contracts with the SEIU and BPA that extend through June 30, 2018. With the passage of Oregon’s Sick Time Law, the City and unions reengaged in bargaining in FY 2015-16 to address those elements of the contracts that were impacted by the law, which went into effect January 1, 2016. Fiscal Year 2017-18 has seen the bargaining agreement process begin again.

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2018-19 BUDGET
CURRENT LEVEL OF SERVICES

| | |
|---|--|
| FUND: 001 GENERAL | DEPARTMENT: HUMAN RESOURCES |
| PROGRAM: 0536 HR ORGANIZATION DEVELOPMENT | DEPARTMENT HEAD (INTERIM): JENNY MARSTON |

Program Goal:

To assess city, department, and individual needs, develop and help implement corresponding organization development and training initiatives and solutions designed to enhance business performance and work group and staff effectiveness, as measured by service satisfaction amongst internal and external customers. To enhance employee effectiveness and engagement to increase the organization's ability to achieve City Council goals.

| REQUIREMENTS | FY 2015-16 ACTUAL | FY 2016-17 ACTUAL | FY 2017-18 BUDGETED | FY 2018-19 PROPOSED | FY 2018-19 ADOPTED |
|----------------------|----------------------|----------------------|------------------------|------------------------|-----------------------|
| POSITION | 1.60 | 1.60 | 1.60 | 1.60 | 0.00 |
| PERSONNEL SERVICES | \$150,064 | \$174,769 | \$255,115 | \$209,523 | \$0 |
| MATERIALS & SERVICES | 115,609 | 111,456 | 124,146 | 138,817 | 0 |
| CAPITAL OUTLAY | | | | | |
| TRANSFERS | 2,769 | 2,112 | 3,303 | 3,327 | 0 |
| TOTAL | \$268,442 | \$288,337 | \$382,564 | \$351,667 | \$0 |

Program Objective (services provided):

To work collaboratively with departmental clients to support continuous improvements of structures, systems and processes that deliver desired service quality and efficiency to citizens. *(Council Goals: Provide responsive, cost-effective service to the community.)*

To design and develop programs that enhance and improve employees' knowledge, skills and abilities to perform their jobs effectively and improve the work system of which their job is a part. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

Progress on FY 2017-18 Action Plan:

- Provide training and continuous improvement of the City's performance management and competency processes. *Performance management and competency processes are under evaluation for ways to enhance effectiveness*
- Engage in assessing organizational effectiveness, developing recommendations and assisting with implementing performance and process improvement strategies. *Human Resource staff researched and recommended the City undertake an Employee Engagement Survey in FY 2018-19, from which action plans will be developed to improve employee engagement and drive performance.*
- Work collaboratively with senior leaders and staff to identify workforce needs. *Human Resources partnered with staff from multiple departments to bring a standardized Project Management course and framework to the City of Beaverton. We have also partnered with staff from multiple departments to provide a Business Writing workshop for City of Beaverton employees.*
- Provide mandatory workplace harassment and whistleblower protections, and substance abuse training. *Mandatory workplace harassment and substance abuse training is complete.*
- Provide City staff training on our obligation under Title I and Title II of the ADA. *Human Resources partnered with Kinetic Technology Solutions to make ADA Web Accessibility Training available to other jurisdictions and continues to support Web Team members receiving the training. Every member of the Human Resources staff has completed an ADA Title I course on employment requirements, including requests for accommodation. HR coordinated an ADA etiquette training for all front-facing city staff and added an ADA training to new employee orientation for all new hires. Additionally, Human Resources has a key staff member on the ADA Coordinating Committee.*

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2018-19 BUDGET
CURRENT LEVEL OF SERVICES

| | |
|---|--|
| FUND: 001 GENERAL | DEPARTMENT: HUMAN RESOURCES |
| PROGRAM: 0536 HR ORGANIZATION DEVELOPMENT | DEPARTMENT HEAD (INTERIM): JENNY MARSTON |

- Expand learning and development course offerings utilizing City/County Insurance Services (CIS) Online Learning System. *CIS Online Learning System utilization has exploded. Course completions are up 60% over FY 2016-17 completions halfway through the year, and are 700% of FY 2015-16 course completions. CIS continues to expand its course offerings, and the City has made multiple required trainings available via the CIS Learning Center. Additionally, managers and supervisors now have visibility on courses taken by their direct reports and can create learning plans for their teams.*
- Identify and retain quality training and skills development contractors through RFP process. *The City placed 12 professional development training contractors on Retainer Agreement following RFP process. Additionally, an RFP process for Computer Skills Training services is anticipated to be complete by the end of the current fiscal year.*
- Collaborate with senior leadership to identify high-potential leaders for leadership development program opportunities. *Identified multiple employees from several departments for leadership development programming. Sent three employees to Leadership Lab and plan on sending a dozen more over the next year. Also sent four senior leaders to an Advanced Leadership program.*

| Performance Measures: | FY 2015-16 Actual | FY 2016-17 Projected/Actual | FY 2017-18 Budgeted/Revised | FY 2018-19 Proposed |
|---|----------------------|--------------------------------|--------------------------------|------------------------|
| Learning Event Met Client Expectations | >90% | >90% / 90% | 90% / 90% | 90% |
| % of Training Budget for Tuition Reimbursement | 30% | 30% / 27% | 27% / 27% | 24% |
| % of Employees Participating in In-House Training | >30% | 100% / 100% | 100% / 100% | >30% |

FY 2018-19 Action Plan:

- Work collaboratively with senior leaders and staff to identify workforce needs.
- Collaborate with senior leadership to identify high-potential leaders for leadership development program opportunities.
- Formalize a Leadership Development Program curriculum.
- Provide training and continuous improvement of the City's performance management and competency processes.
- Assess and analyze employee engagement by partnering with an employee engagement survey provider.
- Develop a holistic approach to employee engagement throughout employment lifecycle.

Performance Outcomes and Program Trends:

The focus for FY 2017-18 was to continue developing a workforce planning guide to identify and address critical human resource issues in an organized and integrated way. Working with the Mayor and department heads, Human Resources will delve deeper into steps 1 and 2 of a five-step workforce planning model and have a plan to complete the following steps in alignment with the City's strategic planning and budgeting process for the following year. This effort will ensure that the City has the right people, in the right job, with the right skills, at the right time, now and in the future.

Training and organization development efforts will continue to focus on developing the skills of current and future leaders. Following great success of the program in FY 2016-17, Human Resources will continue to offer Supervisory Exploration for employees who are considering supervision as a possible career path, and Frontline Supervision for new and current supervisors to cover four of the fundamental tasks of a supervisor: establishing credibility, clarifying performance expectations, communicating effectively, and giving and receiving feedback.

