

HUMAN RESOURCES

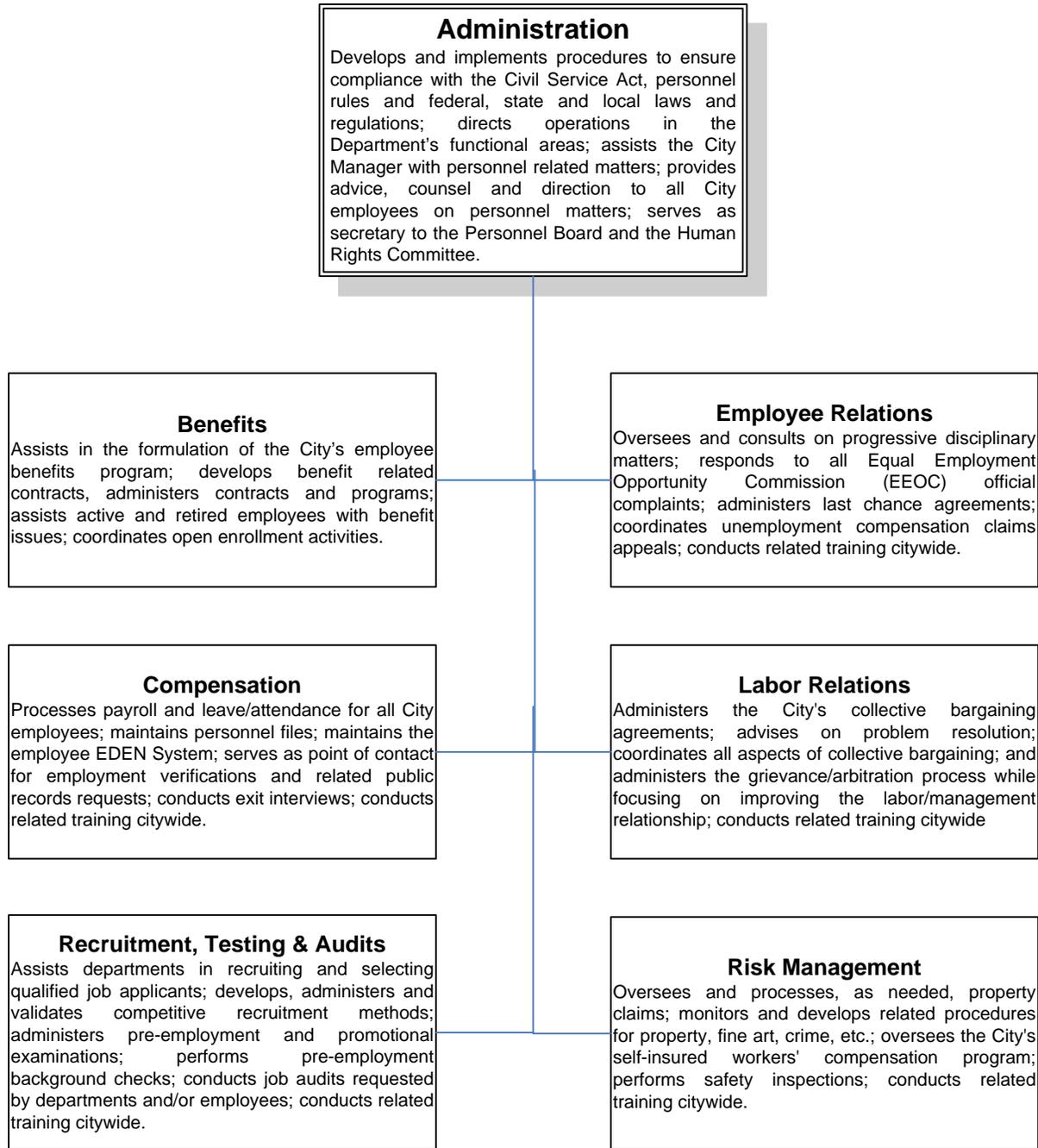
Department Mission/Purpose Statement

We are dedicated to demonstrating pride, professionalism and excellence in recruiting and retaining the City's workforce and to promoting the highest standard of excellence and cooperation among all employees.

