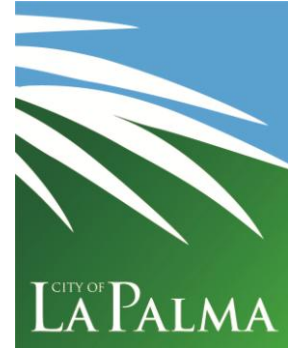


# City of La Palma

## Agenda Item No. 12



MEETING DATE: September 3, 2013

TO: CITY COUNCIL

FROM: CITY MANAGER

SUBMITTED BY: Michael Solorza, Finance Director

AGENDA TITLE: Fourth Quarter Operating Report and City Council Goals Update, Fiscal Year 2012-13

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### **PURPOSE:**

This report provides a review of General Fund expenditures and revenues as well as an update on 2013 City Council goals through the end of the 2012-13 fiscal year (June 30, 2013).

### **SUMMARY:**

Department Staff continue to maintain tight control of expenditures in Fiscal Year 2012-13. In addition, the City realized several one-time revenue deposits related to various activities/actions: the dissolution of redevelopment, a superior court case dealing with County property tax administration charges, the repayment of property tax borrowed by the State per Proposition 1A(2004), a new cell phone tower, etc.

This fourth quarter report presents un-audited, fiscal year end revenue and expenditure projections for the General Fund. Fully audited expenditure and revenue amounts will be available once the annual financial statements are completed.

The latest projections estimate that General Fund operating expenditures across all departments will be \$9.13 million. That is \$511,000 less than the adopted budget and \$260,000 less than the amended budget. In addition, as per the Fiscal Year 2012-13 adopted budget plan, \$1.7 million has been transferred to the Capital Outlay Reserve (COR).

General Fund revenue is projected to be \$11.17 million for Fiscal Years 2012-13, or \$1.46 million higher than the adopted budget. The majority of this revenue is one-time in nature and comes from the dissolution of redevelopment, approximately \$800,000. In addition, there is one-time revenue from the County of Orange (\$105,000) due to a court decision that ruled all Counties in the State of California were over-charging local agencies for the administration of property tax. Also, there is approximately \$278,000 received from the State as repayment for borrowing property tax in 2009 under the guidelines of Proposition 1A (2004).

These updated expenditure and revenue amounts lead to a projected General Fund fund balance of approximately \$13.71 million by June 30, 2013. Additional details on expenditures and revenue are presented in the following section. Also, the City Council goals, updated per discussion from the August 20 meeting, are included as part of this update (see Attachment 3).

## **BACKGROUND:**

The paragraphs below provide highlights of the significant changes to expenditures and revenue since the third quarter report was presented (see Attachment 2 for additional information).

### **General Fund Expenditures:**

Each department continues to watch spending closely. These efforts can be seen in the fact that expenditures across all departments are projected to be approximately \$260,000 lower than the amended budget. The paragraphs below provide detail on some of the significant areas of savings:

- There will be salary and benefits savings in the City Manager's budget due to the fact that assumptions were made at the time of budget adoption in June, 2012 about the potential new hire for that position. There also will be savings in the City Clerk budget in professional services as the need for translation services for the last General Election were less than anticipated and the municipal code update will be completed in FY 2013-14. Overall, there will be an approximate \$36,000 savings in Administration, compared to the amended budget.
- The Community Development Department will realize savings due to delayed work on the General Plan update, coupled with salary savings from the vacant Code Enforcement Officer position. These savings are net of additional expenses related to contract code enforcement being provided by Charles Abbot and Associates. Overall, the Community Development Department's expenditures should be \$122,000 less than the FY 2012-13 amended budget.
- The Police Department's FY 2012-13 budget was amended in March, 2013 in anticipation of upgrading their records management system. The Records and Communications program budget was increased by \$200,000, the approximate cost of the Spillman computer aided dispatch/records management system (CAD/RMS) software. The \$64,000 in projected savings from the recently amended Police Department budget is primarily from the Spillman work not being completed in FY 2012-13.
- Public Works will see almost \$10,000 in savings (compared to the amended budget) in FY 2012-13. The resignation of the Public Works Director/City Engineer provided some savings in FY 2012-13. The full amount of salary and benefit savings has been partially offset by the need to engage a contract City Engineer. There are also savings in areas such as contract maintenance (Midori Gardens), training and conferences, and minor repairs/maintenance.
- Finally, Recreation and Community Services should come in under their amended budget by about \$30,000. There are savings throughout the organization, but the largest share is coming from the Youth Development and Family Services program, with about

