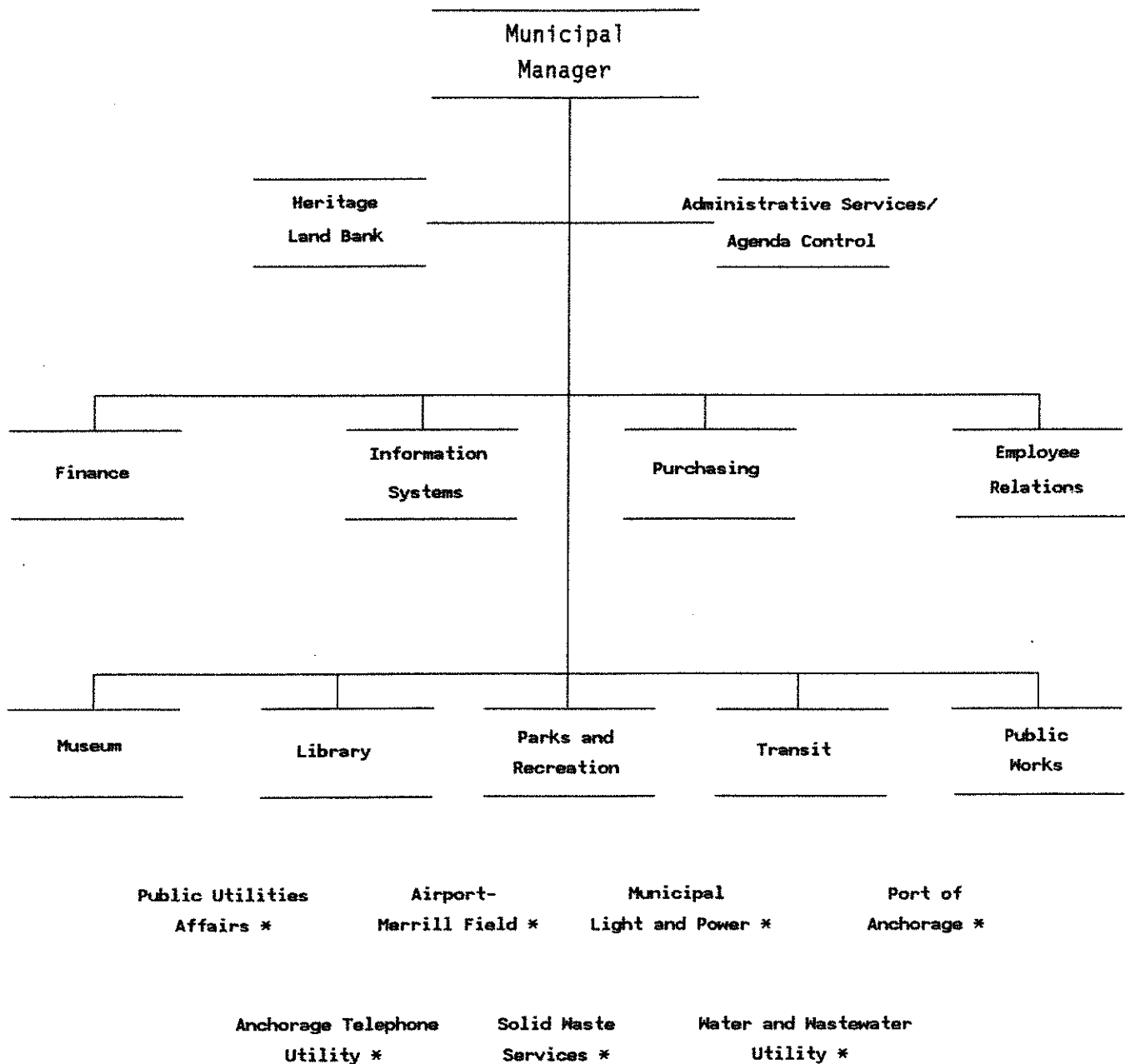


# MUNICIPAL MANAGER



\* The public utility managers report to the municipal manager, and their budgets are printed in a separate volume.