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2018-19 BUDGET
CURRENT LEVEL OF SERVICES

| | |
|---|--|
| FUND: 001 GENERAL | DEPARTMENT: HUMAN RESOURCES |
| PROGRAM: 0536 HR ORGANIZATION DEVELOPMENT | DEPARTMENT HEAD (INTERIM): JENNY MARSTON |

The City's tuition reimbursement program is another venue through which employees can seek to develop professionally. Tuition reimbursement opportunities are available through each of the labor contracts and to management employees for education and training that are relevant to an employee's career with the City. It continues to be a cost-effective way to encourage employees to increase their skills in classes that are taken on the employee's own time. Within this process, we ask the employee to provide a long-term development plan for their career at the City.

BUDGET PREPARATION WORKSHEET SUMMARY

FUND: 001 GENERAL FUND

DEPT: 15 HUMAN RESOURCES DEPARTMENT

| OBJ | 2016 - ACTUAL | | 2017 - ACTUAL | | 2018 BUDGETED | | 2018 YTD | 2018 | 2019 - PROPOSED | | 2019 - RECOMD | | 2019 ADOPTED | |
|-----|---------------|-----|---------------|-----|---------------|-----|----------|---------|-----------------|-----|---------------|-----|--------------|-----|
| | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE | ACT AMT | EST AMT | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE |

CLASS: 05 PERSONNEL SERVICES

| | | | | | | | | | | | | | | |
|------------------------------------|--|--|---------|------|---------|------|---------|------|---------|---------|---------|------|---------|------|
| 037 | HR BUSINESS PARTNER | | 48,830 | | | | | | | | | | | |
| 038 | HUMAN RESOURCES DIRECTOR | | 97,704 | .90 | 99,835 | .85 | 108,586 | .85 | 73,554 | 73,554 | 108,487 | .85 | 97,735 | .85 |
| 115 | HUMAN RESOURCES SPECIALIST | | 59,677 | 1.75 | 121,442 | 2.00 | 132,897 | 2.00 | 102,199 | 130,496 | 144,354 | 2.00 | 144,354 | 2.00 |
| 116 | HUMAN RESOURCES ASSISTANT | | 42,543 | 1.00 | 47,937 | .95 | 51,090 | .95 | 41,706 | 53,078 | 55,783 | .95 | 55,783 | .95 |
| 194 | BENEFITS REPRESENTATIVE | | 9,937 | .25 | 5,747 | .10 | 6,280 | .10 | 4,827 | 6,143 | 6,754 | .10 | 6,754 | .10 |
| 0292 202 | HUMAN RESOURCES ANALYST | | 138,927 | 1.00 | 70,819 | .90 | 70,926 | .90 | 57,376 | 72,095 | 74,072 | .90 | 74,072 | .90 |
| 275 | TEMPORARY EMPLOYEES | | 38,492 | | 589 | | 876 | | | | | | | |
| 277 | INTERNSHIP PROGRAM | | 7,824 | | 40,278 | | 45,000 | | 33,386 | 29,343 | | | | |
| 285 | EMPLOYEE LABOR RELATIONS MANAGER | | | .95 | 95,345 | .95 | 113,412 | .95 | 79,459 | 100,666 | 102,744 | .95 | 102,744 | .95 |
| 286 | LEARNING & ORGANIZATIONAL DEV SPECIALIST | | 16,491 | 1.00 | 53,984 | 1.00 | 85,397 | 1.00 | 67,246 | 85,307 | 91,892 | 1.00 | 91,892 | 1.00 |
| 299 | PAYROLL TAXES AND FRINGES | | 205,252 | | 245,583 | | 306,476 | | 218,339 | 264,512 | 293,888 | | 303,732 | |
| TOTAL CLASS: 05 PERSONNEL SERVICES | | | 665,677 | 6.85 | 781,559 | 6.75 | 920,940 | 6.75 | 678,092 | 815,194 | 877,974 | 6.75 | 877,066 | 6.75 |

CLASS: 10 MATERIALS & SERVICES

| | | | | | | | | | | | | | | |
|-----|-----------------|--|-------|--|-------|--|-----|--|-----|-----|-----|--|-----|--|
| 301 | OFFICE EXPENSE | | 3,469 | | 2,421 | | 890 | | 489 | 800 | 700 | | 700 | |
| 307 | MEMBERSHIP FEES | | | | | | | | | | | | | |

BUDGET PREPARATION WORKSHEET SUMMARY

FUND: 001 GENERAL FUND

DEPT: 15 HUMAN RESOURCES DEPARTMENT

| OBJ | 2016 - ACTUAL | | 2017 - ACTUAL | | 2018 BUDGETED | | 2018 YTD | 2018 | 2019 - PROPOSED | | 2019 - RECOMD | | 2019 ADOPTED | |
|----------|---------------------------------|-----|---------------|-----|---------------|-----|----------|---------|-----------------|-----|---------------|-----|--------------|-----|
| | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE | ACT AMT | EST AMT | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE |
| | 4,463 | | 4,521 | | 9,838 | | 6,397 | 9,010 | 9,073 | | 8,923 | | | |
| 308 | PERIODICALS & SUBSCRIPTIONS | | | | | | | | | | | | | |
| | 1,076 | | 12,573 | | 5,645 | | 3,645 | 3,880 | 2,505 | | 2,505 | | | |
| 316 | ADVERTISING, RECORDING & FILING | | | | | | | | | | | | | |
| | 29,178 | | 11,761 | | 12,000 | | 4,558 | 6,000 | 8,000 | | 8,000 | | | |
| 317 | COMPUTER EQUIPMENT | | | | | | | | | | | | | |
| | 186 | | 2,649 | | 800 | | 726 | 726 | | | | | | |
| 321 | TRAVEL, TRAINING & SUBSISTENCE | | | | | | | | | | | | | |
| | 5,829 | | 4,745 | | 9,211 | | 4,592 | 4,896 | 8,714 | | 8,714 | | | |
| 322 | EMPLOYEE RECRUITMENT EXPENSE | | | | | | | | | | | | | |
| | 24,913 | | 9,250 | | 5,000 | | 1,000 | 25,000 | 10,250 | | 10,250 | | | |
| 326 | CITYWIDE TRAINING | | | | | | | | | | | | | |
| | 68,807 | | 61,134 | | 60,000 | | 51,773 | 60,000 | 60,000 | | 60,000 | | | |
| 0293 327 | TUITION REIMBURSEMENT | | | | | | | | | | | | | |
| | 20,779 | | 24,817 | | 33,000 | | 17,724 | 33,000 | 33,000 | | 33,000 | | | |
| 328 | MEALS & RELATED EXPENSE | | | | | | | | | | | | | |
| | 452 | | 1,194 | | 1,650 | | 927 | 958 | 1,550 | | 1,550 | | | |
| 330 | MILEAGE REIMBURSEMENT | | | | | | | | | | | | | |
| | | | | | 100 | | | | 100 | | 100 | | | |
| 341 | COMMUNICATIONS EXPENSE | | | | | | | | | | | | | |
| | | | 221 | | 504 | | 466 | 420 | 624 | | 624 | | | |
| 458 | EMPLOYEE TRANSIT EXPENSE | | | | | | | | | | | | | |
| | 41,994 | | 51,908 | | 63,114 | | 60,636 | 58,817 | 66,463 | | 66,463 | | | |
| 461 | SPECIAL EXPENSE | | | | | | | | | | | | | |
| | 2,707 | | 4,086 | | 4,800 | | 3,603 | 4,800 | 5,300 | | 5,300 | | | |
| 481 | OTHER EXPENSES | | | | | | | | | | | | | |
| | 23,579 | | 24,545 | | 26,320 | | 25,070 | 24,210 | 26,020 | | 26,020 | | | |
| 511 | PROFESSIONAL SERVICES | | | | | | | | | | | | | |
| | 43,179 | | 47,910 | | 103,500 | | 41,113 | 68,500 | 118,500 | | 103,500 | | | |
| 523 | BOARDS & COMMISSIONS EXPENSES | | | | | | | | | | | | | |
| | 814 | | 1,701 | | | | | | | | | | | |

