

King's Crown



HR

Human
Resources

Human Resources

The Human Resources Department is comprised of the Risk Management Division and Human Resources Division. On behalf of the City, employees, and volunteers, the Department is primarily responsible for the development and compliance of City-wide functions including, but not limited to, recruiting and selection, compensation, benefits/wellness programs, legal compliance, employee engagement, performance management, safety and environmental program development and administration, workers' compensation, claims management and loss control programs. The Department is responsible for providing guidance to City departments and is responsible for the development of internal programs and policies to assist in the achievement of the City's short and long term strategic goals.

Outcome	Performance Measure	2015 Actual	2016 Revised	2017 Projected
Provide quality service and effective guidance				
Departments view Risk as a resource to comply with laws / regulations and reduce losses due to accidents, fines, lawsuits, etc.	% of employees scoring safety as top priority.	N/A	58%	65%
	% of compliance with environmental audits.	74%	74%	N/A
Remain competitive in attracting and retaining a high quality, motivated, and committed workforce.	% offers rejected versus offers tendered.	5.8%	3.1%	4%
	# of involuntary separations during probationary period.	2	5	3
	% of turnover from 6 months to 3 years of service.	2.37%	2.28%	1.5%
	% of turnover from 3 to 5 years of service.	.92%	.51%	1%
	% of turnover from 5 years or more.	4.48%	2.40%	2%
	% of overall turnover (annual total).	10%	6.71%	6%
Fiscal Responsibility				
To provide cost effective insurance coverage.	Cost of workers' compensation premium as a % of payroll.	.83%	.63%	.65
	Cost of liability premium as a % of payroll.	.88%	.44%	.50%
	Property rate per \$100 of insured value.	.087	.082	.083
Cost effective pursuit financial recoveries of available to the City.	% of property damage recoveries amount available compared to amount received.	50%	50%	N/A
Limit employment liability in the work environment.	# of contested unemployment claims lost by the City.	1	0	1
	% participation in City-wide compliance trainings.	95%	75%	95%
Operational Efficiency				
WC Claims are managed efficiently.	% closed within 3 months of reporting to carrier.	85%	92%	85%
	% reported to carrier within 1 business day from report to Risk Management	98%	52%	98%
Information is provided in a timely basis.	95% of contract insurance certificates reviewed within 1 business day.	98%	98.6%	100%
	95% of environmental audits completed in timely manner.	75%	N/A	N/A
Maintain and improve the accountability of the City's workforce.	% compliance with HR designated supervisor trainings.	98%	86%	98%
	# of total separations.	70	53	50
	% of involuntary separations from total separations (excluding layoffs).	5.7%	16.98%	7%

	% compliance with performance evaluation process and timelines.	95%	95%	95%
Outcome	Performance Measure	2015 Actual	2016 Revised	2017 Projected
Sustainable Results				
Provide a safe work environment for employees reduce damage to City property and citizens' property.	Workers' compensation experience rating.	.78	.76	.76
	# of WC claims per FTE.	.12	.09	.10
	Average cost of claims.	\$4,800	\$5,891	\$5,000
Compliance with Environmental Regulations.	% of issues resolved at 12-24 month follow-up.	75%	N/A	N/A

