

March 15, 2018

TO: CIVIL SERVICE/EQUAL EMPLOYMENT COMMISSION

FROM: MATT PAULIN, CHIEF FINANCIAL OFFICER

SUBJECT: **ANNUAL EQUAL EMPLOYMENT REPORT**

Introduction

The Administrative Services Department is pleased to be in the process of hiring new employees to fill existing vacancies that closely mirror the diverse population in the City of Stockton. Continuing to build a diverse work force remains a high priority for the department. The department's seventeen new hires demonstrate an example of successful recruiting and hiring practices implemented to increase and encourage the diversity of our workforce.

Organizational Structure and Responsibilities

MISSION STATEMENT

Provide financial, administrative, and technical support to residents, business partners, decision makers and other City departments; and to safeguard and facilitate the optimal use of City resources for strategic financial planning.

The Administrative Services Department serves as a trusted, respected advisor providing vital systems and services administered through five divisions: Administration, Budget, Financial and Accounting Operations, Treasury, and Revenue and Collection Services (including Utility Billing).

Administration Division directs the activities of the Administrative Services Department, which includes monitoring revenue, billing, collections, investments, audits, disbursement of funds; reporting on accounting and financial activities; processing City payroll; coordinating purchasing activities; and managing long-term debt.

Budget Division is responsible for the development and monitoring of the City's annual budget. Throughout the fiscal year, the division provides assistance to City management and departments by analyzing and evaluating financial performance and budget projections. Budget Division also coordinates financial planning and management, reports financial outcomes as compared to budgets, monitors citywide budgets including capital, fees, and revenues. This division maintains the citywide long range financial plan and position control for all departments.

Financial and Accounting Operations Division is responsible for Citywide procurement, finance, and accounting operations as follows:

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- Procurement is responsible for the procurement of all supplies and services necessary for the operation of City departments. Purchasing includes centralized printing and high volume reprographic and mail services to departments.
- Finance provides financial services to all City departments and stakeholders. They are responsible for the recording and reporting of financial transactions; reporting financial positions in accordance with generally accepted accounting principles, and the preparation of the Comprehensive Annual Financial Report (CAFR) and other financial reports.
- Accounting operation services include payroll processing for over 1,600 employees, payroll tax compliance, employee benefit reporting for retirement systems, and accounts payable.

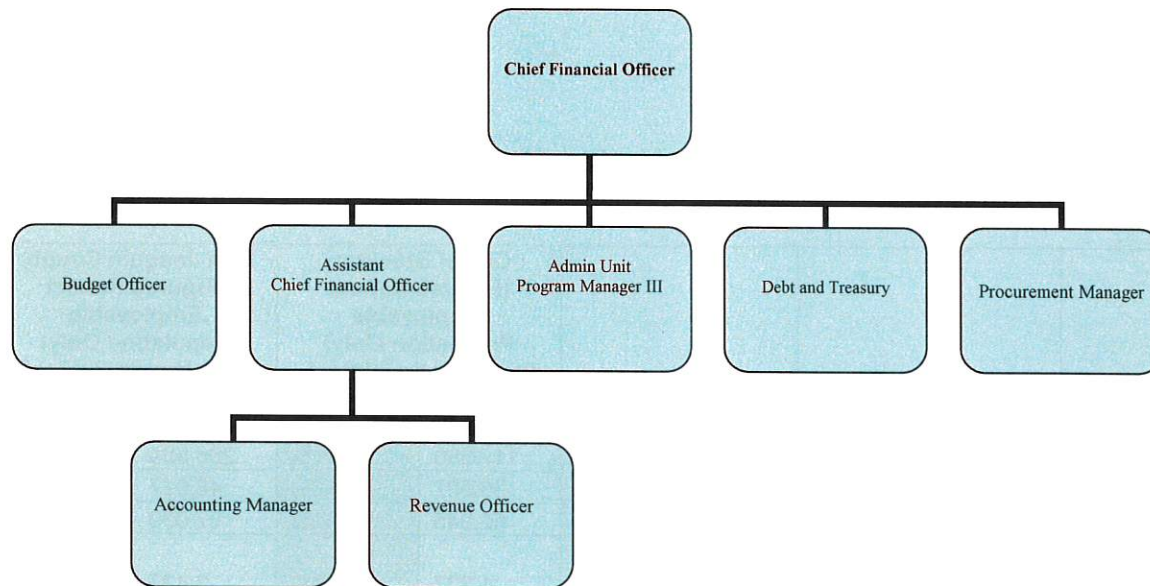
Debt and Treasury Division manages the City's pooled investment portfolio and twenty-three debt issues which total approximately \$600 million. Services include investment management of the cash and investment portfolio of over \$400 million, investor relations, market disclosures, and financing/refinancing programs.