BUDGET PREPARATION WORKSHEET SUMMARY

FUND: 001 GENERAL FUND

DEPT: 15 HUMAN RESOURCES DEPARTMENT

| OBJ | 2016 - ACTUAL | | 2017 - ACTUAL | | 2018 BUDGETED | | 2018 YTD | 2018 | 2019 - PROPOSED | | 2019 - RECOMD | | 2019 ADOPTED | |
|---|---------------|------|---------------|------|---------------|------|----------|-----------|-----------------|------|---------------|------|--------------|-----|
| | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE | ACT AMT | EST AMT | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE |
| 551 RENTS AND LEASES | | | | | | | | | | | | | | |
| | 924 | | 943 | | 1,046 | | 1,061 | 1,046 | 1,067 | | 1,067 | | | |
| TOTAL CLASS: 10 MATERIALS & SERVICES | | | | | | | | | | | | | | |
| | 272,349 | | 266,379 | | 337,418 | | 223,780 | 302,063 | 351,866 | | 336,716 | | | |
| CLASS: 25 TRANSFERS | | | | | | | | | | | | | | |
| 816 TRSFERS TO REPROGRAPHICS FUND | | | | | | | | | | | | | | |
| | 13,700 | | 10,934 | | 15,413 | | 7,373 | 15,413 | 15,526 | | 15,526 | | | |
| TOTAL CLASS: 25 TRANSFERS | | | | | | | | | | | | | | |
| | 13,700 | | 10,934 | | 15,413 | | 7,373 | 15,413 | 15,526 | | 15,526 | | | |
| TOTAL DEPARTMENT: 15 HUMAN RESOURCES DEPARTMENT | | | | | | | | | | | | | | |
| | 951,726 | 6.85 | 1,058,872 | 6.75 | 1,273,771 | 6.75 | 909,245 | 1,132,670 | 1,245,366 | 6.75 | 1,229,308 | 6.75 | | |

0294

**HUMAN RESOURCES
FY 2017-18 ADOPTED**

| Code | Position Title | Actual FY 16-17 | Adopted FY 17-18 | New | Transfer | Reclass | Deleted | Ending FY 17-18 |
|------|--------------------------------|--------------------|---------------------|-------------|-------------|-------------|-------------|--------------------|
| 38 | HUMAN RESOURCES DIRECTOR | 0.85 | 0.85 | | | | | 0.85 |
| 115 | HUMAN RESOURCES SPECIALIST | 2.00 | 2.00 | | | | | 2.00 |
| 116 | HUMAN RESOURCES ASSISTANT | 0.95 | 0.95 | | | | | 0.95 |
| 194 | BENEFITS REPRESENTATIVE | 0.10 | 0.10 | | | | | 0.10 |
| 202 | HUMAN RESOURCES ANALYST | 0.90 | 0.90 | | | | | 0.90 |
| 285 | EMPLOYEE LABOR RELATIONS MANAG | 0.95 | 0.95 | | | | | 0.95 |
| 286 | LEARNING & ORGANIZATIONAL DEV | 1.00 | 1.00 | | | | | 1.00 |
| | Total | 6.75 | 6.75 | 0.00 | 0.00 | 0.00 | 0.00 | 6.75 |

FY 2018-19 PROPOSED

| Code | Position Title | Ending FY 17-18 | New | Transfer | Reclass | Deleted | Proposed FY 18-19 |
|------|--------------------------------|--------------------|-------------|-------------|-------------|-------------|----------------------|
| 38 | HUMAN RESOURCES DIRECTOR | 0.85 | | | | | 0.85 |
| 115 | HUMAN RESOURCES SPECIALIST | 2.00 | | | | | 2.00 |
| 116 | HUMAN RESOURCES ASSISTANT | 0.95 | | | | | 0.95 |
| 194 | BENEFITS REPRESENTATIVE | 0.10 | | | | | 0.10 |
| 202 | HUMAN RESOURCES ANALYST | 0.90 | | | | | 0.90 |
| 285 | EMPLOYEE LABOR RELATIONS MANAG | 0.95 | | | | | 0.95 |
| 286 | LEARNING & ORGANIZATIONAL DEV | 1.00 | | | | | 1.00 |
| | Total | 6.75 | 0.00 | 0.00 | 0.00 | 0.00 | 6.75 |

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
 DEPT: 15 HUMAN RESOURCES DEPARTMENT
 PROGRAM: 0534 HR MGMT & EMPLOYEE SERVICES

| OBJ | 2016 - ACTUAL | | 2017 - ACTUAL | | 2018 BUDGETED | | 2018 | 2019 - PROPOSED | | 2019 - RECOMD | | 2019 ADOPTED | |
|-----|---------------|-----|---------------|-----|---------------|-----|---------|-----------------|-----|---------------|-----|--------------|-----|
| | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE | EST AMT | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE |

CLASS: 05 PERSONNEL SERVICES

| | | | | | | | | | | | | | |
|-----|----------------------------------|------|---------|------|---------|------|---------|---------|------|---------|------|--|--|
| 037 | HR BUSINESS PARTNER | | | | | | | | | | | | |
| | 48,830 | | | | | | | | | | | | |
| 038 | HUMAN RESOURCES DIRECTOR | | | | | | | | | | | | |
| | 86,848 | .80 | 88,090 | .75 | 95,807 | .75 | 64,900 | 95,724 | .75 | 86,237 | .75 | | |
| 115 | HUMAN RESOURCES SPECIALIST | | | | | | | | | | | | |
| | 44,496 | 1.50 | 105,785 | 1.75 | 116,001 | 1.75 | 113,601 | 125,836 | 1.75 | 125,836 | 1.75 | | |
| 116 | HUMAN RESOURCES ASSISTANT | | | | | | | | | | | | |
| | 31,851 | .75 | 35,321 | .70 | 37,645 | .70 | 39,108 | 41,103 | .70 | 41,103 | .70 | | |
| 194 | BENEFITS REPRESENTATIVE | | | | | | | | | | | | |
| | 9,937 | .25 | 5,747 | .10 | 6,280 | .10 | 6,143 | 6,754 | .10 | 6,754 | .10 | | |
| 202 | HUMAN RESOURCES ANALYST | | | | | | | | | | | | |
| | 138,927 | 1.00 | 70,819 | .90 | 70,926 | .90 | 72,095 | 74,072 | .90 | 74,072 | .90 | | |
| 275 | TEMPORARY EMPLOYEES | | | | | | | | | | | | |
| | | | 589 | | 876 | | | | | | | | |
| 285 | EMPLOYEE LABOR RELATIONS MANAGER | | | | | | | | | | | | |
| | | .95 | 95,345 | .95 | 113,412 | .95 | 100,666 | 102,744 | .95 | 102,744 | .95 | | |
| 299 | PAYROLL TAXES AND FRINGES | | | | | | | | | | | | |
| | 154,724 | | 205,094 | | 224,878 | | 198,333 | 223,384 | | 230,797 | | | |

TOTAL CLASS: 05 PERSONNEL SERVICES

| | | | | | | | | | | | | | |
|--|---------|------|---------|------|---------|------|---------|---------|------|---------|------|--|--|
| | 515,613 | 5.25 | 606,790 | 5.15 | 665,825 | 5.15 | 594,846 | 669,617 | 5.15 | 667,543 | 5.15 | | |
|--|---------|------|---------|------|---------|------|---------|---------|------|---------|------|--|--|

CLASS: 10 MATERIALS & SERVICES

| | | | | | | | | | | | | | |
|-----|-----------------|--|-------|--|-------|--|-------|-------|--|-------|--|--|--|
| 301 | OFFICE EXPENSE | | | | | | | | | | | | |
| | 3,469 | | 2,421 | | 890 | | 800 | 700 | | 700 | | | |
| 307 | MEMBERSHIP FEES | | | | | | | | | | | | |
| | 4,463 | | 4,521 | | 9,838 | | 9,010 | 9,073 | | 8,923 | | | |

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
 DEPT: 15 HUMAN RESOURCES DEPARTMENT
 PROGRAM: 0534 HR MGMT & EMPLOYEE SERVICES

| OBJ | OBJECT DESCRIPTION |
|-----|--------------------|
| | JUSTIFICATIONS |

- 037 HR BUSINESS PARTNER

- 038 HUMAN RESOURCES DIRECTOR
 FY 16-17 REFLECTS POSITION REALLOCATION TO 75% /10% /5%/10%: 001-15-0534 / 001-15-0536 / 706-40-0015 / 706-40-0016.
 FY 17-18 ESTIMATE REFLECTS DECREASE DUE TO POSITION VACANCY DURING YEAR.

- 115 HUMAN RESOURCES SPECIALIST
 FY 16-17 REFLECTS REALLOCATION TO 75% / 25% IN 001-15-0534 / 001-15-0536
 FY 16-17 ALSO REFLECTS ELIMINATING 1 FTE HR ANALYST POSITION AND CREATING 1 FTE HR SPECIALIST POSITION.

- 116 HUMAN RESOURCES ASSISTANT
 FY 16-17 REFLECTS POSITION REALLOCATION TO 70% / 25% / 5% IN 001-15-0534 / 001-15-0536 / 706-40-0015.

- 194 BENEFITS REPRESENTATIVE
 FY 16-17 REFLECTS POSITION REALLOCATION TO 10% / 90% IN 001-15-0534 / 706-40-0016

- 202 HUMAN RESOURCES ANALYST
 FY 16-17 REFLECTS POSITION REALLOCATION TO 90% / 10% IN 001-15-0534 / 706-40-0016.
 FY 16-17 ALSO REFLECTS ELIMINATING 1 FTE HR ANALYST POSITION AND CREATING 1 FTE HR SPECIALIST.

- 275 TEMPORARY EMPLOYEES
 RECRUITING SYSTEM DATA ENTRY

- 285 EMPLOYEE LABOR RELATIONS MANAGER
 FY 15-16 REFLECTS MID-YEAR ESTABLISHMENT OF THE EMPLOYEE LABOR RELATIONS MANAGER POSITION.
 ALLOCATED 95% 001-15-0534 AND 5% 706-40-0015

- 299 PAYROLL TAXES AND FRINGES
 PAYROLL TAXES AND FRINGE BENEFITS EXPRESSED AS A PERCENTAGE OF SALARY TOTALS 61.45% AS A CITY-WIDE AVERAGE AND CONSISTS OF THE FOLLOWING:
 37.07% IN PAYROLL TAXES CONSISTING OF 7.65% FICA, AVERAGE OF 20.74% FOR RETIREMENT CONTRIBUTIONS (25.39% PERS. 16.72% OPSRP GENERAL OR 21.49% OPSRP POLICE), A 2.23% CONTRIBUTION TO THE PERS RESERVE FUND, AND 6.45% IN OTHER TAXES (UNEMPLOYMENT, LONG TERM DISABILITY, WORKERS COMPENSATION, PEHP, AND TRIMET)
 24.38% AS THE AVERAGE COST OF MEDICAL, DENTAL, LIFE AND AD&D INSURANCES

