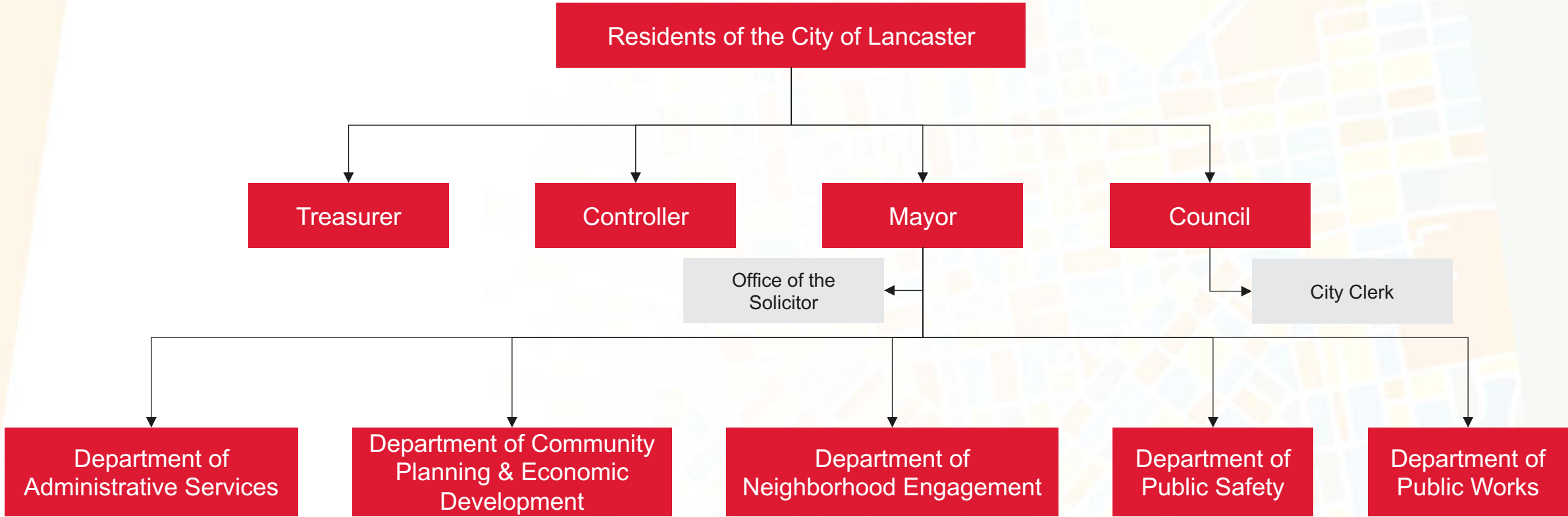
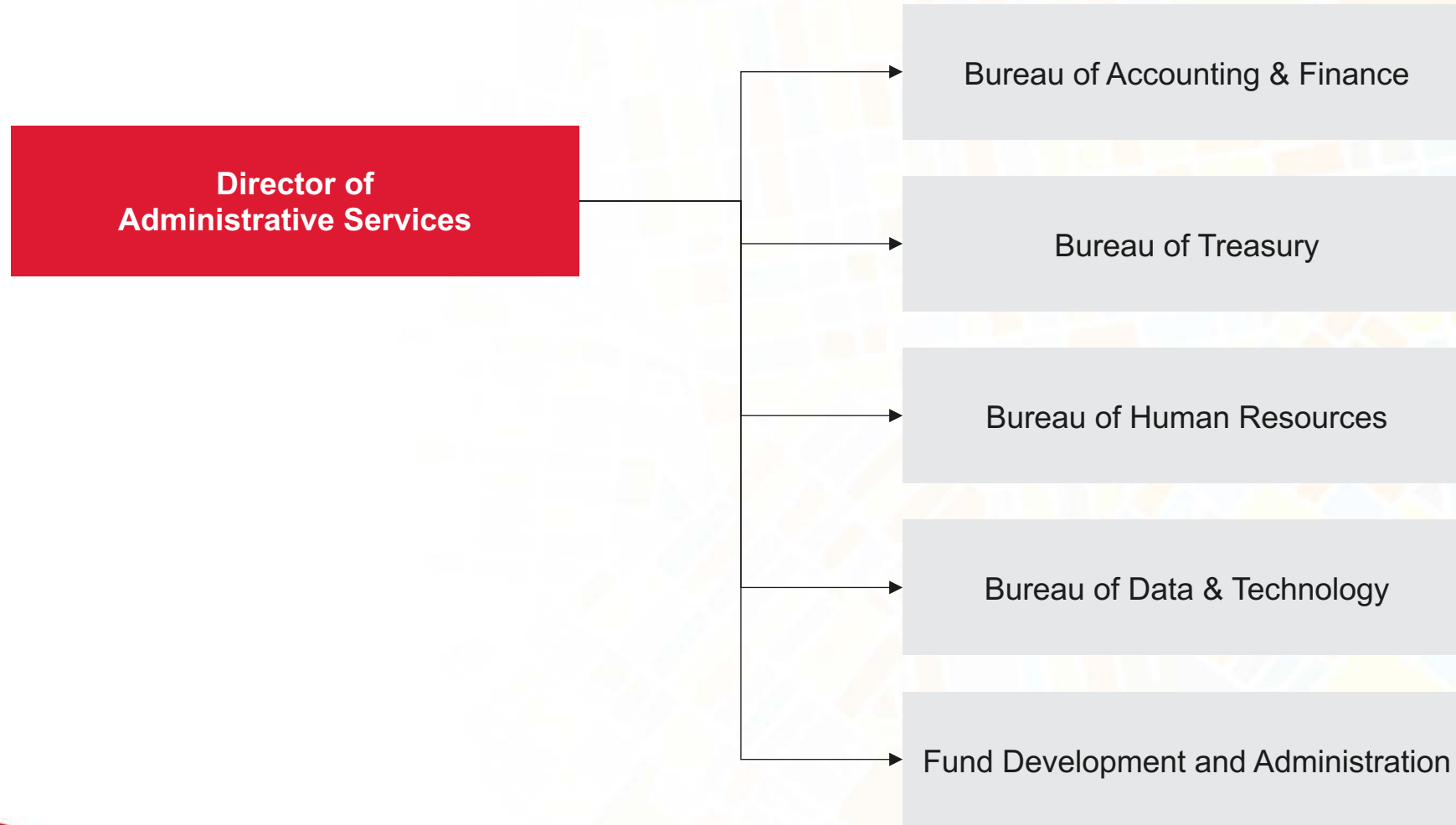