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## MUNICIPAL MANAGER

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Mayor

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Municipal Manager

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Heritage  
Land Bank  
1250

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Administrative Services/  
Agenda Control  
1241

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## DEPARTMENT SUMMARY

Department MUNICIPAL MANAGER

### Mission

To provide administration, supervision, resource allocation/utilization support and assembly agenda coordination to municipal departments; coordinate general government mail distribution and copier service; provide graphic design, typesetting, photographic processing, printing, forms coordination and records management services to all municipal departments. Provide administration of the Heritage Land Bank Program.

### Major Programming Highlights

- Direct management support services to 18 municipal departments, including all utilities.
- Administer the Business Systems Plan.
- Provide adequate administrative and clerical support to the Mayor, Municipal Manager, Office of Communications and Business Systems Plan.
- Provide assembly agenda control function for all municipal agencies.
- Provide cost effective, efficient coordination of general government copiers.
- Provide detailed layout, art work, typesetting, photographic processing, forms coordination and printing services.
- Provide mail distribution and collection services.
- Provide executive management and oversight of the Heritage Land Bank.

### Resources

	1986	1987
Direct Costs	\$ 2,742,240 *	\$ 2,257,870
Program Revenues	\$ 21,050	\$ 22,370
Personnel	26FT	21FT

\* Includes 1986 adjusted budget amount for Heritage Land Bank function transferred from Property and Facility Management.

1987 RESOURCE PLAN

DEPARTMENT: MUNICIPAL MANAGER

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY							
	1986 REVISED	1987 BUDGET	1986 REVISED				1987 BUDGET			
			FT	PT	T	TOTAL	FT	PT	T	TOTAL
MUNI MANAGER ADMIN	427,500	316,690	5			5	4			4
ADMINISTRATIVE SERVICES	1,964,310	1,534,350	20			20	16			16
HERITAGE LAND BANK	350,430	344,630	1			1	1			1
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OPERATING COST	2,742,240	2,195,670	26			26	21			21
			=====							
ADD DEBT SERVICE	0	62,200								
	-----	-----								
DIRECT ORGANIZATION COST	2,742,240	2,257,870								
ADD INTRAGOVERNMENTAL CHARGES	465,210	1,108,570								
CHARGES FROM OTHERS										
	-----	-----								
TOTAL DEPARTMENT COST	3,207,450	3,366,440								
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	2,099,450	2,166,830								
	-----	-----								
FUNCTION COST	1,108,000	1,199,610								
LESS PROGRAM REVENUES	21,050	22,370								
	-----	-----								
NET PROGRAM COST	1,086,950	1,177,240								
	=====									

1987 RESOURCES BY CATEGORY OF EXPENSE

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
MUNI MANAGER ADMIN	303,360	2,700	10,630		316,690
ADMINISTRATIVE SERVICES	611,460	149,280	731,650	97,750	1,590,140
HERITAGE LAND BANK	96,650		257,940		354,590
	-----	-----	-----	-----	-----
DEPT. TOTAL WITHOUT DEBT SERVICE	1,011,470	151,980	1,000,220	97,750	2,261,420
LESS VACANCY FACTOR	65,750				65,750
ADD DEBT SERVICE					62,200
	-----	-----	-----	-----	-----
TOTAL DIRECT ORGANIZATION COST	945,720	151,980	1,000,220	97,750	2,257,870

ASSEMBLY REVISION 12/16/86

# RECONCILIATION FROM 1986 REVISED TO 1987 BUDGET

Department MUNICIPAL MANAGER

	Direct Costs	Positions
1986 Revised Budget:	\$ 2,391,810	25FT
Amount Required to Continue Existing Programs in 1987:	(2,490)	
TRANSFER FROM P&FM:		
- Heritage Land Bank	350,430	1FT
REDUCTION IN EXISTING PROGRAMS:		
- Office Associate in administrative services	(30,250)	(1FT)
- Reprographics Tech III and one Courier in Reprographics	(63,350)	(2FT)
- Delete centralized copy coordination (copier supply cost transferred to agencies)	(104,170)	
- Reduce copy machine rental costs due to long-term vendor contracts	(36,310)	
- Reduce printing and binding services in Print Shop and Forms Coordination	(101,110)	
- Program and Policy Director	(97,820)	(1FT)
- Senior Office Associate in Records Management	(43,860)	(1FT)
EXPANSION IN EXISTING PROGRAMS:		
- Increase debt service and capital outlay for acquisition of copy machines to facilitate long-term cost savings	132,660	
NEW PROGRAMS:		
- None		
MISCELLANEOUS DECREASES:		
- Reduction in personnel account	(40,450)	
- Vacancy factor, supplies, communication, travel, advertising and other services accounts	(79,740)	
- PERS/overtime adjustment	(11,020)	
- Adjustment for contributions	(6,460)	
1987 BUDGET	\$ 2,257,870	21FT