- 301 OFFICE EXPENSE
 MISCELLANEOUS OFFICE SUPPLIES
 COMPUTER MONITOR ARM

- 307 MEMBERSHIP FEES
 LOCAL GOVERNMENT PERSONNEL INSTITUTE CORPORATE MEMBERSHIP (LGPI) \$2,872
 NATIONAL PUBLIC EMPLOYER LABOR RELATIONS ASSOCIATION (NPLRA) NEW EE/AM @\$175 EACH \$175
 AMERICAN SOCIETY FOR TRAINING & DEVELOPMENT (ASTD) \$99
 SOCIETY FOR HUMAN RESOURCES MANAGEMENT (SHRM) @\$209 EACH \$418
 IPMA NATIONAL \$149
 CWCG CORPORATE MEMBERSHIP \$150
 IPMA LOCAL \$60
 PARTNERS IN DIVERSITY ANNUAL MEMBERSHIP (PREVIOUSLY BUDGETED IN MAYOR'S PROGRAMS) \$2,000
 NORTHWEST PUBLIC EMPLOYEES/CITY MEMBERSHIP/SPONSORSHIP (PREVIOUSLY BUDGETED IN THE MAYOR'S PROGRAMS) \$3,000

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
 DEPT: 15 HUMAN RESOURCES DEPARTMENT
 PROGRAM: 0534 HR MGMT & EMPLOYEE SERVICES

| OBJ | 2016 - ACTUAL | | 2017 - ACTUAL | | 2018 BUDGETED | | 2018 | 2019 - PROPOSED | | 2019 - RECOMD | | 2019 ADOPTED | |
|--------------------------------------|---------------------------------|-----|---------------|-----|---------------|-----|---------|-----------------|-----|---------------|-----|--------------|-----|
| | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE | EST AMT | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE |
| 308 | PERIODICALS & SUBSCRIPTIONS | | | | | | | | | | | | |
| | 1,076 | | 12,573 | | 5,545 | | 3,880 | 2,455 | | 2,455 | | | |
| 316 | ADVERTISING, RECORDING & FILING | | | | | | | | | | | | |
| | 29,178 | | 11,761 | | 12,000 | | 6,000 | 8,000 | | 8,000 | | | |
| 317 | COMPUTER EQUIPMENT | | | | | | | | | | | | |
| | 186 | | 2,649 | | 800 | | 726 | | | | | | |
| 321 | TRAVEL, TRAINING & SUBSISTENCE | | | | | | | | | | | | |
| | 5,829 | | 4,745 | | 9,211 | | 4,896 | 8,714 | | 8,714 | | | |
| 322 | EMPLOYEE RECRUITMENT EXPENSE | | | | | | | | | | | | |
| | 24,913 | | 9,250 | | 5,000 | | 25,000 | 10,250 | | 10,250 | | | |
| 328 | MEALS & RELATED EXPENSE | | | | | | | | | | | | |
| | 376 | | 1,010 | | 1,250 | | 583 | 1,150 | | 1,150 | | | |
| 341 | COMMUNICATIONS EXPENSE | | | | | | | | | | | | |
| | | | 221 | | 504 | | 420 | 624 | | 624 | | | |
| 458 | EMPLOYEE TRANSIT EXPENSE | | | | | | | | | | | | |
| | 41,994 | | 51,908 | | 63,114 | | 58,817 | 66,463 | | 66,463 | | | |
| 461 | SPECIAL EXPENSE | | | | | | | | | | | | |
| | 2,707 | | 4,086 | | 4,800 | | 4,800 | 5,300 | | 5,300 | | | |
| 481 | OTHER EXPENSES | | | | | | | | | | | | |
| | 106 | | 167 | | 320 | | 300 | 320 | | 320 | | | |
| 511 | PROFESSIONAL SERVICES | | | | | | | | | | | | |
| | 41,629 | | 47,910 | | 100,000 | | 65,000 | 100,000 | | 85,000 | | | |
| 523 | BOARDS & COMMISSIONS EXPENSES | | | | | | | | | | | | |
| | 814 | | 1,701 | | | | | | | | | | |
| TOTAL CLASS: 10 MATERIALS & SERVICES | | | | | | | | | | | | | |
| | 156,740 | | 154,923 | | 213,272 | | 180,232 | 213,049 | | 197,899 | | | |
| CLASS: 25 TRANSFERS | | | | | | | | | | | | | |
| 816 | TRSFERS TO REPROGRAPHICS FUND | | | | | | | | | | | | |
| | 10,931 | | 8,822 | | 12,110 | | 12,110 | 12,199 | | 12,199 | | | |
| TOTAL CLASS: 25 TRANSFERS | | | | | | | | | | | | | |
| | 10,931 | | 8,822 | | 12,110 | | 12,110 | 12,199 | | 12,199 | | | |

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
 DEPT: 15 HUMAN RESOURCES DEPARTMENT
 PROGRAM: 0534 HR MGMT & EMPLOYEE SERVICES

| OBJ | OBJECT DESCRIPTION |
|-----|---|
| | JUSTIFICATIONS |
| 308 | PERIODICALS & SUBSCRIPTIONS SURVEYMONKEY ANNUAL SUBSCRIPTION \$250 BOLI PUBLICATIONS \$210 TOTAL EMPLOYER COST OF COMPENSATION (TCC PROGRAM THROUGH PSU) \$1,400 MILLIMAN OREGON PUBLIC EMPLOYERS SALARY SURVEY \$595 |
| 316 | ADVERTISING, RECORDING & FILING RECRUITING AND JOB ANNOUNCEMENTS |
| 317 | COMPUTER EQUIPMENT NO APPROPRIATION REQUESTED |
| 321 | TRAVEL, TRAINING & SUBSISTENCE LOCAL GOVERNMENT PERSONNEL INSTITUTE CONFERENCE (2 EMPLOYEES) \$540 CITY COUNTY INSURANCE SERVICES CONFERENCE \$175 LOCAL TRAINING CONFERENCES \$950 NEOGOV ANNUAL USER CONFERENCE \$1,750 BUREAU OF LABOR & INDUSTRIES ANNUAL CONFERENCE (3 EMPLOYEES) \$1,000 ASSOCIATION FOR TALENT DEVELOPMENT CONFERENCE \$299 PAYROLL SYSTEM USER CONFERENCE \$2,000 ADA COORDINATORS CONFERENCE \$2,000 |
| 322 | EMPLOYEE RECRUITMENT EXPENSE APPROPRIATION FOR EMPLOYEE RECRUITING FOR M1 AND M2 \$10,000 CITY OF HILLSBORO (SHARED ITEM) \$250 FY 2017-18 ESTIMATED REFLECTS CONTRACTING WITH A RECRUITING FIRM FOR THE VACANT HUMAN RESOURCES DIRECTOR POSITION. |
| 328 | MEALS & RELATED EXPENSE MISC MEETING LUNCHES/HIRING COM. LUNCHES \$500 ALL SUPERVISORS MEETING LUNCHES \$600 PARKING FEES \$50 |
| 341 | COMMUNICATIONS EXPENSE CELL PHONE CHARGES FOR HR DIRECTOR AT \$52 PER MONTH \$624 |
| 458 | EMPLOYEE TRANSIT EXPENSE TRANSIT PASS PROGRAM FOR ELIGIBLE EMPLOYEES |
| 461 | SPECIAL EXPENSE NEOGOV ENHANCEMENTS \$2,300 MARKETING MATERIALS FOR JOB FAIRS \$1,000 JOB FAIRS \$2,000 |
| 481 | OTHER EXPENSES HR TEAM DEVELOPMENT (8 FTE @ \$40 EACH) |
| 511 | PROFESSIONAL SERVICES UNANTICIPATED DIFFICULT EMPLOYEE RELATIONS ISSUES, GRIEVANCE ARBITRATIONS AND ULP HEARINGS \$40,000 CLASS & COMPENSATION REVIEW SERVICES INCLUDING EQUAL PAY ACT REVIEW \$30,000 ADA CONSULTANT FEES FOR TRANSITION PLAN \$15,000 |
| 523 | BOARDS & COMMISSIONS EXPENSES NO APPROPRIATION REQUESTED AS THIS BOARD WAS MOVED TO THE DISPUTE RESOLUTION PROGRAM EFFECTIVE FY 2017-18 |
| 816 | TRSFERS TO REPROGRAPHICS FUND ALLOCATION OF COPIER, GRAPHICS, PRINTING, MAILING, & POSTAGE CHARGES THROUGH REPROGRAPHICS |