Human Resources Department Summary

REVENUE	'15 Actual	'16 Adopted Budget	'16 Revised Budget as of July 1 st	'17 Budget	'17 Budget / '16 Adopted % Change	'16 FTE	'17 FTE
General Fund							
ADMINISTRATIVE OVERHEAD	895,981	896,171	896,171	945,980	5.6%		
GENERAL FUND SUBSIDY	240,311	392,768	386,768	493,396	25.6%		
Total General Fund Revenue	\$ 1,136,292	\$ 1,288,939	\$ 1,282,939	\$ 1,439,376	11.7%		
Internal Service Funds							
CHARGES FOR SERVICE	13,293,995	13,294,414	13,104,573	19,431,388	46.2%		
INTEREST	108,080	58,181	58,181	30,760	-47.1%		
OTHER	159,834	-	92,000	72,000	-		
GENERAL FUND CONTRIBUTION	610,000	5,342,782	4,732,782	-	-100.0%		
Total Internal Service Funds	\$ 14,171,909	\$ 18,695,377	\$ 17,987,536	\$ 19,534,148	4.5%		
Total Revenue	\$ 15,308,201	\$ 19,984,316	\$ 19,270,475	\$ 20,973,524	4.9%		
EXPENSES BY FUND							
General Fund							
HR ADMINISTRATION	920,443	1,023,624	1,022,324	1,159,899	13.3%	8.00	8.00
COMPENSATION & BENEFITS	111,670	121,565	121,565	132,356	8.9%	1.00	1.00
PERFORMANCE MANAGEMENT	104,179	143,750	139,050	147,121	2.3%	0.00	0.00
Total General Fund	\$ 1,136,292	\$ 1,288,939	\$ 1,282,939	\$ 1,439,376	11.7%	9.00	9.00
Internal Service Funds							
EMPLOYEE BENEFITS	14,903,349	14,435,830	15,449,390	16,808,440	16.4%	0.00	0.00
RISK & INSURANCE	2,819,625	3,238,210	2,996,300	2,912,396	-10.1%	4.00	4.00
Total Internal Service Funds	\$ 17,722,974	\$ 17,674,040	\$ 18,445,690	\$ 19,720,836	11.6%	4.00	4.00
Total Expense	\$ 18,859,266	\$ 18,962,979	\$ 19,728,629	\$ 21,160,212	11.6%	13.00	13.00
EXPENSES BY CATEGORY							
PERSONNEL SERVICES	1,158,400	1,217,177	1,217,177	1,326,158	9.0%		
SUPPLIES	162,612	184,930	184,930	177,396	-4.1%		
PURCHASED SERVICES	17,303,318	17,314,642	17,164,532	19,187,853	10.8%		
ADMINISTRATIVE OVERHEAD	234,934	246,230	246,230	318,805	29.5%		
TRANSFERS	-	-	915,760	150,000	-		
Total Expense	\$ 18,859,264	\$ 18,962,979	\$ 19,728,629	\$ 21,160,212	11.6%		

Human Resources Administration

Human Resources Administration is responsible for the development and compliance of City-wide programs and policies to assist in the achievement of the City of Loveland's strategic goals.

DIVISION	DEPARTMENT
Administration	Human Resources

REVENUE	'15 Actual	'16 Adopted Budget	'16 Revised Budget as of July 1 st	'17 Budget
ADMINISTRATIVE OVERHEAD	895,981	896,171	896,171	945,980
GENERAL FUND SUBSIDY	24,462	127,453	126,153	213,919
Total Revenue	\$ 920,443	\$ 1,023,624	\$ 1,022,324	\$ 1,159,899

EXPENSE BY Division/Program

General Fund

HR ADMINISTRATION	\$ 920,443	\$ 1,023,624	\$ 1,022,324	\$ 1,159,899
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EXPENSE BY CATEGORY

PERSONNEL SERVICES	662,429	712,739	712,739	762,457
SUPPLIES	11,215	19,410	19,410	19,410
PURCHASED SERVICES	53,645	91,302	90,002	92,136
ADMINISTRATIVE OVERHEAD	193,154	200,173	200,173	285,896
Total Expense	\$ 920,443	\$ 1,023,624	\$ 1,022,324	\$ 1,159,899

FTE	8.00	8.00	8.00	8.00
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CHANGES COMPARED TO PRIOR YEAR ADOPTED

50,494	Increase in administrative overhead for costs allocated by Information Technology based on the allocation methodology.
25,102	Increase in personnel services for Insurance Benefits due to historical enrollment and premium increases.
32,381	Increase in administrative overhead for costs allocated by City Attorney based on the allocation methodology.
2,063	Increase in purchased services for general liability costs based on the Department's historical experiences and forecasted liability costs.
(1,000)	Decrease in purchased services for employment screening.
27,235	<u>Core Changes</u>
	24,616 Personnel Services
	(229) Purchased Services
	2,848 Administrative Overhead

\$ 136,275 TOTAL CHANGE

OTHER INFORMATION

- Unfunded Supplements
 - There are no unfunded supplements in this division.
- Equipment Replacement
 - No equipment is scheduled for replacement in this division.
- Capital Projects
 - There are no capital projects anticipated for this division.

Employee Compensation & Benefits

Employee compensation and benefits is responsible for maintaining a balanced total compensation plan, offering competitive pay and benefits that are fair and reasonable to both employees and citizens, while supporting organizational goals and business objectives. The compensation system and benefit programs for City of Loveland employees are market based and strictly adhere to operational and budgetary constraints. These programs are designed to attract, retain and motivate qualified candidates and employees.