Department Description

The Human Resources Department is responsible for all personnel related activities for the City, and is comprised of the following functional areas:

- **Benefits** – Responsible for coordinating all benefit programs provided and/or made available to City employees and retirees.
- **Compensation** – Responsible for processing all leave and pay adjustments for the City's bi-weekly payroll.
- **Employee Relations** – Responsible for all formal disciplinary actions, including guidance to departments, preparing Disciplinary Action Reports to ensure uniform application of discipline Citywide, and assisting with appeals of such, as well as responding to all Equal Employment Opportunity Commission (EEOC) complaints filed.
- **Labor Relations** – Responsible for contract negotiations with the City's five (5) collective bargaining unions, helping improve communication between representatives of labor and management, assisting employees and management with conflict resolution and providing employees and management with opportunities to learn, explore and implement innovative and cooperative joint approaches to organizational effectiveness.
- **Recruitment, Testing and Audits** – Responsible for assisting all departments with recruitment efforts in filling vacant positions, including advertisements, testing, screening resumes and applications, reviewing and approving interview questions, processing selected candidates through the background process, and coordinating New Hire paperwork.
- **Risk Management** - Responsible for all liability, property and workers' compensation insurance issues, insurance coverage and claims.



Significant Prior Accomplishments

- Continued administering collective bargaining agreements between the City and the American Federation of State, County and Municipal Employees, Local No. 1554 (AFSCME); the Communications Workers of America (CWA) Local 3178; the International Association of Fire Fighters, Local 1510 (IAFF); the Fraternal Order of Police William Nichols Lodge No. 8 (FOP); and the Government Supervisors Association of Florida, OPEIU, Local 100 (GSAF).

- Concluded contract negotiations with CWA, IAFF, FOP and GSAF. Negotiations with AFSCME are ongoing.
- Negotiated pension reform with CWA and GSAF. Agreement with CWA was reached early enough to have the negotiated changes considered in the current year's savings off the ARC. These changes were also applied to employees in the unclassified and "others" salary groups, yielding a savings of \$584,000 in this year's ARC. Next year's ARC will be reduced by an additional \$43,000 as a result of the changes negotiated with GSAF. An additional savings of \$271,000 will be experienced next year through the elimination of the purchase of prior creditable service; which will be increased by another \$26,000 (GSAF) during the following year. The savings through the elimination of the purchase of prior creditable service will compound over time.
- Negotiated pension reform with the Fraternal Order of Police (FOP) and the International Association of Fire Fighters (IAFF) that resulted in a \$5.6 million reduction in the ARC in FY 2013/14 and a reduction of the unfunded accrued annual liability (UAAL) of \$24.36 for the same year. The net present value of the reduction in the ARC over 30 years is \$139.6 million.
- Continued working on finalizing automation of the Request to Fill (RTF) process (as part of Citywide workflow improvement efforts).
- Coordinated recruitments for highly responsible senior level positions, including Public Works Director, Budget Officer, Building Director, Human Resources Director, Office of Budget and Performance Improvement (OBPI) Director, Public Works Director, Parks and Recreation Director, City Engineer, Assistant Building Director and Economic Development Director.
- Provided staff support to the Budget Advisory Committee (BAC) regarding health care coverage plan initiatives. Reported their recommendations to the Finance and Citywide Projects Committee (FCWPC) which resulted in legislation adopted by the City Commission changing the plan year from a calendar to a fiscal year effective October 2014.
- Provided staff support to the BAC regarding its study of the 2009 compensation and classification study conducted by Steve Condrey and Associates. Their review resulted in the recommendation that unclassified personnel be eligible for up to 4 percent merit increases.
- Provided support to the Personnel Board Subcommittee tasked with updating the City's Personnel Rules for Classified Service. Recommendations were presented to the Personnel Board and the proposed revisions are under review by the employee members of the Board and the administration. A noteworthy proposed change is the inclusion of a new rule that clearly sets forth the ethical standards by which City employees must abide.
- Continued developing, reviewing and revising personnel related procedures and work rules to assist departments in developing standards against which to measure employee performance. Created and disseminated a new management team individual performance plan evaluation form.