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
 DEPT: 15 HUMAN RESOURCES DEPARTMENT

| OBJ | 2016 - ACTUAL | | 2017 - ACTUAL | | 2018 BUDGETED | | 2018 | 2019 - PROPOSED | | 2019 - RECOMD | | 2019 ADOPTED | |
|-----|---------------|-----|---------------|-----|---------------|-----|---------|-----------------|-----|---------------|-----|--------------|-----|
| | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE | EST AMT | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE |

TOTAL PROGRAM: 0534 HR MGMT & EMPLOYEE SERVICES

| | | | | | | | | | | |
|---------|------|---------|------|---------|------|---------|---------|------|---------|------|
| 683,284 | 5.25 | 770,535 | 5.15 | 891,207 | 5.15 | 787,188 | 894,865 | 5.15 | 877,641 | 5.15 |
|---------|------|---------|------|---------|------|---------|---------|------|---------|------|

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
DEPT: 15 HUMAN RESOURCES DEPARTMENT

| OBJ | OBJECT DESCRIPTION |
|-----|--------------------|
| | JUSTIFICATIONS |

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
 DEPT: 15 HUMAN RESOURCES DEPARTMENT
 PROGRAM: 0536 HR ORGANIZATIONAL DEVELOPMENT

| OBJ | 2016 - ACTUAL | | 2017 - ACTUAL | | 2018 BUDGETED | | 2018 | 2019 - PROPOSED | | 2019 - RECOMD | | 2019 ADOPTED | |
|-----|---------------|-----|---------------|-----|---------------|-----|---------|-----------------|-----|---------------|-----|--------------|-----|
| | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE | EST AMT | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE |

CLASS: 05 PERSONNEL SERVICES

| | | | | | | | | | | | | | |
|-----|--|------|--------|------|--------|------|--------|--------|------|--------|------|--|--|
| 038 | HUMAN RESOURCES DIRECTOR | | | | | | | | | | | | |
| | 10,856 | .10 | 11,745 | .10 | 12,779 | .10 | 8,654 | 12,763 | .10 | 11,498 | .10 | | |
| 115 | HUMAN RESOURCES SPECIALIST | | | | | | | | | | | | |
| | 15,181 | .25 | 15,657 | .25 | 16,896 | .25 | 16,895 | 18,518 | .25 | 18,518 | .25 | | |
| 116 | HUMAN RESOURCES ASSISTANT | | | | | | | | | | | | |
| | 10,692 | .25 | 12,616 | .25 | 13,445 | .25 | 13,970 | 14,680 | .25 | 14,680 | .25 | | |
| 275 | TEMPORARY EMPLOYEES | | | | | | | | | | | | |
| | 38,492 | | | | | | | | | | | | |
| 277 | INTERNSHIP PROGRAM | | | | | | | | | | | | |
| | 7,824 | | 40,278 | | 45,000 | | 29,343 | | | | | | |
| 286 | LEARNING & ORGANIZATIONAL DEV SPECIALIST | | | | | | | | | | | | |
| | 16,491 | 1.00 | 53,984 | 1.00 | 85,397 | 1.00 | 85,307 | 91,892 | 1.00 | 91,892 | 1.00 | | |
| 299 | PAYROLL TAXES AND FRINGES | | | | | | | | | | | | |
| | 50,528 | | 40,489 | | 81,598 | | 66,179 | 70,504 | | 72,935 | | | |

TOTAL CLASS: 05 PERSONNEL SERVICES

| | | | | | | | | | | | | | |
|--|---------|------|---------|------|---------|------|---------|---------|------|---------|------|--|--|
| | 150,064 | 1.60 | 174,769 | 1.60 | 255,115 | 1.60 | 220,348 | 208,357 | 1.60 | 209,523 | 1.60 | | |
|--|---------|------|---------|------|---------|------|---------|---------|------|---------|------|--|--|

CLASS: 10 MATERIALS & SERVICES

| | | | | | | | | | | | | | |
|-----|-----------------------------|--|--------|--|--------|--|--------|--------|--|--------|--|--|--|
| 308 | PERIODICALS & SUBSCRIPTIONS | | | | | | | | | | | | |
| | | | | | 100 | | | 50 | | 50 | | | |
| 326 | CITYWIDE TRAINING | | | | | | | | | | | | |
| | 68,807 | | 61,134 | | 60,000 | | 60,000 | 60,000 | | 60,000 | | | |
| 327 | TUITION REIMBURSEMENT | | | | | | | | | | | | |
| | 20,779 | | 24,817 | | 33,000 | | 33,000 | 33,000 | | 33,000 | | | |
| 328 | MEALS & RELATED EXPENSE | | | | | | | | | | | | |
| | 76 | | 184 | | 400 | | 375 | 400 | | 400 | | | |
| 330 | MILEAGE REIMBURSEMENT | | | | | | | | | | | | |
| | | | | | 100 | | | 100 | | 100 | | | |
| 481 | OTHER EXPENSES | | | | | | | | | | | | |
| | 23,473 | | 24,378 | | 26,000 | | 23,910 | 25,700 | | 25,700 | | | |
| 511 | PROFESSIONAL SERVICES | | | | | | | | | | | | |
| | 1,550 | | | | 3,500 | | 3,500 | 18,500 | | 18,500 | | | |
| 551 | RENTS AND LEASES | | | | | | | | | | | | |
| | 924 | | 943 | | 1,046 | | 1,046 | 1,067 | | 1,067 | | | |

