

**MEETING OF CITY DEPARTMENTS INVOLVED DIRECTLY IN ACHIEVING
GOAL #5**

**“THE CITY GOVERNMENT IS FINANCIALLY SUSTAINABLE, EFFICIENT,
COMMUNITY-ORIENTED AND VALUES ITS EMPLOYEES”**

**10:00 AM TO 12:00 PM, NOVEMBER 23, 2009
SISTER CITIES CONFERENCE ROOM 1101**

Agenda:

1. Introductions of Participants

**Mayor Euille
Councilman Fannon**

Representatives of:

**City Manager’s Office
Office of Citizen Assistance
Office of Communications
Finance Department
General Services Department
Human Resources Department
Office of Human Rights
Department of Information Technology Services
Office of Internal Audit
Office of Management and Budget
Non-Departmental Budget (Managed by OMB)
Procurement Department
Department of Real Estate Assessments**

Other Members of the Public

- 2. Tabling for future discussion of 3 Possible Objectives for Goal 5 and possible initiatives relating to each objective as well as possible sources from which to draw those initiatives**
- 3. Round table discussion of work undertaken by each department and departmental objectives for the future that might be included in a Council strategic plan**

3 Possible Objectives for Goal 5
Possible initiatives relating to each objective
and possible sources from which to draw those initiatives

A. Suggested language for Objective A – “In order to have a City government that is financially sustainable and efficient the City shall develop a budget strategy that is structurally in balance over the long term and maintains its triple A bond rating.”

i. Possible initiatives relating to:

- 1. Implementation of the Managing for Results Initiative**
- 2. Implementation of key recommendations of the Economic Sustainability Task Force**
- 3. Diversification of sources of revenues**
- 4. Financial management policies**
- 5. Risk Management**
- 6. Others?**

ii. These initiatives can be drawn from the work of the

- 1. Economic Sustainability Task Force Report and Implementation Work Group recommendations**
- 2. Report and recommendations of the Budget and Fiscal Affairs Advisory Committee**
- 3. Recommendations of the Risk Management Oversight Committee**
- 4. City Manager’s plan for implementing the Managing for Results Initiative (See attachment)**
- 5. City staff self assessment against Standard & Poors financial management rating criteria**
- 6. Council Budget Retreat material of November 7, 2009**
- 7. Business plan objectives developed by the CFO departments**
- 8. Others?**

B. Suggested language for Objective B – “In order to have a City government that is community oriented, the City shall take appropriate measures to have a community that is informed, satisfied and engaged with its City Government”

i. Possible initiatives relating to:

- 1. Having a community that is well informed about City government decision-making, plans and services, and feeling the City government is open and transparent**
- 2. Having the City’s residents, businesses and customers highly satisfied with City services**

3. **Having all members of the community actively engaged with their City government**
4. **Others?**

- ii. **These initiatives can be drawn from the work of the**
 1. **Responsive Government Business Plan - Pathways for Success**
 2. **Others?**

C. Suggested language for Objective C – “In order to have a City government that values its employees, the City shall maintain a competitive compensation program that attracts, retains and motivates a workforce that can deliver quality services and programs to the community and provides for the fair and equitable treatment of all those employees”

- i. **Possible initiatives relating to:**
 1. **Maintaining competitive pay and benefits with our regional, local government comparators**
 2. **Implementing measures to properly classify and compensate each job class**
 3. **Providing for a diverse workforce that reflects the diversity of the community**
 4. **Providing fair and equitable treatment for all employees**
 5. **Others?**
- ii. **These initiatives can be drawn from the work of the**
 1. **Watson Wyatt Report on Pay for Performance, Position Classification and Compensation Benefits and Compensation Philosophy**
 2. **BFACC report on the Watson Wyatt Report**
 3. **City staff presentation on Pay and Compensation issues at the November 7, 2009 Budget Retreat**
 4. **Input from the Labor Management Committee meeting of November 16, 2009**
 5. **Others?**