\$15,000 in salary and benefit related savings. This Department had two full-time staff (one Recreation Coordinator and one Recreation Specialist) leave in FY 2012-13, hence providing unanticipated savings in salary and benefits. There are also savings throughout the Department related to part-time salaries and supplies, as Department staff continue to closely monitor expenditures and maintain them within the (reduced) amended budget.

General Fund Revenue:

Overall, General Fund revenue is projected to be approximately \$1.46 million higher than the adopted budget. The vast majority of this increase is attributed to three reasons: one-time property tax revenue due to the dissolution of redevelopment, repayment of Proposition 1A (2004) borrowing, and reimbursement due to a recently adjudicated Superior Court case.

The revenue from redevelopment dissolution and the Superior Court ruling has been discussed in prior reports. However, the Proposition 1A (2004) repayment requires further explanation. In 2009, the State of California exercised its right under Proposition 1A (2004) to borrow property tax from all agencies in the State. These funds were required to be repaid – with interest – within three years. The borrowed money was utilized by the State to close its budget gap.

Many cities chose to “securitize” the amount borrowed through a joint powers authority established in 2009. The joint powers authority sold bonds and utilized the proceeds to immediately pay back the cities participating in its securitization program. These agencies were “made whole” by the joint powers authority, with the amount borrowed by the State returned to them through the bond proceeds. Other agencies – La Palma being one – chose not to securitize. Under this process, the State would repay the original amount borrowed -- \$277,580 – plus interest, after three years. In June, the City received the initial amount borrowed plus an additional \$18,000 in interest payments. This is one-time property tax revenue and represents full payment of the liability under Proposition 1A (2004).

In addition to these one-time revenue amounts, Sales tax revenue should also be discussed given the significant changes in recent months. The operative agreement the City entered into in September, 2012 with BP/Arco netted approximately \$390,000 in sales tax revenue for the October – December, 2012 fiscal quarter. While BP/Arco has ceased operations within the city limits, Tesoro has begun operating within La Palma as of June 1, 2013. The operative agreement between the City and Tesoro allows for sales tax sharing. The FY 2013-14 adopted budget assumes \$250,000 in sales tax from Tesoro operations. As for FY 2012-13, the City and its sales tax consultants are working with the Board of Equalization (BOE) to ensure that BP/Arco properly recorded its sales tax as of January 1, 2013, as well as to determine the validity of potential Tesoro sales tax generated in June, 2013.

Goals Update:

Attached to this report (Attachment 3) is the City Council goals update powerpoint from the August 20, 2013 City Council meeting. Subsequent quarterly operating reports will revert to the recently changed format of providing discussion of revenue, expenditures, performance metrics and goals progress. However, since a goals discussion was just completed, the powerpoint is being attached as reference to this report. Also, since performance measures were adopted with the 2013-14 budget, reporting on them will be part of the first quarter 2013-14 operating report.

**ALTERNATIVES:**

Since this item is receive and file, there are no alternative actions necessary.

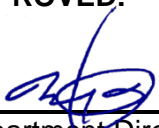
**FISCAL IMPACT:**

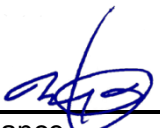
The continued focus on cost containment by all departments has positively impacted the City's financial condition. All departments responded immediately and proactively to the loss of sales tax revenue in FY 2012-13 caused by the move of BP/Arco out of La Palma. These and other expense saving efforts will continue into FY 2013-14.