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
 DEPT: 15 HUMAN RESOURCES DEPARTMENT
 PROGRAM: 0536 HR ORGANIZATIONAL DEVELOPMENT

| OBJ | OBJECT DESCRIPTION | JUSTIFICATIONS |
|-----|--------------------|----------------|
|-----|--------------------|----------------|

| | | |
|-----|--|--|
| 038 | HUMAN RESOURCES DIRECTOR | |
| 115 | HUMAN RESOURCES SPECIALIST FY15-16 REFLECTS REALLOCATION TO 50% / 25% / 25% IN 001-15-0534 / 001-15-0536/ 706-40-0016 | |
| 116 | HUMAN RESOURCES ASSISTANT FY15-16 REFLECTS POSITION REALLOCATION TO 75% / 25% IN 001-15-0534 / 001-15-0536 | |
| 275 | TEMPORARY EMPLOYEES | |
| 277 | INTERNSHIP PROGRAM CITY-WIDE INTERNSHIP PROGRAM | |
| 286 | LEARNING & ORGANIZATIONAL DEV SPECIALIST FY 15-16 REFLECTS MID-YEAR ESTABLISHMENT OF THE LEARNING & ORGANIZATIONAL DEVELOPMENT SPECIALIST POSITION. | |
| 299 | PAYROLL TAXES AND FRINGES PAYROLL TAXES AND FRINGE BENEFITS EXPRESSED AS A PERCENTAGE OF SALARY TOTALS 61.45% AS A CITY-WIDE AVERAGE AND CONSISTS OF THE FOLLOWING: 37.07% IN PAYROLL TAXES CONSISTING OF 7.65% FICA, AVERAGE OF 20.74% FOR RETIREMENT CONTRIBUTIONS (25.39% PERS. 16.72% OPSRP GENERAL OR 21.49% OPSRP POLICE), A 2.23% CONTRIBUTION TO THE PERS RESERVE FUND, AND 6.45% IN OTHER TAXES (UNEMPLOYMENT, LONG TERM DISABILITY, WORKERS COMPENSATION, PEHP, AND TRIMET) 24.38% AS THE AVERAGE COST OF MEDICAL, DENTAL, LIFE AND AD&D INSURANCES | |
| 308 | PERIODICALS & SUBSCRIPTIONS ORGANIZATIONAL DEVELOPMENT BOOKS | |
| 326 | CITYWIDE TRAINING LEADERSHIP AND PROFESSIONAL DEVELOPMENT \$10,000 CORE BUSINESS COURSES FOR MANAGER AND TEAMS (PPDD, BCP, DIVERSITY AND INCLUSION) \$20,000 KNOWLEDGE/SKILLS ENHANCEMENT (PROFESSIONAL GROWTH OPPORTUNITIES) \$20,000 COMPUTER SOFTWARE TRAINING (KINETIC) \$10,000 | |
| 327 | TUITION REIMBURSEMENT TUITION REIMBURSEMENT- MORE EMPLOYEES TAKING ONLINE COURSES | |
| 328 | MEALS & RELATED EXPENSE REFRESHMENTS FOR TRAINING SESSIONS | |
| 330 | MILEAGE REIMBURSEMENT MILEAGE REIMBURSEMENT FOR USE OF PERSONAL VEHICLE FOR CITY BUSINESS | |
| 481 | OTHER EXPENSES EMPLOYEE EVENTS (INCLUDING COMMUNITY GIVING CAMPAIGN, EMPLOYEE APPRECIATION EVENTS, ETC.) \$12,500 SERVICE PINS AND AWARDS \$13,000 BRAVO BEAVERS \$200 | |
| 511 | PROFESSIONAL SERVICES TRAINING DESIGN TO SUPPORT SPECIFIC FOCUS AREAS AND NEEDS; DIVERSITY & INCLUSION \$3,500 CONDUCT EMPLOYEE ENGAGEMENT SURVEY \$15,000 | |
| 551 | RENTS AND LEASES HARVEST COURT SPACE RENTAL | |

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
 DEPT: 15 HUMAN RESOURCES DEPARTMENT
 PROGRAM: 0536 HR ORGANIZATIONAL DEVELOPMENT

| OBJ | 2016 - ACTUAL | | 2017 - ACTUAL | | 2018 BUDGETED | | 2018 | 2019 - PROPOSED | | 2019 - RECOMD | | 2019 ADOPTED | |
|-----|---------------|-----|---------------|-----|---------------|-----|---------|-----------------|-----|---------------|-----|--------------|-----|
| | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE | EST AMT | AMOUNT | FTE | AMOUNT | FTE | AMOUNT | FTE |

TOTAL CLASS: 10 MATERIALS & SERVICES

| | | | | | |
|---------|---------|---------|---------|---------|---------|
| 115,609 | 111,456 | 124,146 | 121,831 | 138,817 | 138,817 |
|---------|---------|---------|---------|---------|---------|

CLASS: 25 TRANSFERS

816 TRSFERS TO REPROGRAPHICS FUND

| | | | | | |
|-------|-------|-------|-------|-------|-------|
| 2,769 | 2,112 | 3,303 | 3,303 | 3,327 | 3,327 |
|-------|-------|-------|-------|-------|-------|

TOTAL CLASS: 25 TRANSFERS

| | | | | | |
|-------|-------|-------|-------|-------|-------|
| 2,769 | 2,112 | 3,303 | 3,303 | 3,327 | 3,327 |
|-------|-------|-------|-------|-------|-------|

TOTAL PROGRAM: 0536 HR ORGANIZATIONAL DEVELOPMENT

| | | | | | | | | | | |
|---------|------|---------|------|---------|------|---------|---------|------|---------|------|
| 268,442 | 1.60 | 288,337 | 1.60 | 382,564 | 1.60 | 345,482 | 350,501 | 1.60 | 351,667 | 1.60 |
|---------|------|---------|------|---------|------|---------|---------|------|---------|------|

TOTAL DEPARTMENT: 15 HUMAN RESOURCES DEPARTMENT

| | | | | | | | | | | |
|---------|------|-----------|------|-----------|------|-----------|-----------|------|-----------|------|
| 951,726 | 6.85 | 1,058,872 | 6.75 | 1,273,771 | 6.75 | 1,132,670 | 1,245,366 | 6.75 | 1,229,308 | 6.75 |
|---------|------|-----------|------|-----------|------|-----------|-----------|------|-----------|------|