# Department of Administrative Services 2024 Proposed Budget

DECEMBER 9, 2023



# Department of Administrative Services



# Administrative Services

## Vision Statement

The Department of Administrative Services provides quality customer support, strategic and innovative leadership, and effective and efficient internal tools in service of building a stronger and more equitable Lancaster.

## Mission Statement

The Department of Administrative Services provides quality and efficient support services to both internal City departments and external direct customers of City services, modeling a culture of service and inclusion.

## Sound Government

### Data Informed Decision Making

The City will utilize data to measure performance and drive decisions that create efficiencies and promote fiscal responsibility.

### Culture of Inclusion & Public Service

The culture of City government is centered on inclusion and public service. The City workforce is diverse in all aspects. City employees serve the community, not the system of government.

# General Fund Staffing

	2024 Proposed Budget 23.97 FTE	Change from 2023 Budget (+1.11 FTE)
Director	4.0	+2.0
Accounting & Finance	6.0	No Change
Treasury*	1.47	+0.11
Data & Technology	6.5	No Change
Human Resources	6.0	-1

\*18 FT staff split among all funds (General and Enterprise)

# Administrative Services Budget – Big Picture

Administrative Services - Operating	2023 Budget	Proposed 2024 Budget
Director's Office	\$520,208	\$511,579
Bureau of Finance and Accounting	\$557,109	\$593,350
Bureau of Treasury (General Fund)	\$135,330	\$146,271
Bureau of Data and Technology	\$1,672,611	\$1,420,684
Bureau of Human Resources	\$901,112	\$889,184
<b>Total</b>	<b>\$3,786,370</b>	<b>\$3,561,068</b>

# Notable Changes vs. 2023 Budget

## Operating Budgets (-5.9%)

- Director (-1.66%)
  - Moved 2 Fund Development positions from Mayor's office
  - Decreased Professional Services expenses due to one-time expenses in 2023.
- Accounting and Finance (+6.51%)
  - Increased annual audit expenses
- Treasury (+8.08%)
  - Printing costs (monthly billing)
- Data and Technology (-15.06%)
  - Decreased some one-time expenses from 2023
  - Identified consolidation of technology for cost savings
- Human Resources (-1.32%)
  - Decreased staff by one position

# Administrative Services Budget – Big Picture

Administrative Services – General Government	2023 Budget	Proposed 2024 Budget
Community Involvement	\$715,956	\$713,456
Insurance Package	\$750,500	\$775,500
Fringe Benefits	\$3,462,666	\$4,034,198
Debt Service	\$5,654,500	\$6,677,604
<b>Total</b>	<b>\$10,583,622</b>	<b>\$12,200,758</b>



# Notable Changes vs. 2023 Budget

## General Government Budget (+15.3%)

- Community Involvement (-0.35%)
  - Slight decrease in HRC to account for historic spending
- Insurance Package Plan (+3.3%)
  - Slight premium increases
- Fringe benefits (+16.51%)
  - \$279,000 increase – Medical Insurance
  - \$247,248 increase – Pension Contribution
- Debt Service (+18.09%)
  - \$1,023,104 increase – Final increase from 2022 financing

# Director's Office

## 2023 ACCOMPLISHMENTS

- New Director of Administrative Services
- Department reorganization
- Fund Development under Administrative Services
- 80 grants awarded or submitted, \$19 million in awards, \$21.6 million additional submitted in 2023.