**RECOMMENDED ACTION:**

It is recommended that the City Council receive and file the 4<sup>th</sup> Quarter Operating and 2013 City Council Goals report.

**APPROVED:**

  
\_\_\_\_\_  
Department Director

  
\_\_\_\_\_  
Finance

  
\_\_\_\_\_  
City Manager

- Attachments:
1. Fiscal Year 2012-13 4<sup>th</sup> Quarter Revenue Projections
  2. Fiscal Year 2012-13 4<sup>th</sup> Quarter Expenditure Projections
  3. 2013 City Council Goals Progress Update Powerpoint (mid-year)

## CITY OF LA PALMA

**FOURTH QUARTER FINANCIAL REPORT  
GENERAL FUND REVENUES  
FISCAL YEAR QUARTER ENDING JUNE 30, 2013**

Revenue Type	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2012-13 Projected Revenue	Amended Variance to Budget \$	Amended Variance to Budget %	Year-to-Date Actuals Through 03/31/2013	Prior Year-to- Date Actuals Through 03/31/2012	Variance 2013 vs. 2012 YTD Over / (Under)	Prior Year Actual Annual 06/30/2012 <3>	Variance 2013 Projected vs. 2012 Totals Over / (Under)
Property Tax	\$ 2,920,200	\$ 2,920,200	\$ 3,398,275	\$ 478,075	16%	\$ 3,380,526	\$ 2,996,543	\$ 383,983	\$ 2,996,543	\$ 401,732
Sales Tax	3,827,500	3,827,500	3,679,000	<2> (148,500)	-4%	4,132,178	5,610,509	(1,478,331)	5,610,509	(1,931,509)
Utility Users Tax	950,000	950,000	956,000	6,000	1%	906,098	893,605	12,493	893,605	62,396
Residual Property Tax	50,000	50,000	967,600	<1> 917,600	1835%	922,527	143,234	779,293	143,234	824,366
Franchise Fees	354,700	354,700	349,000	(5,700)	-2%	312,117	357,553	(45,436)	357,553	(8,553)
Transient Occupancy Tax	220,000	220,000	255,000	35,000	16%	193,479	227,539	(34,059)	227,539	27,462
Business Licenses	144,000	144,000	169,430	25,430	18%	169,430	144,219	25,211	144,219	25,211
Permits	66,500	66,500	111,665	45,165	68%	111,713	124,627	(12,914)	124,627	(12,962)
Intergovernmental	16,000	16,000	33,900	17,900	112%	33,942	48,973	(15,030)	48,973	(15,073)
Charges for Services	426,600	426,600	511,350	84,750	20%	511,347	482,884	28,463	482,884	28,466
Fines and Forfeitures	160,200	160,200	137,175	(23,025)	-14%	127,305	153,549	(26,244)	153,549	(16,374)
Use of Money and Property	211,000	211,000	232,940	21,940	10%	223,664	303,058	(79,393)	303,058	(70,118)
Other Revenue	77,800	77,800	87,585	9,785	13%	64,385	133,836	(69,451)	133,836	(46,251)
Interfund Transfers	283,100	283,100	283,100	-	0%	283,100	283,100	-	283,100	-
<b>Total Revenues</b>	<b>\$ 9,707,600</b>	<b>\$ 9,707,600</b>	<b>\$ 11,172,020</b>	<b>\$ 1,464,420</b>	<b>15%</b>	<b>\$ 11,371,813</b>	<b>\$ 11,903,227</b>	<b>\$ (531,414)</b>	<b>\$ 11,903,227</b>	<b>\$ (731,207)</b>

<1> Includes additional one-time property tax returned to local taxing agencies through the due diligence review/residual property tax process required by AB1X26 / AB1484

<2> Includes two full fiscal quarters (July - December, 2012) of sales tax from BP/Arco

<3> FY 2011-12 amended revenue budget was \$10,288,400.