DIVISION	DEPARTMENT
Employee Compensation & Benefits	Human Resources

REVENUE	'15 Actual	'16 Adopted Budget	'16 Revised	'17 Budget
			Budget as of July 1 st	
GENERAL FUND SUBSIDY	111,670	121,565	121,565	132,356
Total Revenue	\$ 111,670	\$ 121,565	\$ 121,565	\$ 132,356

EXPENSE BY Division/Program

General Fund

EMPLOYEE COMPENSATION & BENEFITS	\$ 111,670	\$ 121,565	\$ 121,565	\$ 132,356
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EXPENSE BY CATEGORY

PERSONNEL SERVICES	96,355	101,565	101,565	112,356
PURCHASED SERVICES	15,315	20,000	20,000	20,000
Total Expense	\$ 111,670	\$ 121,565	\$ 121,565	\$ 132,356

FTE	1.00	1.00	1.00	1.00
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CHANGES COMPARED TO PRIOR YEAR ADOPTED

4,292 Increase in personnel services for Insurance Benefits due to historical enrollment and premium increases.

6,499 Core Changes

6,499 Personnel Services

\$ 10,791 TOTAL CHANGE

OTHER INFORMATION

- Unfunded Supplements
 - There are no unfunded supplements in this division.
- Equipment Replacement
 - No equipment is scheduled for replacement in this division.
- Capital Projects
 - There are no capital projects anticipated for this division.

Performance Management

Performance management is responsible for creating and sustaining a high performing workforce by aligning individual performance with organizational objectives. The City of Loveland is committed to hiring and retaining the most qualified people. Selection and hiring decisions are made based on individual qualifications, without regard to age, sex, race, color, religion, national origin, creed, ancestry, sexual orientation (including transgender status), mental or physical disability, genetic information, or marital status. The City is also committed to providing continued learning and development opportunities to drive innovation and provide our employees with the knowledge and skills necessary for success.

DIVISION	DEPARTMENT
Performance Management	Human Resources

REVENUE	'15 Actual	'16 Adopted Budget	'16 Revised Budget as of July 1 st	'17 Budget
General Fund				
GENERAL FUND SUBSIDY	104,179	143,750	139,050	147,121
Total Revenue	\$ 104,179	\$ 143,750	\$ 139,050	\$ 147,121

EXPENSE BY Division/Program

General Fund				
PERFORMANCE MANAGEMENT	\$ 104,179	\$ 143,750	\$ 139,050	\$ 147,121

EXPENSE BY CATEGORY

PERSONNEL SERVICES	10,210	-	-	-
SUPPLIES	16,290	22,300	22,300	31,536
PURCHASED SERVICES	77,679	121,450	116,750	115,585
Total Expense	\$ 104,179	\$ 143,750	\$ 139,050	\$ 147,121

FTE	0.00	0.00	0.00	0.00
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CHANGES COMPARED TO PRIOR YEAR ADOPTED

9,236	Increase in supplies for computer supplies and equipment based on equipment replacement schedule.
(9,165)	Decrease in purchased services for advertising.
1,300	<u>Core Changes</u>
	1,300 Purchased Services
2,000	<u>Funded Supplements</u>
	2,000 Training & Liability
\$	3,371 TOTAL CHANGE

OTHER INFORMATION

- Unfunded Supplements
 - There are no unfunded supplements in this division.
- Equipment Replacement
 - No equipment is scheduled for replacement in this division.
- Capital Projects
 - There are no capital projects anticipated for this division.

Employee Benefits Fund

The Human Resources Department is responsible for the administration of the Employee Benefits Fund. This Fund provides a competitive benefit package to employees. For medical and dental insurance, the City is self-insured, with external insurance protection beyond a certain limit for individual cases and total claims. The City subsidizes a portion of the medical and dental plan with cost-share responsibilities from employees.

The City's overall medical liability continues to increase near industry trend, with prescription claims continuing to increase slightly above industry trend. Due to the volatility of the medical plan, we are committed to maintaining a healthy fund balance and revenues in order to stabilize premium increases and plan design changes that impact employees and the City.