- Provided refresher training to the City's Management Team on applicant interview and selection processes, current state of affirmative action plans, conducting investigations and the disciplinary action process, individual performance management and its interconnection with departmental work plans, labor management relations and better communications, and new procedures with special emphasis on the new policy to self-report arrests and convictions.
- Developed and implemented citywide administrative regulations and procedures including: Zero Tolerance Gift procedure; and a Duty to Self-Report Arrests and/or Convictions.
- Encouraged employee participation in the Employee Wellness Program to increase awareness of positive health behaviors; motivated employees to adopt healthier lifestyles and provided a supportive environment that fosters positive lifestyle changes. Activities included:
 - Bi-monthly wellness seminars to educate employees about healthy lifestyle changes through diet and increased physical activity.
 - An annual Employee Wellness Fair that featured screenings in order to identify hidden disease risk factors. The Employee Wellness Fair helped educate employees about their individual health risk factors so they could consult better with their physicians and take appropriate steps toward a healthier future. Such activities have the potential to generate savings in the City's health care expenses, as early intervention and preventive care are the least costly medical services.
 - Annual Flu Shot Clinic that made shots readily available to City employees and their adult dependents.
- Instituted a light duty pilot program with the Public Works Department, through which injured employees can return to work when released by their attending health care providers to light duty. This reduces costs associated with service connected injuries, provides employees with meaningful accommodations and allows the workforce to perform tasks that capacity constraints may have relegated to a lower priority.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Attract and Maintain a workforce of Excellence	KPI: % of employees agreeing or strongly agreeing that "they are proud to be a CMB employee"			93									<ul style="list-style-type: none"> Review department processes in Police, Fire, Parks and Recreation and Public Works for recruitment, hiring, promotions and disciplines Revamp new employee orientation process to include online reinforcement Reinvigorate supervisory skills training Implement activities to improve employee morale Develop a standardized process for updating job descriptions and EEOC Codes and address payroll audit findings Develop Systematic process for tracking completion of performance expectations Evaluate City's wellness program Evaluate City's Employee Discounts program Develop a comprehensive award and recognition system for the City- especially to address exceeds and significantly exceeds expectations Provide support to the personnel board in their review and update of Personnel Rules for the Classified Service Formalize Hiring Procedure/Process for Police Reserve Officers including standard criteria Develop Administrative Procedure for internships Provide training to all City employees on ethics, Citywide procedures and work rules
	Average # of Training Hours per employee Citywide			2.6	2.6	2.2	1.6	2.5	2.2	2.0	2.0		

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Maximize efficient delivery of services	\$ of Tuition Reimbursement Requests Processed						20,028	16,691	19,963	15,963		<ul style="list-style-type: none"> Develop procedure for issuing IDs to contractors (facilities and those operating around children) Enhance position control including: Monthly reports of filled versus vacant positions, Implementation of workflow processing software for Requests-to-Fill, Eden position control training to identify ways to improve, expedited turnaround times for reclassifications 	
	# of employees who received tuition reimbursement						76	65	72	56			
	# of grievances heard (cumulative total for all groups)							24	24	29			
	Total # of employees drug tested							511	438	416			
Control costs of payroll including salary and fringes/Minimize Taxes/Ensure expenditure trends are sustainable over the long term	Average # of hours for International Association of Firefighters (IAFF) time bank used (per month)	37	130	213	227	171	215	200	243	216		<ul style="list-style-type: none"> Develop Accident Prevention Training Address opportunities for improvement identified in Risk Management Review study Complete 2013-2014 AFSCME contract Continue implementation of Accident Awareness and Prevention program with HR, Risk and Police by initiating a process to monitor and verify licensing of driver & operators 	
	Average # of hours used for Communication Workers of America (CWA) time bank used (per month)		76	144	249	274	220	124	124	134			
	Average # of hours used for AFSCME time bank used (per month)							4	7	23			
	% of Equal Employment Opportunity Commission charges ruled in City's favor					64%	67%	100%	50%	80%	85%		
	% of Unemployment Compensation appeals ruled in City's favor				0%	25%	50%	78%	58%	63%	85%		
	KPI: Average salary and fringe paid per City employee												
	\$ Amount Salary			62,460	64,459				TBD	65,800			
	Fringe			33,696	36,842				TBD	TBD			
	# of Sick Leave and Emergency Vacation hours used per 1,000 Hours Worked Citywide			28	30	30	29	30	28	28			
	% of change for group employee dental premium	3%	3%	3%	3%	3%	3%	23%	23%	7%	10%		
% of change for group employee medical premium		7%	7%	12.3%	10%	-6%	10%	16.6%	0%	10%			