**FOURTH QUARTER FINANCIAL REPORT  
GENERAL FUND EXPENDITURES, BY DEPARTMENT  
FISCAL YEAR QUARTER ENDING JUNE 30, 2013**

Department	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget*	FY 2012-13 Projected Expenditures	Variance Projected vs. Amended Budget \$	Variance Projected vs. Amended Budget %	Prior Year Actuals Through 06/30/2012	Variance 2013 Projected vs. 2012 Actuals Over / (Under)	Prior Year Actuals 06/30/2012
Administration	1,134,170	1,074,120	1,037,600	-36,520	-3.4%	1,045,777	-8,177	1,045,777
Community Development	668,600	662,450	540,100	-122,350	-18.5%	595,786	-55,686	595,786
Finance	432,930	424,570	427,400	2,830	0.7%	417,992	9,408	417,992
Police*	5,164,800	5,140,720	5,076,300	-64,420	-1.3%	5,012,595	63,705	5,012,595
Public Works	754,300	751,940	742,000	-9,940	-1.3%	866,544	-124,544	866,544
Recreation and Community Services	1,489,400	1,339,380	1,309,500	-29,880	-2.2%	1,385,444	-75,944	1,385,444
<b>Total</b>	<b>\$ 9,644,200</b>	<b>\$ 9,393,180</b>	<b>\$ 9,132,900</b>	<b>\$ (260,280)</b>	<b>-2.8%</b>	<b>\$ 9,324,138</b>	<b>\$ (191,238)</b>	<b>\$ 9,324,138</b>

	\$ Variance	% Variance
Variance Amended vs. Adopted =>*	\$ (251,020)	-2.6%
Variance Projected vs. Adopted =>	\$ (511,300)	-5.3%
Variance Projected vs. Amended =>	\$ (260,280)	-2.8%

\*A portion of the savings realized through two rounds of budget cuts (September 18 and November 20) is offset by the increase to the Police Department budget for implementation of a new records management system. The Police budget was amended (increased) by \$200,000 in March, 2013 per City Council



# 2013 Mid-Year City Council Goals Review

August 20, 2013

# Mid-Year City Council Goals Review

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## ▶ Goals

- ▶ Create Proactive Economic Development Strategies
- ▶ Communications/Engagement
- ▶ Maintain Quality of Life
- ▶ Maintain High Public Safety Levels
- ▶ Balance Budget





# Create Proactive Economic Strategies

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- ▶ **Attract & Retain Businesses to increase revenues and employment opportunities**

▶ So far:	# of Emp	On-going \$
▶ Chase	10	\$4,000
▶ Walmart	65	\$30,000
▶ Tesoro	90	\$1,000,000
▶ CJ Foods	50	N/A

- ▶ **Opportunity areas:**

- ▶ The Hub
- ▶ Vacant Walgreens
- ▶ Vacant Family Mart
- ▶ 91 Freeway corridor



# Create Proactive Economic Strategies

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- ▶ Create a well-defined Action Plan to achieve the goal
- ▶ So far:
  - ▶ On-going Activities under adopted EDP
    - ▶ Lunch with the Mayor
    - ▶ Walk About's with Chamber
    - ▶ Reduction in banner permit fee
    - ▶ Recruitment letters
    - ▶ Business workshops
    - ▶ Increased business to business networking
  - ▶ Long Term Property Management Plan
- ▶ Next Steps:
  - ▶ Approve Economic Development Action Plan
    - ▶ Tasks, Responsible Parties, Schedule, Performance Measures
  - ▶ Advance initiatives that diversify & protect city revenue sources
    - ▶ Billboard(s)
    - ▶ T.O.T. and U.U.T. measures