The benefits focus for 2017 will continue to be on educating employees on consumer driven health care and utilization of the Employee Health Clinic in an effort to reduce medical costs and emphasize wellness initiatives for preventive care. 2016 strategies will also continue to focus on the Healthcare Reform requirements.

In 2011, the City implemented the Employee Health Clinic for employees participating in the City's medical benefit plan. The Clinic offers a variety of basic primary care services intended for minor illnesses, wellness, and disease management. The clinic assists in controlling costs of office visits, lab work, and other primary healthcare expenses. The City will continue to research and implement changes to the medical benefits plan in an effort ensure sustainable and quality programs that are competitive in the marketplace.

In 2014, City Council authorized the City to extend the Retiree Health Plan through 2018. The plan will accept participants for five years, after which the continuation of the Plan is required to be reauthorized by Council through the 2018 budget process. To be eligible for the Plan, an employee must be 60 years of age with 20 years of service. Sworn Police and Fire personnel must reach 55 years of age and have 25 years of service. This is a high deductible Plan, with the retiree paying the full premium cost. The Plan is designed to be a bridge to Medicare eligibility at age 65. As of 2014, there are three active participants in the Plan.

FUND 503	DEPARTMENT
Employee Benefits	Human Resources

	'15 Actual	'16 Adopted Budget	'16 Revised Budget as of July 1 st	'17 Budget
BEGINNING FUND BALANCE	\$ 3,624,952	\$ 1,757,138	\$ 401,730	\$ 613,032
REVENUE				
REFUNDS/REBATES	130,629	-	92,000	72,000
CITY CONTRIBUTION				
LIFE INSURANCE	130,004	-	-	150,000
HEALTH - HRA	1,765,957	1,844,675	1,844,675	2,696,624
HEALTH - OAP	6,121,486	6,261,073	6,261,073	9,485,098
DENTAL	379,008	404,250	404,250	432,293
WELLNESS	12,196	-	-	231,858
DISABILITY	12,664	-	-	268,800
MEDICAL PREMIUM INCENTIVE	(15,714)	-	-	(301,344)
EMPLOYEE CONTRIBUTION				
HEALTH - HRA	455,538	452,281	452,281	601,382
HEALTH - OAP	1,459,522	1,306,706	1,306,706	2,086,410
DENTAL	259,303	250,295	250,295	279,574
VISION	97,990	90,000	90,000	118,000
MEDICAL PREMIUM INCENTIVE	-	-	-	301,344
COBRA				
HEALTH - HRA	26,378	18,456	18,456	30,000
HEALTH - OAP	24,643	10,973	10,973	60,000
DENTAL	7,369	5,938	5,938	8,000
RETIREE HEALTH CONTRIBUTION	31,864	39,902	39,902	17,000
VOLUNTARY LIFE PREMIUMS	125,797	114,745	114,745	130,000
INTEREST	45,491	36,616	36,616	9,195
GENERAL FUND CONTRIBUTION	610,000	5,342,782	4,732,782	-
Total Revenue	\$ 11,680,125	\$ 16,178,692	\$ 15,660,692	\$ 16,676,234
Total Resources	\$ 15,305,077	\$ 17,935,830	\$ 16,062,422	\$ 17,289,266
EXPENSE BY Division/Program				
Internal Service Fund				
EMPLOYEE COMPENSATION & BENEFITS				
GENERAL OPERATIONS	815,182	687,000	1,601,060	779,358
HEALTH - OAP	9,322,105	8,800,000	8,800,000	9,619,814
HEALTH - HRA	2,839,207	2,247,000	2,247,000	3,315,185
HEALTH - RETIREE	169,356	103,000	103,000	35,498
DENTAL	626,021	657,000	657,000	719,867
DISABILITY	223,958	232,000	232,000	282,800
WELLNESS CLINIC	532,486	590,830	590,830	611,896
STOPP LOSS	283,003	1,108,000	1,108,000	1,365,822
COBRA PROGRAM	4,874	11,000	11,000	6,200
EMPLOYEE RETIREMENT ADMIN	36,942	-	62,000	52,000
POLICE RETIREMENT ADMIN	4,600	-	30,000	20,000
FIRE RETIREMENT ADMIN	45,615	-	7,500	-
Total Internal Service Fund	\$ 14,903,349	\$ 14,435,830	\$ 15,449,390	\$ 16,808,440
EXPENSE BY CATEGORY				
PERSONNEL SERVICES	3,624	-	-	16,500
SUPPLIES	125,964	133,000	133,000	116,000
PURCHASED SERVICES	14,773,759	14,302,830	14,400,630	16,525,940
TRANSFERS	-	-	915,760	150,000
Total Expense	\$ 14,903,347	\$ 14,435,830	\$ 15,449,390	\$ 16,808,440
ENDING FUND BALANCE	\$ 401,730	\$ 3,500,000	\$ 613,032	\$ 480,826