Business Plan Objectives of Departments Reporting to the CFO

Office of Management and Budget

1. Produce FY 2011 proposed and approved operating budgets and realistic proposed and approved Capital Improvement Program (CIP) documents that are accurate, completed on time, balanced in each year, and meet GFOA requirements for an outstanding budget presentation as measured by GFOA standards.
2. Produce a Council retreat, Council work sessions, and budget memos that are timely, accurate, relevant, concise, and developed in collaboration with the departments and the City Manager's Office (CMO)
3. Improve the CMO budget decision-making process by utilizing new senior staff lines of responsibility to minimize the hours spent in budget meetings, making more decisions at the OMB/CFO level, creating and adhering to budget meeting agendas and schedules, providing materials in advance of the meetings, and summarizing meeting follow-up and conclusions promptly and accurately.
4. Provide clear and accessible forms, instructions, training and support to departments in order to facilitate the development of accurate budget materials within desired timeframes.
5. Monitor departmental spending in a regular and systematic fashion during the year, providing Senior Staff with monthly roll-up reports in the last 6 months of the year with OMB's best estimates of what departments will be within and over budget, identifying potential issues as they emerge, and offering recommended corrective actions and incentives or consequences for going over budget.
6. Improve the accuracy of revenue projections used in evaluating the availability of revenues in the current year (FY 2010), the budget year (FY 2011) and the 2 years after the budget year.
7. Produce a 10-year long range forecast scenario that is automated and allows for detailed alternative revenue and expenditure assumptions.

Finance Department

1. Strengthen the business process for tax collections to maximize limited resources and maintain a strong collection rate and while limiting adverse impacts on customer service
2. Develop a Consolidated taxpayer Customer Service Center enabling customers to handle tax assessments at central location
3. Provide Council and departmental customers with accurate, timely and useful financial information and tools that help maintain financial accountability
4. Implement an integrated Payroll, Human Resources and employee demographics system that balances the need for integrated and transparent data with the resources available

5. Provide improved information that helps Council understand, and departments manage and mitigate risks to City worker
6. Enable wastewater billing by May 2010 by upgrading the Real Estate receivable system
7. Develop a timeline and strategy for implementing components of pension simplification as outlined by City senior staff requests.
8. Develop a communication plan (Customer “bill of rights”) that provides clear but concise information about the adjudication process.
9. Ensure that critical information technology projects are managed to achieve the department’s objectives
10. Build on the department wide training program for Finance staff profession development expand the use of external resources to include leadership training

Procurement Department

1. Reduce the number of contracts administered.
2. Execute significant contracting actions for clients within mutually agreed time frames.
3. Generate maximum practicable revenue from procurement card rebates and from sales of surplus property, impounded vehicles, and policy property room goods.
4. Maximize the percentage of the number of vendor payments made with procurement cards.
5. Minimize the total cumulative dollar value of all modifications (“change orders”) to active major construction contracts.

Information Technology Services

1. Provide a stable and secure and highly available information technology services environment for applications, software, infrastructure and data designated as essential to support normal daily City operations.
2. Provide courteous, responsive, and effective technical support to all City computer and telecommunication users to improve the efficiency, effectiveness and productivity with the associated technologies.
3. Replace the City’s conglomeration of legacy systems with a single, upgraded enterprise voice system and business class fax over IP solution to provide employees and citizens enhanced quality and functionality with simplified dialing within the City and centralized voice mail.
4. Establish an enterprise automated system for tracking service requests, work orders, labor hours expended, and materials to more effectively manage the property maintenance programs, and implement an enterprise system to track requests for service submitted via the City’s website.
5. Analyze the cost-effectiveness of purchasing a Microsoft Enterprise Agreement and clarify the total cost of ownership for the City’s current model and provide insight into the future direction we may need to pursue.

6. Replace the current business tax and license system which is nearly 20 years old, prone to errors, expensive to fix and is written in a programming language that is difficult to support. This should be cheaper to maintain, save time, reduce errors and manual tasks associated with billing and assessments.
7. Consolidate physical servers and utilize more capacity with fewer resources to create a more efficient data architecture, improve data reliability, and increase continuity of operations capabilities while providing less downtime for users, reducing City-wide IT energy consumption, hardware and data storage costs.
8. Complete Lotus Notes 8 Upgrade to a newer version that will provide users with a more feature rich environment and more efficient back office and network interface. Features will include legal discovery, archiving of mail files, and journaling of all real time messages creating a more efficient data storage environment.
9. Replace the City's 26 year old payroll system with an integrated, fully functional HR/Payroll system that will improve productivity by automating manual processes and provide a more effective, secure, and reliable interface for payroll and personnel data.
10. Provide critically needed security capability to the City's I-Net by installing an access control system that will act as a gateway only allowing access to authorized users, while blocking malware and guarding against the inadvertent disclosure of confidential information.

Department of Real Estate Assessments

1. Enhance the quality and quantity of real estate assessment data (e.g., sales verifications, building permits, income and expense data for commercial properties, and data available to public on website).
2. Successfully convert and implement the new version of current automated CAMA System. Work begins in August 2010 and will be completed in March 2011.
3. Apply for and achieve the "Excellence in Assessment Administration" award given by the International Association of Assessing Officers"