BP WORKSHEET & JUSTIFICATION

FUND: 001 GENERAL FUND
DEPT: 15 HUMAN RESOURCES DEPARTMENT
PROGRAM: 0536 HR ORGANIZATIONAL DEVELOPMENT

| OBJ | OBJECT DESCRIPTION |
|-----|--------------------|
| | JUSTIFICATIONS |

816 TRSFERS TO REPROGRAPHICS FUND
ALLOCATION OF COPIER, GRAPHICS, PRINTING, MAILING, & POSTAGE CHARGES THROUGH REPROGRAPHICS

ESTIMATE - PAYROLL EXPENSE BY DEPARTMENT

Thursday, April 26, 2018 3:44 PM

| ACCOUNT | TITLE | FTE | REG HRS | OT HRS | HIL HRS | REG PAY | OT PAY | HIL PAY | ADD PAY | SALARY | FBAMT | TOT AMT |
|--------------------|-------------------------------|------|---------|--------|---------|---------|--------|---------|---------|---------|---------|---------|
| 001-15 | HUMAN RESOURCES DEPARTMENT | | | | | | | | | | | |
| 001-15-0534-05-038 | HUMAN RESOURCES DIRECTOR | 0.75 | 1,106 | | | 64,901 | | | | 64,900 | 33,457 | 98,357 |
| 001-15-0534-05-115 | HUMAN RESOURCES SPECIALIST | 1.75 | 3,670 | | | 113,601 | | | | 113,601 | 54,351 | 167,952 |
| 001-15-0534-05-116 | HUMAN RESOURCES ASSISTANT | 0.70 | 1,456 | | | 37,641 | | | 1,470 | 39,108 | 14,236 | 53,344 |
| 001-15-0534-05-194 | BENEFITS REPRESENTATIVE | 0.10 | 208 | | | 6,141 | | | | 6,143 | 2,729 | 8,872 |
| 001-15-0534-05-202 | HUMAN RESOURCES ANALYST | 0.90 | 1,940 | | | 72,096 | | | | 72,095 | 38,580 | 110,675 |
| 001-15-0534-05-285 | EMPLOYEE LABOR RELATIONS | 0.95 | 2,044 | | | 100,666 | | | | 100,666 | 54,980 | 155,646 |
| | HR MGMT & EMPLOYEE SERVICES | 5.15 | 10,424 | | | 395,046 | | | 1,470 | 396,513 | 198,333 | 594,846 |
| 001-15-0536-05-038 | HUMAN RESOURCES DIRECTOR | | 148 | | | 8,653 | | | | 8,654 | 4,201 | 12,855 |
| 001-15-0536-05-115 | HUMAN RESOURCES SPECIALIST | 0.25 | 530 | | | 16,895 | | | | 16,895 | 10,121 | 27,016 |
| 001-15-0536-05-116 | HUMAN RESOURCES ASSISTANT | 0.25 | 520 | | | 13,443 | | | 525 | 13,970 | 5,090 | 19,060 |
| 001-15-0536-05-277 | INTERNSHIP PROGRAM | | 1,958 | | | 29,343 | | | | 29,343 | 3,084 | 32,427 |
| 001-15-0536-05-286 | LEARNING & ORGANIZATIONAL DEV | 1.00 | 2,080 | | | 85,307 | | | | 85,307 | 43,683 | 128,990 |
| | HR ORGANIZATIONAL | 1.50 | 5,236 | | | 153,641 | | | 525 | 154,169 | 66,179 | 220,348 |
| | **** DEPARTMENT TOTAL **** | 6.65 | 15,660 | | | 548,688 | | | 1,995 | 550,682 | 264,512 | 815,194 |

0306

PROPOSE - PAYROLL EXPENSE BY DEPARTMENT

Thursday, April 26, 2018 3:45 PM

| ACCOUNT | TITLE | FTE | REG HRS | OT HRS | HIL HRS | REG PAY | OT PAY | HIL PAY | ADD PAY | SALARY | FBAMT | TOT AMT |
|--------------------|-------------------------------|------|---------|--------|---------|---------|--------|---------|---------|---------|---------|---------|
| 001-15 | HUMAN RESOURCES DEPARTMENT | | | | | | | | | | | |
| 001-15-0534-05-038 | HUMAN RESOURCES DIRECTOR | 0.75 | 1,430 | | | 86,237 | | | | 86,237 | 49,192 | 135,429 |
| 001-15-0534-05-115 | HUMAN RESOURCES SPECIALIST | 1.75 | 3,780 | | | 125,836 | | | | 125,836 | 63,070 | 188,906 |
| 001-15-0534-05-116 | HUMAN RESOURCES ASSISTANT | 0.70 | 1,457 | | | 38,583 | | | 2,520 | 41,103 | 11,121 | 52,224 |
| 001-15-0534-05-194 | BENEFITS REPRESENTATIVE | 0.10 | 212 | | | 6,754 | | | | 6,754 | 3,219 | 9,973 |
| 001-15-0534-05-202 | HUMAN RESOURCES ANALYST | 0.90 | 1,944 | | | 74,072 | | | | 74,072 | 42,488 | 116,560 |
| 001-15-0534-05-285 | EMPLOYEE LABOR RELATIONS | 0.95 | 2,015 | | | 102,744 | | | | 102,744 | 61,707 | 164,451 |
| | HR MGMT & EMPLOYEE SERVICES | 5.15 | 10,838 | | | 434,226 | | | 2,520 | 436,746 | 230,797 | 667,543 |
| 001-15-0536-05-038 | HUMAN RESOURCES DIRECTOR | 0.10 | 190 | | | 11,498 | | | | 11,498 | 6,271 | 17,769 |
| 001-15-0536-05-115 | HUMAN RESOURCES SPECIALIST | 0.25 | 540 | | | 18,518 | | | | 18,518 | 11,540 | 30,058 |
| 001-15-0536-05-116 | HUMAN RESOURCES ASSISTANT | 0.25 | 520 | | | 13,780 | | | 900 | 14,680 | 3,975 | 18,655 |
| 001-15-0536-05-277 | INTERNSHIP PROGRAM | | | | | | | | | | | 0 |
| 001-15-0536-05-286 | LEARNING & ORGANIZATIONAL DEV | 1.00 | 2,080 | | | 91,892 | | | | 91,892 | 51,149 | 143,041 |
| | HR ORGANIZATIONAL | 1.60 | 3,330 | | | 135,688 | | | 900 | 136,588 | 72,935 | 209,523 |
| | **** DEPARTMENT TOTAL **** | 6.75 | 14,168 | | | 569,914 | | | 3,420 | 573,334 | 303,732 | 877,066 |

0307