Revenue Services Division is responsible for City-wide revenue services as follows:

- Customer Services Unit is responsible for providing customer service for 112,000 accounts at the counter and over the phone. There are 55,000 City of Stockton utility accounts for water, sewer, storm water, and solid waste charges. The unit also assists 40,000 sewer, storm water and solid waste customers in the California Water Service Company serviceable area. In addition to billing customers, the Customer Services Unit also provides assistance for over 17,000 business license tax accounts.
- Revenue Operations Unit is comprised of multiple billing functions, cash handling, and business license processing. It is responsible for the enforcement and audit of business license tax, hotel/motel tax, utility user's tax, improvement district assessments, and other fees and charges owed to the City. Other responsibilities include; accurate recording, reconciliations, receipting, control, and deposit of all monies received by City departments.
- Collection, Compliance & Revenue Reporting Unit is responsible for the recovery of City Revenue generated from delinquent; utility billings, business licenses, transient occupancy tax, utility user tax and miscellaneous accounts receivables. It promotes compliance through the audit of Business License tax, Transient Occupancy Tax and Utility User's Tax. The unit also manages uncollectible accounts to outside collection agencies for collections and provides revenue reporting functions such as cash collections and deposits, quarterly receivables and write offs.

In addition to the functional services mentioned above, the organization chart illustrates the department's reporting structure to support its mission.

Administrative Services Department
Organization Plan



Workforce Composition

The Administrative Services Department currently has 86 full-time budgeted allocated positions, ten of which are currently vacant including the following classifications:

Current vacant positions in the Department are:

- Accounting Manager
- Supervising Accountant
- Accountant I
- Accountant II
- Revenue Assistant (2)
- Revenue Supervisor
- Procurement Specialist
- Finance Assistant (2)

The Department had several separations in this fiscal year due to retirements and promotional opportunities. Efforts are underway to recruit for and fill these vacancies.

In the same reporting year, the Department hired fourteen new employees; ten females and four males. The ethnic breakdown is as follows: three females and two males are white, one female is black, four females and two males are Hispanic, one female is Asian Indian, and one female is two or more races.

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The following is a list of positions filled during this time:

- Accounting Manager
- Accountant I (6)
- Procurement Manager
- Supervising Procurement Specialist
- Revenue Collector
- Revenue Supervisor
- Revenue Assistant (3)

A breakdown of gender and ethnicity for the Department as it compares to City Employees, Stockton residents, and San Joaquin County residents is as follows:

| Ethnicity | Department | | City Employees | | City of Stockton (Figures Reflect Employable Population Only) <i>Taken from the 2010 U.S. Census Bureau</i> | | San Joaquin County (Figures Reflect Employable Population Only) <i>Taken from the 2010 U.S. Census Bureau</i> | |
|---------------------|------------|-------------|----------------|-------------|-----------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------|-------------|
| | | | | | | | | |
| White | 35 | 46% | 874 | 58% | 66,836 | 23% | 246,025 | 36% |
| Hispanic | 18 | 24% | 373 | 24% | 117,590 | 40% | 266,584 | 39% |
| Black | 8 | 11% | 84 | 5% | 33,507 | 12% | 48,657 | 7% |
| Asian | 13 | 17% | 157 | 10% | 61,945 | 21% | 97,999 | 14% |
| American Indian | 1 | 1% | 17 | 1% | 1,237 | 0% | 3,427 | 1% |
| Two or More Races | 1 | 1% | 18 | 1% | 0 | 0% | 0 | 0% |
| Native Hawaiian/OPI | 0 | 0% | 5 | 1% | 10,592 | 4% | 22,614 | 3% |
| Total | 76 | 100% | 1526 | 100% | 291,707 | 100% | 685,306 | 100% |

| Gender | Department | | City Employees | | City of Stockton (Figures Reflect Employable Population Only) <i>Taken from the 2010 U.S. Census Bureau</i> | | San Joaquin County (Figures Reflect Employable Population Only) <i>Taken from the 2010 U.S. Census Bureau</i> | |
|--------------|------------|-------------|----------------|-------------|-----------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------|-------------|
| | | | | | | | | |
| Male | 23 | 30% | 1055 | 69% | 142,925 | 49% | 341,230 | 50% |
| Female | 53 | 70% | 471 | 31% | 148,782 | 51% | 344,076 | 50% |
| Total | 76 | 100% | 1526 | 100% | 291,707 | 100% | 685,306 | 100% |

The Administrative Services Department continually seeks to recruit and retain employees of all genders and races. The Department strives to create a better workforce by improving recruitment efforts, providing adequate training, and by hiring qualified, educated staff.

Personnel Changes in the Department

The Department hired fourteen new hires, four of those hired are male and ten are female. Of the males, two are White and two are Hispanic. Of the ten females, four are

Hispanic, three are White, one is Black, one is Asian Indian and one is more than two races.

The Department promoted five employees to new positions; of these employees, three were female and two were male; three were White, one was Hispanic, and one was Asian. The four vacant positions in the department were due to resignations. These were all females, two White and two Asian.

Professional and Diversity Training

The Administrative Services Department utilizes advanced training and seminars to network with colleagues, attract qualified professionals, and encourage diversity in our workforce. The Department supervisory and management staff continue skill enhancement through training conferences and seminars. These learning opportunities allow our management staff to keep abreast of innovative technologies and financing methods available now and in the future. To maintain a good understanding of our diverse employees and citizens, Harassment Awareness and Customer Service training is provided to all our staff.

Recruitment Efforts

With the support and assistance of HR as well as recruitment placement centers, City website job announcements, diversity publications and websites, and internal transfers, our efforts to fill the department's vacancies have continued. Additionally, we've expanded awareness through marketing in financial publications and professional organizations.

Summary

By continuing our outreach and recruitment efforts (both within and outside of our immediate community), the Administrative Services Department will move closer to accomplishing our goal of closely representing the diverse demographics of the City's citizens.



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