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Citywide Key Intended Outcome	Departmental Performance Indicator	Actual									Target		FY 13/14 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14		
Strengthen internal controls													<ul style="list-style-type: none"> • Review and update procedures for Human Resources Department • Develop Administrative Procedure for Risk reimbursement of property damaged by City employee – address City-owned versus employee-owned property • Document/Implement safety and security procedures for all City facilities, including evacuation drills, etc. • Develop procedures for Notification of Injuries and FMLA (update including intranet) • Conduct HR compliance and continuous improvement audits which result in standard operating procedures for each functional area in the department • Document Human Resources department procedures • Address findings from Audit of Access Cards • Ensure all compensatory time is captured in Eden, especially for Police

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Human Resources & Labor Relations Departmental Financial Summary

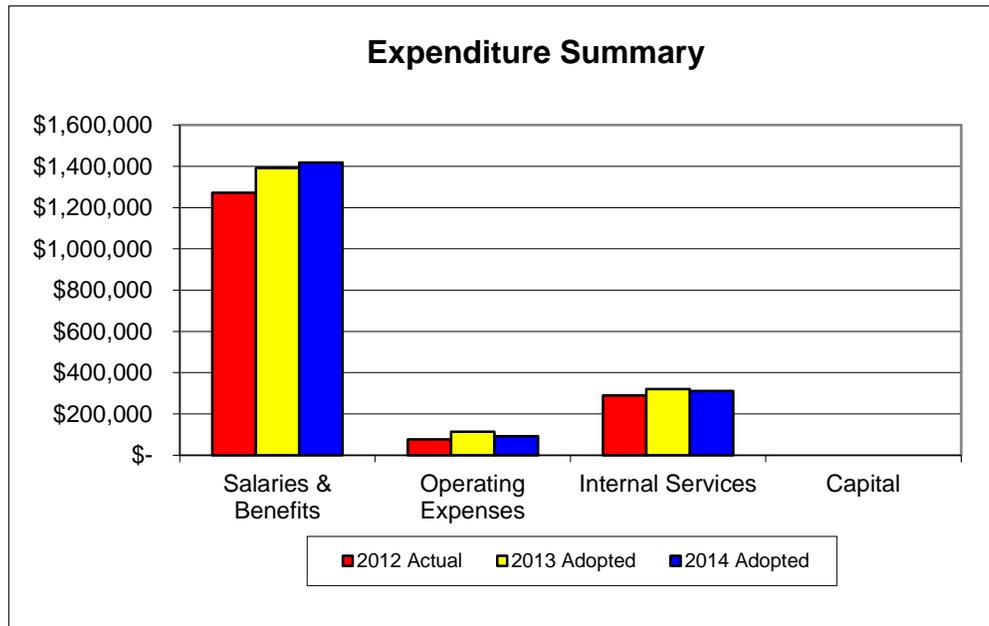
GENERAL FUND	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Human Resources	\$ 1,489,871	\$ 1,459,579	\$ 1,617,657	\$ 1,575,000
Labor Relations	172,425	\$ 179,540	209,343	\$ 247,000
Total	\$ 1,662,296	\$ 1,639,119	\$ 1,827,000	\$ 1,822,000

Expenditure Area

Salaries & Benefits	\$ 1,306,026	\$ 1,271,833	\$ 1,392,069	\$ 1,418,000
Operating Expenses	56,514	\$ 77,626	113,988	\$ 92,000
Internal Services	299,756	\$ 289,660	320,943	\$ 312,000
Capital	0	0	0	0
Total	\$ 1,662,296	\$ 1,639,119	\$ 1,827,000	\$ 1,822,000