## 2024 GOALS

- Key Performance Indicators
- Munis clean-up for more effective usage
- Improved budget process
- Long-term financial forecasting model for general and enterprise funds
- Medical and vendor reviews

# Bureau of Finance and Accounting

## 2023 ACCOMPLISHMENTS

- 2022 Audit – unqualified opinion
- Reorganized the budget process
- Proposed 2024 budget – completed 2 weeks earlier than past budgets
- Accounting and Treasury functional analysis

## 2024 GOALS

- Vendor electronic payments (EFT)
- Evaluation of payroll process for greater efficiency
- Ticketing system implementation
- PlanIt payroll implementation

# Bureau of Treasury

## 2023 ACCOMPLISHMENTS

- New Bureau Chief
- Utility Assistance collaborations
- Monthly billing conversion
- Lead Line project communication
- Automated system for payment processing
- Automated file transfers
- New process for faster cash availability

## 2024 GOALS

- Resident Access upgrade
- Ticketing system implementation
- Complete phone system upgrades
- EFT transfers of payments

# Bureau of Data and Technology

## 2023 ACCOMPLISHMENTS

- Hired Chief Data and Technology Officer
- Reorganization of bureau and hire of System Network Administrator
- Selection of City Works for Asset and Work Order Management
- Virtual PM Implementation
- Fraser printer rollout
- Consolidation of technology resources

## 2024 GOALS

- Identify cost savings through more technology consolidation
- Finalize Hardware leases
- Police network and workstation overhaul
- Complete hiring for team
- Complete security camera rollout
- City Works implementation
- Lead Service Line Inventory
- Complete 5-year Data and Technology Plan

# Bureau of Human Resources

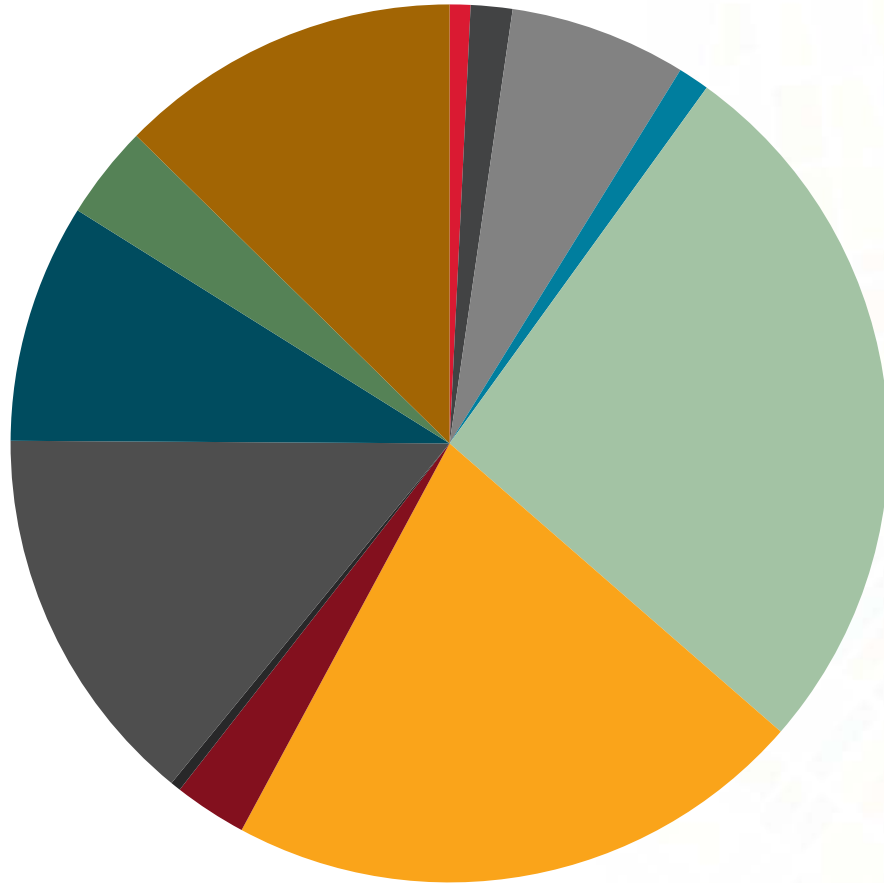
## 2023 ACCOMPLISHMENTS

- Hired new Bureau Chief
- Reorganization of Bureau and hired two new managers
- Created Competency Framework
- Implemented:
  - New wellness reward program management
  - New online benefit administration
  - New recruitment website
  - New non-bargaining vacation policy
  - New hiring manager support structure

## 2024 GOALS

- Continued progress on Competency Framework
- Develop a comprehensive People Strategy
- Talent Acquisition strategy that includes support from day 1 through day 90
- Refocus on Leadership Development and Talent Retention
- Talent Retention strategy to include a relaunch of Engagement Survey
- Ticketing system implementation

# Human Resources – 2023 Personnel Actions



- Deceased (2)
- Demotion (4)
- Involuntary Termination (17)
- Layoff (3)
- New Hire (69)
- Promotion (56)
- Rehire (7)
- Rehire - Temp (1)
- Resignation (37)
- Retirement (23)
- Temporary Hire (9)
- Transfer (33)

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