CHANGES COMPARED TO PRIOR YEAR ADOPTED

150,000	Increase in transfers for the creation of the Health and Welfare Trust Fund due to the conversion of Loveland Fire Rescue Authority to its own entity.
14,000	Increase in personnel services for F.I.C.A. taxes.
2,208,610	<u>Core Changes</u>
	2,500 Personnel Services
	(17,000) Supplies
	2,223,110 Purchased Services
\$ 2,372,610	TOTAL CHANGE

OTHER INFORMATION

- Unfunded Supplements
 - There are no unfunded supplements in this division.
- Equipment Replacement
 - No equipment is scheduled for replacement in this division.
- Capital Projects
 - There are no capital projects anticipated for this division.

Risk Management

The Risk Management Division is responsible for protecting the operating effectiveness of the City by minimizing the costs associated with the City's property, liability, workers' compensation and environmental exposures. This is accomplished through identification and evaluation of the City's risks, implementation of appropriate safety, environmental and loss control programs, risk financing measures and claims management.

FUND 502	DEPARTMENT
Risk Management	Human Resources

	'15 Actual	'16 Adopted Budget	'16 Revised Budget as of July 1 st	'17 Budget
BEGINNING FUND BALANCE	\$ 4,898,593	\$ 4,316,667	\$ 4,570,752	\$ 3,901,296
REVENUE				
CHARGES FOR SERVICE	2,399,990	2,495,120	2,305,279	2,836,349
INTEREST	62,589	21,565	21,565	21,565
OTHER	29,205	-	-	-
Total Revenue	\$ 2,491,784	\$ 2,516,685	\$ 2,326,844	\$ 2,857,914
Total Resources	\$ 7,390,377	\$ 6,833,352	\$ 6,897,596	\$ 6,759,210
EXPENSE BY Division/Program				
Internal Service Fund				
RISK & INSURANCE				
ADMINISTRATION	-	91,370	91,370	91,370
RISK MANAGEMENT	2,517,677	2,776,660	2,534,750	2,428,261
ENVIRONMENTAL	201,650	261,720	261,720	277,571
SAFETY	100,298	108,460	108,460	115,194
Total Internal Service Fund	\$ 2,819,625	\$ 3,238,210	\$ 2,996,300	\$ 2,912,396
EXPENSE BY CATEGORY				
PERSONNEL SERVICES	385,782	402,873	402,873	434,845
SUPPLIES	9,143	10,220	10,220	10,450
PURCHASED SERVICES	2,382,920	2,779,060	2,537,150	2,434,192
ADMINISTRATIVE OVERHEAD	41,780	46,057	46,057	32,909
Total Expense	\$ 2,819,625	\$ 3,238,210	\$ 2,996,300	\$ 2,912,396
ENDING FUND BALANCE	\$ 4,570,752	\$ 3,595,142	\$ 3,901,296	\$ 3,846,814
FTE	4.00	4.00	4.00	4.00

CHANGES COMPARED TO PRIOR YEAR ADOPTED

28,354	Increase in supplies for computer supplies and equipment based on equipment replacement schedule.
(14,588)	Decrease in administrative overhead for costs allocated by City Attorney based on the allocation methodology.
(15,000)	Decrease in purchased services for Insurance, Property, and Liability insurance.
(328,560)	Decrease in purchased services for Workers Compensation premiums & deductibles due to the conversion of Loveland Fire Rescue Authority to its own entity.
3,980	<u>Core Changes</u>
3,618	Personnel Services
230	Supplies
(1,308)	Purchased Services
1,440	Administrative Overhead

\$ (325,814) TOTAL CHANGE

OTHER INFORMATION

- Unfunded Supplements
 - There are no unfunded supplements in this division.
- Equipment Replacement
 - No equipment is scheduled for replacement in this division.
- Capital Projects
 - There are no capital projects anticipated for this division.