# 1987 P R O G R A M P L A N

DEPARTMENT: MUNICIPAL MANAGER  
PROGRAM: Administration

DIVISION: MUNI MANAGER ADMIN

## PURPOSE:

Responsible for the overall conduct of the administrative functions of the Municipality.

## 1986 OBJECTIVES:

- Provide management guidance and support for 18 Municipal departments: Administrative Services, Employee Relations, Finance, Information Systems, Library, Museum, Parks & Recreation, Public Works, Transit, Purchasing, Municipal Light & Power, Merrill Field, Port, Solid Waste Services, Telephone, Utility Customer Services and Water & Wastewater Utility.
- Direct administration of Business Systems Plan designed to identify, evaluate and prioritize the Municipality's business information needs and to develop a unified plan of business operations.
- Direct administration of Heritage Land Bank Program plan designed to oversee disposals of excess Municipal real property, as well as appropriation of Heritage Land Bank assets for acquisition of real property for Municipal agency use.

## 1987 OBJECTIVES:

- To continue directing management support services to 17 Municipal departments, including all utilities.
- To continue administration of the Business Systems Plan.
- To continue administration of the Heritage Land Bank Program plan.

## RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	6	0	0	5	0	0	4	0	0
PERSONAL SERVICES	\$	410,960		\$	396,530		\$	303,360	
SUPPLIES		3,700			3,700			2,700	
OTHER SERVICES		20,500			27,270			10,630	
CAPITAL OUTLAY		1,990			0			0	
TOTAL DIRECT COST:	\$	437,150		\$	427,500		\$	316,690	
PROGRAM REVENUES:	\$	0		\$	0		\$	4,150	

11 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:

# 1987 PROGRAM PLAN

DEPARTMENT: MUNICIPAL MANAGER  
PROGRAM: Administration

DIVISION: ADMINISTRATIVE SERVICES

## PURPOSE:

Coordinate the Assembly agenda and provide administrative and clerical support to the Mayor and Manager offices, administer courier & postal systems, illustrations, print shop and forms management functions, as well as copy coordination and records management programs.

## 1986 OBJECTIVES:

- Provide adequate administrative and clerical support to the Mayor, Municipal Manager, Office of Communications, Business Systems Plan Manager and Heritage Land Bank.
- Provide Assembly agenda control for all departments of the Municipality.
- Administer all Reprographics Section functions, to include: courier and postal systems, illustrations, print shop, and forms management.
- Administer all copy coordination functions.
- Administer all records management functions.

## 1987 OBJECTIVES:

- Continue to provide adequate administrative and clerical support to the Mayor, Municipal Manager, Office of Communications, Business Systems Plan Manager and Heritage Land Bank.
- Continue to provide Assembly agenda control function for all departments of the Municipality.
- Continue to administer all Reprographics Section functions.
- Continue administration of copy coordination function for all departments except utilities.
- Continue administration of the records management function for all Municipal departments.

## RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	5	0	0	4	0	0	3	0	0
PERSONAL SERVICES	\$	191,020		\$	225,980		\$	125,970	
SUPPLIES		6,590			6,590			7,860	
OTHER SERVICES		37,200			37,150			25,560	
CAPITAL OUTLAY		4,200			2,050			0	
TOTAL DIRECT COST:	\$	239,010		\$	271,770		\$	159,390	

11 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:

2

ASSEMBLY REVISION 12/16/86

# 1987 PROGRAM PLAN

DEPARTMENT: MUNICIPAL MANAGER  
PROGRAM: Copy Coordination

DIVISION: ADMINISTRATIVE SERVICES

## PURPOSE:

Provide centralized control for the economic and efficient use of general government copiers and a single point of contact between Municipal agencies and vendors.

