

# 9/12/17 Council Work Session

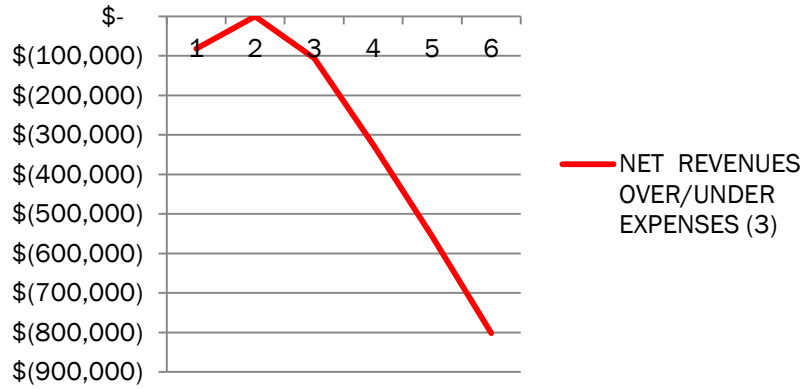


## Beginning Together Charting a Course To Fiscal Recovery

*Robert E. Smith  
Interim Public Management*

# The Symptoms are Clear...

## NET REVENUES OVER/UNDER EXPENSES (3)



	2017-18	2018-19	2019-20	2020-21	2021-22
	Projected	Projected	Projected	Projected	Projected
	6,807,571	6,902,877	6,999,517	7,097,511	7,196,876
	-	-	-	-	-
	<b>\$ 6,807,571</b>	<b>\$ 6,902,877</b>	<b>\$ 6,999,517</b>	<b>\$ 7,097,511</b>	<b>\$ 7,196,876</b>
	6,707,571	7,009,412	7,324,835	7,654,453	7,998,903
Contingency Reserve (2)	-	100,000			
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,420,247</b>	<b>\$ 6,807,571</b>	<b>\$ 7,009,412</b>	<b>\$ 7,324,835</b>	<b>\$ 7,654,453</b>
<b>NET REVENUES OVER/UNDER EXPENSES (3)</b>	<b>\$ (81,717)</b>	<b>\$ -</b>	<b>\$ (106,535)</b>	<b>\$ (325,318)</b>	<b>\$ (556,942)</b>
<b>Beginning Fund Balance</b>	<b>1,800,000</b>	<b>1,718,283</b>	<b>1,718,283</b>	<b>1,611,748</b>	<b>1,286,430</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 1,718,283</b>	<b>\$ 1,718,283</b>	<b>\$ 1,611,748</b>	<b>\$ 1,286,430</b>	<b>\$ 729,488</b>
Contingency Reserve %	1%	0%	0%	0%	0%

**GF In the RED every year**  
**No Contingency; No Funds by 2022**

# Things Aren't Right...



## For the last 5 years – DECLINES IN

Headcount, Leadership  
Professional Skills, Training  
Compensation, Benefits  
Asset Maintenance, Capital Improvement

Fund Balances, Reserves  
Financial Sustainability  
State Allocated Revenues

Services, Programs, Customer Service

Development, Local Investment  
Sustainable Business Growth  
Relationships & Partnering  
Cities, County  
State & Fed. Agencies  
COG, Comm. College  
Local Business Sectors

## Freedoms in Local Decision Making

INCREASES IN – Expenses, Legal Complexity, Regulations

# These Things MUST Change...



# Triage & Execution

Identify short & long term objectives.

Create short term relief & breathing room.

Priorities in the short term?

Initiate some long term efforts now?

Direction to Staff, Ongoing Progress/Impact Reporting.

## Work Session – Objectives & Next Steps

# Objectives ?



## Short Term

Improve service, processes and data acquisition

Create Solvency with Sustainable Solutions

Reduce Burdens on Staff

Increase Access to Professional Skillsets

Identify mechanisms to create transparency

Begin regular, meaningful reporting on performance

## Long Term

Create Stable Processes and Schedules

Achieve Financial Sustainability

Incremental Growth in Services/Quality

Positive Impact on Citizens' Quality of Life

# Changing the Causes of Dysfunction

# Relief, Priorities & Reporting



What can be done to make us more effective/efficient

Tools – software/hardware, process, reporting

Organization – Customer Service Focus

Staffing – Skillsets, Training, Pay, Benefits

In the Short Term, what's most important?