# Communication/Engagement

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- ▶ Increase involvement from the community by expanding communications and outreach efforts
  - ▶ Expanded City information in “The Source”
  - ▶ Expanded City information in “The Mosaic”
  - ▶ Expanded web information and Notify Me categories
  - ▶ New Social Media
  - ▶ New Mayors Meeting
  - ▶ New Budget Website with Fact Sheets and FAQ’s in addition to agenda documents
  - ▶ Feedback technology used at the State of the City event
  - ▶ Civic Expo – Suggestions and “the Bean Game”
- ▶ **Next:**
  - ▶ Laserfiche and Granicus Upgrades
  - ▶ E2G2 mobile application



# Communication/Engagement

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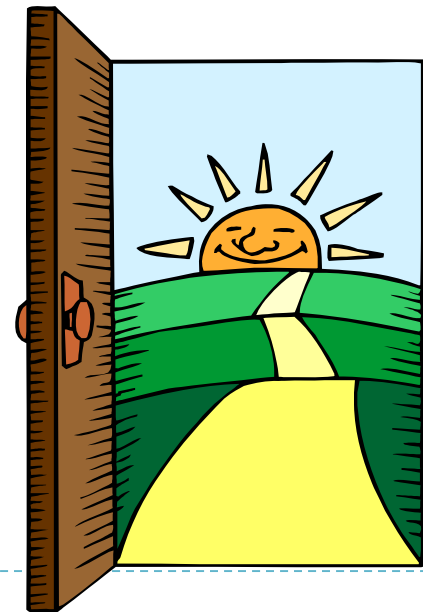
- ▶ Keep an open dialogue with employees and keep them informed
  - ▶ City Manager message in every “Visionary” employee newsletter (monthly)
  - ▶ Quarterly meetings with the City Manager with presentations posted afterwards
  - ▶ Team Vision events – relay for life, birthdays, gatherings
  - ▶ Ideas in Action Team Employee Suggestion Program
    - ▶ 7 ideas received, 5 approved, 4 already implemented
  - ▶ Employee Survey and Follow up
  - ▶ Labor Relations
    - ▶ Employer/Employee Resolution Update Completed
    - ▶ Negotiated Severance Package for Reduction in Force
    - ▶ Negotiated Reorganization impacts, new job descriptions
    - ▶ Negotiated agreement on 2013 cost of living and retirement contributions implementation and January 2, 2014 holiday closure
- ▶ Next: Contract Negotiations & Communications



# Communication/Engagement

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- ▶ To maintain support & confidence, the process must be open and transparent
  - ▶ Financial Sustainability website
  - ▶ Quarterly Report expansion
  - ▶ New Budget features
- ▶ Next:
  - ▶ Granicus Upgrade
    - ▶ Means unlimited meetings can be streamed on the internet; streamline packet and minutes preparation; downloadable media formats; and advanced search features for the public
      - Scheduled for Spring 2014 or sooner
  - ▶ Laserfiche goes Web-based
    - ▶ Documents will be searchable on the web
    - ▶ Winter 2013
    - ▶ Scanning workload is a barrier
  - ▶ Internal Service Fund Allocation Reviews
  - ▶ Reserves Policies for remaining funds
  - ▶ Priority Based Budgeting Diagnostic Tool