Budgeted Positions

Human Resources	12.8 + 1PT	12.8+ 1PT	12.8+ 1PT	12.6+ 1PT
Labor Relations	1.5 + 0PT	1.5 + 0PT	1.5 + 0PT	2.0 + 0PT
Total Budgeted Positions	14.3 + 1PT	14.3 + 1PT	14.3 + 1PT	14.6 + 1PT



Risk Management Departmental Financial Summary

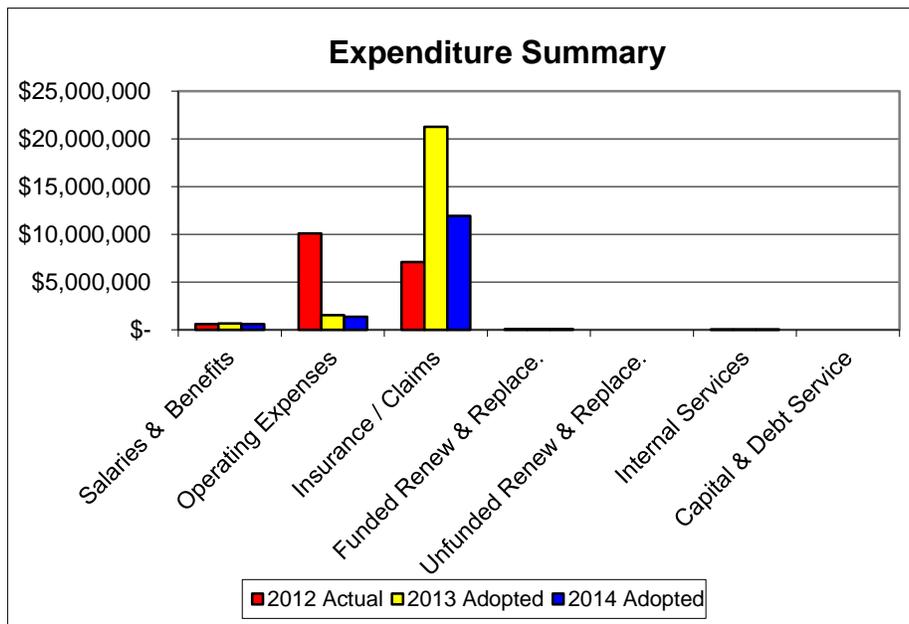
<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
Internal Service Charges	\$ 19,760,057	\$20,750,823	\$ 22,584,388	\$ 12,994,000
Retained Earnings	0	-	4,000	-
Interest/Other	1,512,130	1,005,553	905,612	941,000
Total	\$ 21,272,187	\$21,756,376	\$ 23,494,000	\$ 13,935,000

Expenditure Area

Salaries & Benefits	\$ 595,289	\$ 578,734	\$ 654,053	\$ 587,000
Operating Expenses	1,613,328	10,079,304	1,511,862	1,364,000
Insurance / Claims	20,095,071	7,074,978	21,240,490	11,914,000
Funded Renew & Replace.	56,362	39,496	60,000	40,000
Unfunded Renew & Replace.				
Internal Services	28,222	20,075	27,595	30,000
Capital & Debt Service	0	0	0	0
Total	\$ 22,388,272	\$17,792,587	\$ 23,494,000	\$ 13,935,000