## 1986 OBJECTIVES:

- Provide economic and efficient coordination of general government copiers.
- Provide 5 additional copiers and expanded copy coordination services to the Building Safety Division in support of their projected work load and work environment.
- Provide one additional and upgrades to two existing copiers and expanded copy coordination service in support of the new Police Headquarters.
- Provide 6 additional copiers and expanded copy coordination service to the new Headquarters Library.

## 1987 OBJECTIVES:

- Continue to provide economic and efficient coordination of general government copiers.
- Purchase 19 copiers in order to replace 19 existing copiers on rental agreements in order to meet user needs more accurately and conserve Municipal funds expended for this purpose in the long term.

## RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	1	0	0	0	0	0	0	0	0
PERSONAL SERVICES	\$	46,360		\$	0		\$	0	
SUPPLIES		105,940			104,170			0	
OTHER SERVICES		383,470			234,010			197,700	
DEBT SERVICE		0			0			62,200	
CAPITAL OUTLAY		0			27,260			97,750	
TOTAL DIRECT COST:	\$	535,770		\$	365,440		\$	357,650	

## PERFORMANCE MEASURES:

- Copiers managed 77 59 56

11 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
3, 4

ASSEMBLY REVISION 12/16/86



# 1987 P R O G R A M P L A N

DEPARTMENT: MUNICIPAL MANAGER

DIVISION: ADMINISTRATIVE SERVICES

PROGRAM: Courier and Postal System

## PURPOSE:

Provide mail distribution and collection services in an effective and efficient manner to maintain communications between the public and Municipal offices and to enable the Municipality to accomplish its business.

## 1986 OBJECTIVES:

- Provide timely delivery of mail on all four courier routes, as well as analyze routes for possible updating or increased efficiency.
- Sort and distribute approximately 2,655,000 pieces of mail with a minimum number of pieces being misrouted.

## 1987 OBJECTIVES:

- Maintain four courier routes covering a radius of 20 miles with 102 stops serving 45 buildings.
- Analyze and update routes for efficient time and personnel usage.
- Handle approximately 2,800,000 pieces of postal mail and interoffice Municipal correspondence, as well as weekly delivery of Assembly packets.

## RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	3	0	0
PERSONAL SERVICES	\$	108,380		\$	107,800		\$	60,030	
SUPPLIES		2,700			3,000			3,460	
OTHER SERVICES		163,980			192,500			196,930	
TOTAL DIRECT COST:	\$	275,060		\$	303,300		\$	260,420	
PROGRAM REVENUES:	\$	0		\$	21,050		\$	18,220	

## PERFORMANCE MEASURES:

- Items of U.S. mail processed	2,655,000	2,655,000	2,800,000
- Items of internal mail processed	885,000	900,000	950,000
- Courier stops per day	78	102	102

11 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:

# 1987 PROGRAM PLAN

DEPARTMENT: MUNICIPAL MANAGER      DIVISION: ADMINISTRATIVE SERVICES  
PROGRAM: Reprographics (excluding Courier)

## PURPOSE:

Provide Illustrations, Print Shop and Forms Coordination services in order to provide Municipal departments with printed material including forms, brochures, pamphlets, transparencies, packets and reports.

## 1986 OBJECTIVES:

- Analyze requests and determine needs of customers to ensure requests are properly developed into finished form, including deciding whether to develop material in-house or through contractual services.
- Provide detailed layout, art work, typesetting and photographic processing services.
- Produce approximately 11,500,000 printed impressions.
- Coordinate, inventory, stock and distribute 2,000 forms maintained by this program.

## 1987 OBJECTIVES:

- Provide detailed layout, design, art work, typesetting and photographic processing of all material produced in the Municipal Print Shop or sent out by the Print Shop for contracted production.
- Provide printing, multi-color photo-offset duplicating, high speed photo copying and bindery services.
- Coordinate all service requests for material to be designed and printed in-house.
- Contract with vendors for printing provided through contractual services.
- Re-order, coordinate and distribute all printed material; maintain inventory and stock control of general use forms.

## RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	7	0	0	7	0	0	6	0	0
PERSONAL SERVICES	\$	274,550		\$	286,900		\$	256,120	
SUPPLIES		100,320			131,800			105,910	
OTHER SERVICES		320,210			373,750			286,160	
CAPITAL OUTLAY		26,960			0			0	
TOTAL DIRECT COST:	\$	722,040		\$	792,450		\$	648,190	

## PERFORMANCE MEASURES:

- Hours of illustrative services	4,000	4,000	2,650
- Service requests rec'd for illustrative svcs.	1,200	1,200	1,095
- Services requests for printing	1,160	1,320	1,390
- Printed impressions-offset printing	5,600,000	6,800,000	7,300,000
- Forms coordinated	2,000	2,100	2,100

11 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
6, 7, 8

ASSEMBLY REVISION 12/16/86

# 1987 PROGRAM PLAN

DEPARTMENT: MUNICIPAL MANAGER  
PROGRAM: Records Management

DIVISION: ADMINISTRATIVE SERVICES

## PURPOSE:

Provide the Municipality with efficient and economic management of records to meet legal and business requirements.

## 1986 OBJECTIVES:

- Work with Municipal departments to develop a complete retention schedule for each, and assist in the determination of whether to keep, film or destroy records in a responsible manner.
- Research 4% more requests for information from filmed or stored material and provide the information within 4 hours.
- Process a substantially increased quantity of archive records upon implementation of the Business Systems Plan recommendation.

## 1987 OBJECTIVES:

- Prepare and arrange for filming or storage of records, including maps, plans, case files and financial documents.
- Film over 2 million original documents for storage and agency retrieval, including developing, labeling, duplicating and filing of film.
- Arrange for destruction of 1,800,000 obsolete filmed or paper records, as well as file, maintain and safeguard 200,000 rolls of film or microfiche masters and up to 10,000 boxes of paper records.
- Research over 600 requests for information for either filmed or stored material and provide information within 4 hours.

## RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	5	0	0	5	0	0	4	0	0
PERSONAL SERVICES	\$	192,670		\$	176,100		\$	113,550	
SUPPLIES		34,000			32,050			32,050	
OTHER SERVICES		28,650			23,200			25,300	
CAPITAL OUTLAY		30,000			0			0	
TOTAL DIRECT COST:	\$	285,320		\$	231,350		\$	170,900	

## PERFORMANCE MEASURES:

- Boxes stored	6,000	6,000	7,000
- Requests for record retrieval	625	625	725
- Requests for record filming	160	160	180
- Boxes of records transported	2,400	2,400	3,000
- Retired records processed	2,400,000	2,400,000	3,000,000

11 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
9, 10

ASSEMBLY REVISION 12/16/86

# 1987 P R O G R A M P L A N

DEPARTMENT: MUNICIPAL MANAGER  
PROGRAM: Heritage Land Bank

DIVISION: HERITAGE LAND BANK

## PURPOSE:

Provide executive management and oversight of the Heritage Land Bank.

## 1986 OBJECTIVES:

- Program transferred from department of Property & Facility Management.

## 1987 OBJECTIVES:

- Manage the Heritage Land Bank program through management oversight of the acquisition, retention and disposal of Municipal lands.
- Work closely with the Heritage Land Bank Commission and other interested parties in determining the most effective use of land bank assets.

## RESOURCES:

	1985 REVISED			1986 REVISED			1987 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	0	0	1	0	0	1	0	0
PERSONAL SERVICES	\$		0	\$	92,490		\$	86,690	
OTHER SERVICES			0		257,940			257,940	
TOTAL DIRECT COST:	\$		0	\$	350,430		\$	344,630	

## PERFORMANCE MEASURES:

- Parcels acquired with Land Bank assets	4	5	5
- Purchases/leases processed	25	250	250
- Disposal/transfer documents executed	100	335	335
- Land use inquiries processed	1,300	1,300	1,300

11 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:

11

ASSEMBLY REVISION 12/16/86