Should some longer range efforts be launched now?

Reporting/Communications to keep everyone up-to-date





# Next Steps

Follow through on projects with input from Council

Regular Reporting on Impacts

Meaningful Civic Engagement

Begin financial analysis & projections

Develop suggested actions to mitigate

Launch some longer term projects sooner

Innovate opportunities to share/leverage resources

**Some items are already under way**  
**Council closely involved in progress**

Group	Project	Priority	Status	Lead	Note
City Hall	Basement Flooding	1	Ongoing	Andy	Address water intrusion and mold, recapture useable space
& Pub Bldgs	Building HVAC	2	Initiated	Andy	Address lack of HVAC in building
	Building Preservation	2		Andy	Address Structural Damages, plan for renovation
Personnel	Hire HR Director	1		Robert	HR Admin., Training, Risk Management, Comp. & Class Plan, Benefits Administration
	Hire 1/2 FTE Transit Position	1		Monica	Grant Funded
	Hire Fire Chief (assessment center)	1		Monica	
	Hire Addl. Fire Dept. Personnel (3)	1		George	Adding Staff to eliminate OT
	Hire Deputy Chief PD	1		Albert	
	Hire Addl. PD Personnel (3)	1		Monica	Adding Staff to eliminate OT
Projects	Reception/Customer Service/Admin. Support	1		Ashlee	Detailed Report on this proposal brought to Council
	Creation of Volunteer Corps.	1	No Action	Ashlee	Leveraging staff
	County Procurement agreement & deployment	1		Robert	Ongoing discussion with County Manager
	"Shop Local" program/analysis	1		Robert	Beginning discussions with local businesses
	Bank Services/Procurement	3		Keri	Comparative analysis of bank services and use of programs
	Financial Policies	1		Robert	Basis for moving forward with financial recovery
	Fee Analysis	2		Keri	Needed enterprise wide
	Service Fees/Cost Recovery -- Emergency Services	1		Robert	Under way, expanding to Police
	Cashflow and Payables Models	2		Keri	Needed for reporting and execution of financial recovery
	Financial Reporting, including comparables	1		Robert	Required for transparency, accountability and recovery
	Compensation & Classification Plan	1		Monica	Required to establish appropriate market rates for labor, and maintain same
	FD/PD Staffing Strategies	2		Monica	Initiated, to eliminate OT, and present least exposure where possible, to PSRPRS liabilities
	Succession Planning & Organizational Growth Plan	3		Robert	Needed for orderly growth of the administration
	Wellness Initiatives & Benefits Enhancements	3		Monica	Should be facilitated to ensure personnel compliment receives full use of benefits
	Certification & Education Reimbursements	3		Monica	Implemented to offset certification and education/training costs to help employees grow
	Infrastructure Mapping	2		Andy	Required for infrastructure maintenance and use
	Hydrant and Valve Maintenance	1		Andy/George	Required for infrastructure maintenance and use
	Fire Pre-Planning	2		George	Improvement to safe response
	Radio System/Repeaters/mobile units	2		Albert	Pending
	Update Emergency Response Plan	1		Albert/George	Under way
	Conduct Emerg. Response Practice	2		Albert/George	Should require this after the plan is adopted
	IT RFP	1		Ashlee	Required for orderly planning of equipment/software and deployment of same
	Outlook Training for Leadership	1		IT	Required for management's full use of the software
	Mapping Software	1		IT/Andy	Ensure property related information is accessible to the public as well as the City
	Payroll Software	1		IT/Keri	Increase accuracy, decrease effort to process payroll, also convenience to employee
	Online Bill Pay -- Activate Feature	1		IT/Keri	Activation will make it easier for some citizens to pay their bills
	Agenda Management/Mtgs. Software	1		IT/Ashlee	Facilitate better staff reporting while reducing the administrative burden on the Clerk
Inspections/Codes Software & Maps	1		IT/Joe	Required to facilitate appropriate code/building and enforcement action/management	
Grants	City Hall & Public Bldgs. Renovation				Seeking federal funding to preserve city hall
	Library Expansion				Under Discussion
	Science Center				Under Discussion
	Old Bisbee & San Jose Sewer Laterals				Under Discussion
	FAA Funding for Jet Fuel at Airport				Under Discussion