Revenue Less Expenses	\$ (1,116,085)	\$ 3,963,789	\$ 0	\$ -
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Budgeted Positions	6.70	6.70	6.70	5.15
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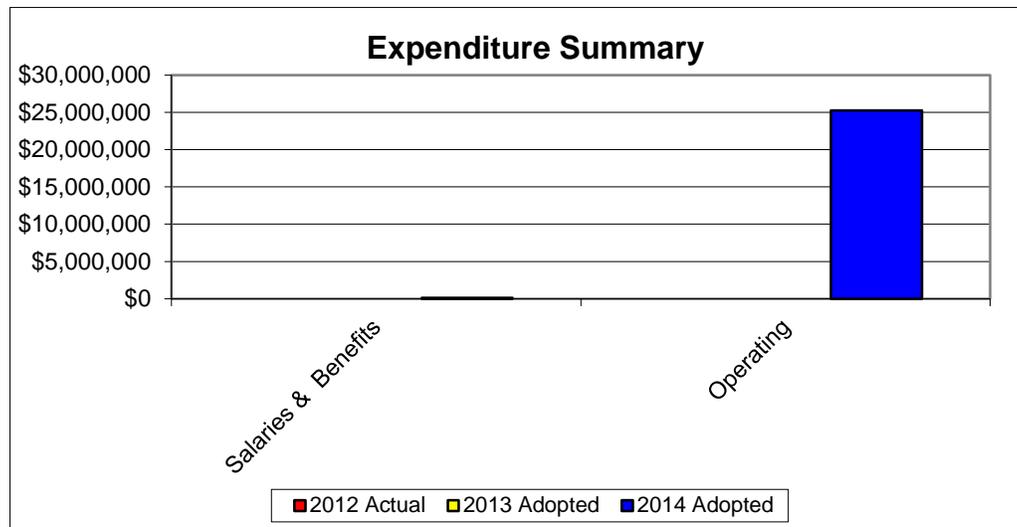


Medical & Dental Insurance Funds Departmental Financial Summary

<u>Revenue Area</u>	2011 Actual	2012 Actual	2013 Adopted	2014 Adopted
City Contribution - Active Health & Dental	\$0	\$0	\$0	\$ 6,784,000
Employee Deductions- Health & Dental	0	0	0	\$ 5,197,000
City Contributions - Retiree Health & Dental	0	0	0	\$ 9,848,000
Retiree Contribution - Health & Dental	0	0	0	3,528,000
Retiree Drug Subsidy- Medicare Part D	0	0	0	\$ 20,000
Total	\$0	\$0	\$0	\$ 25,377,000

Expenditure Area

Salaries & Benefits	\$0	\$0	\$0	\$ 130,000
Operating	0	0	0	25,247,000
Total	\$0	\$0	\$0	\$ 25,377,000
Revenue Less Expenses	\$0	\$0	\$0	\$0
Budgeted Positions	0.00	0.00	0.00	1.25



Budget Highlights

Human Resources

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net increase of \$61,000 or twenty-four percent (24%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$30,000 or twenty-two (22%). This decrease is primarily as a result of decrease in professional services.
- The FY 2013/14 budget includes an efficiency totaling \$5,000 to eliminate payout for Executive Planning Days, by allowing employees to use the hours annually but eliminating the option to receive a payout for any unused portion at year end.

Risk Management

- A significant component of the increase for all departments are increases in employee costs such as a maximum of 3 percent for CWA and 2 percent merit increase for other employees. Merit and step increases apply within existing pay ranges. The personnel services budget reflects a ten percent (10%) increase in health insurance costs over the FY 2012/13 experience.
- The budget reflects a net decrease of approximately \$8,821 or eight percent (8%) from last year in City contributions to the pension plan, primarily due to a revised allocation. Pension increases are primarily driven by the continued recognition of investment experience losses in FY 2007/08 and FY 2008/09 as well as continued decreases in the assumption for rate of return on investments.
- Operating expenses are budgeted to be below the FY 2012/13 budget by \$9.5 million or thirty-three (33%). This decrease is as a result of moving approximately \$9.4 million of the budget for medical and dental benefits for active employees to the Medical and Dental funds previously not appropriated in the budget to more accurately reflect the City's transition to a self-funded program from a third party provider.

In addition the decrease reflects decrease an approximate decrease of approximately \$600,000 in Risk Claims and Reserves for Claims Incurred but not Reported (IBNR) offset by an increase of \$400,000 in General Liability Legal Fees.

Medical & Dental

- Operating expenses are budgeted to be below the FY 2012/13 budget by \$25.37 million increase to last year. The increase is a result of moving the budget for medical and dental benefits for active employees and retirees to the Medical and Dental funds previously not appropriated in the budget to more accurately reflect the City's transition to a self-funded program from a third party provider.