

March 21, 2024

TO: CIVIL SERVICE/EQUAL EMPLOYMENT COMMISSION  
FROM: KIMBERLY K. TRAMMEL, CHIEF FINANCIAL OFFICER  
SUBJECT: ANNUAL EQUAL EMPLOYMENT REPORT

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### 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 Stockton. Continuing to build a diverse workforce remains a high priority for the department. The department's fifteen new hires demonstrate 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 supports City management and departments by analyzing and evaluating financial performance and budget projections. The division coordinates financial planning and management, reports financial outcomes as compared to budgets, monitors citywide budgets, including capital, fees, and revenues. Budget also maintains the 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 Annual Comprehensive Financial Report and other financial reports.
- Accounting operation services include payroll processing for approximately 1,800 employees, payroll tax compliance, employee benefit reporting for retirement systems, and accounts payable.

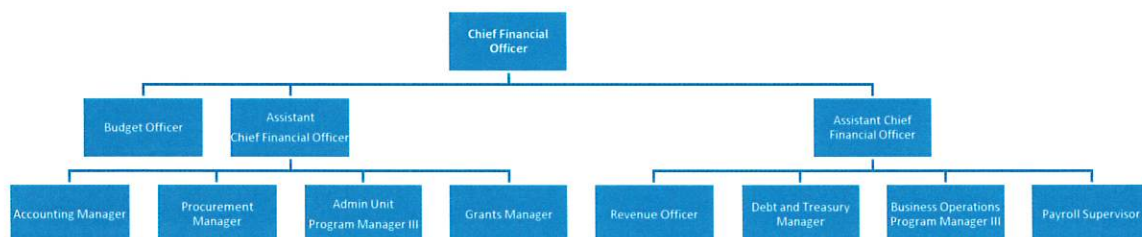
Debt and Treasury Division manages the City's pooled investment portfolio and seventeen debt issues. Services include investment management of the cash and investment portfolio of over \$800 million, investor relations, market disclosures, and financing/refinancing programs.

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

- Customer Services Unit is responsible for providing customer service for 95,000 accounts at the counter and over the phone. There are 55,500 City of Stockton utility accounts for water, sewer, stormwater, and solid waste charges. The unit also assists 40,000 sewer, stormwater, and solid waste customers in the California Water Service Company serviceable area. In addition to billing customers, the Customer Services Unit also assists with 14,500 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 the business license tax, hotel/motel tax, utility user's tax, improvement district assessments, and other fees/charges owed to the City. The unit also accurately records, reconciles, receipts, controls, and deposits 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 87 full-time budgeted allocated positions, which are currently vacant in the following classifications:

Current vacant positions in the Department are:

- Grants Manager
- Budget Analyst
- Accounting Manager
- Supervising Accountant
- Accountant I
- Procurement Manager
- Administrative Analyst
- Procurement Specialist
- Revenue Supervisor
- Revenue Collector
- Revenue Assistant

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

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

- Assistant Chief Financial Officer
- Sr. Budget Analyst (2)
- Payroll Supervisor
- Sr. Finance Assistant
- Finance Assistant II (2)
- Finance Assistant I
- Program Manager III
- Supervising Procurement Specialist
- Procurement Specialist I (3)
- Accountant I
- Revenue Assistant I (3)
- Materials Specialist

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 2019 U.S. Census Bureau</i>		San Joaquin County (Figures Reflect Employable Population Only) <i>Taken from the 2019 U.S. Census Bureau</i>	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
White	20	27%	692	47%	59,410	19%	228,644	30%
Hispanic	23	32%	481	33%	134,738	43%	320,102	42%
Black	10	14%	79	5%	31,268	10%	54,825	7%
Asian	15	21%	164	11%	68,790	22%	121,944	16%
American Indian	0	0%	7	0%	2,517	1%	2,336	0%
Two or More Races	4	6%	42	3%	12,832	4%	30,486	4%
Native Hawaiian/OPI	0	0%	6	0%	3,127	1%	3,811	1%
<b>Total</b>	<b>72</b>	<b>100%</b>	<b>1471</b>	<b>100%</b>	<b>312,682</b>	<b>100%</b>	<b>762,148</b>	<b>100%</b>

Gender	Department		City Employees		City of Stockton (Figures Reflect Employable Population Only) <i>Taken from the 2019 U.S. Census Bureau</i>		San Joaquin County (Figures Reflect Employable Population Only) <i>Taken from the 2019 U.S. Census Bureau</i>	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Male	21	29%	963	65%	159,468	51%	381,074	50%
Female	51	71%	508	35%	153,214	49%	381,074	50%
<b>Total</b>	<b>71</b>	<b>100%</b>	<b>1472</b>	<b>100%</b>	<b>312,682</b>	<b>100%</b>	<b>762,148</b>	<b>100%</b>

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 hiring qualified, educated staff.

### **Personnel Changes in the Department**

The Department hired eighteen new hires, seven of those hired are male, and eleven are female. Of the males, one is Hispanic, one is Black, two are Asian, two are White, and one is two or more races. Of the eleven females, three are Hispanic, three are Asian, four are White, and one is two or more races.

The vacant positions in the department were due to the following personnel changes: one Asian female, two Hispanic females, two white females, three Asian males, and White male resignations. One Hispanic female, and one Hispanic male transferred to other City departments, two Hispanic females, one Asian male, and one Hispanic male promoted positions within the department. One White female retired from the City.

### **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's supervisory and management staff continue skill enhancement through training, conferences, and seminars. These learning opportunities allow 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 Human Resources as well as recruitment placement centers, City website job announcements, diversity publications, websites, and internal transfers, support our efforts to fill the department's vacancies.

Additionally, the Department expanded awareness through marketing in financial publications, professional organizations, and educational institutions, including the following entities:

California Society of Municipal Finance Officers  
Government Finance Officer Association  
Municipal Management Association of Northern California  
Sacramento State University  
Stanislaus State University  
University of the Pacific

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In the future, the Department plans to market employment opportunities to the NIGP- The Institute for Public Procurement and the California Association of Public Procurement Officials.

**Summary**

Through our outreach and recruitment efforts (both within and outside of our immediate community), the Administrative Services Department will continue to hire the best candidates who represent the diversity of Stockton's residents.



KIMBERLY K. TRAMMEL  
CHIEF FINANCIAL OFFICER

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