# Communication/Engagement

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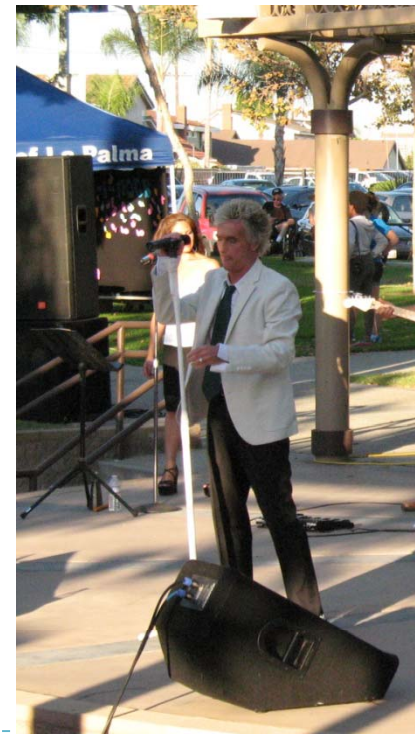
- ▶ Implement engagement/outreach plan re: financial situation
  - ▶ Draft of 9 step marketing plan presented to the City Council on February 19th
  - ▶ Plan not approved, but several elements were implemented including:
    - ▶ Articles – in Mosaic, Visionary and Source newsletters
    - ▶ Civic Expo – the Bean Game – testing the impact of financial information
    - ▶ Web – Budget Planning page and subsequent Financial Sustainability page – documents, FAQ's, Fact Sheets, presentations
  - ▶ Next:
    - ▶ PBB Diagnostic Tool
    - ▶ CAFR and PAFR



# Maintain Quality of Life

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- ▶ **Continue City events**
  - ▶ All events maintained in the adopted FY 2013-14 Budget
  - ▶ Increased participation in State of the City and Run for Fun events
  - ▶ Civic Expo
  - ▶ Corporate Connections
  - ▶ Beer/Wine and Food at Summer Concerts
- ▶ **Next:**
  - ▶ Halloween Carnival
  - ▶ La Palma Days
  - ▶ Holiday Tree Lighting



# Maintain Quality of Life

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- ▶ Analyze school alternatives to allow all La Palma kids to go to La Palma schools and advocate for solutions
  - ▶ Discussions with Superintendents
  - ▶ Research on Viability of a Walkable/Bikable Schools Promotion Approach, building on the Safe Route to Schools Program
  - ▶ Plan – Interest based Problem Solving Approach to Avoid the Pitfalls of Past Efforts
    - ▶ Problem definition – “How can we promote walkable and bikable schools for La Palma students?”
    - ▶ Identify Data needed/Stakeholders and Collect Data
    - ▶ Identify Stakeholder Interests
    - ▶ Identify Possible Solutions
    - ▶ Test the Possible Solutions Against the Interests
    - ▶ Select the Best Option and Solicit Support



# Maintain Quality of Life

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- ▶ **Funding plan for future street improvements**
  - ▶ 10 year funding plan approved by the City Council on
  - ▶ CIP approved by the City Council on June 4<sup>th</sup>
  - ▶ Completion of Residential Street Area scheduled for
  - ▶ Street Address Painting Updated Procedures
  - ▶ Next:
    - ▶ Reserve policies returning to the City Council on Street related funds (Measure M, Gas Tax, COR)
    - ▶ New 10 Year plan part of budget planning for FY 2014-15 (last year of seven year cycle for residential streets)



# Maintain Quality of Life

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- ▶ Stronger and more effective code enforcement; identify need for assistance and connect with resources
  - ▶ Pilot Contract for Service while maintaining the full time position in the FY 2013-14 Budget
  - ▶ Pilot dual function with parking enforcement
    - ▶ Con: 15 hours week proved a barrier for code enforcement
    - ▶ Pro: Showed the advantage of breaking down departmental silos and redefining/broadening parking enforcement - identify unpermitted construction for follow up by others
  - ▶ Code updates being researched to focus on highest priorities
  - ▶ Next
    - ▶ Early 2014 review of contracting out and direction for FY 2014-15 Budget planning
    - ▶ Connect assistance to economic development action planning and Affordable Housing preservation
    - ▶ Adopt HERO Program



# Maintain High Public Safety Levels

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- ▶ **Maintain critical and frontline services**
  - ▶ FY 2013-14 Budget maintains same patrol and investigations staffing levels as well as dispatch and records
  - ▶ Spillman new police technology being implemented with a go live target of November 2013
  - ▶ Multiple proposals being sought to determine the viability of contracting Police Dispatch (technology, financial savings, staff transition, service quality are the major issues)
- ▶ **Next:**
  - ▶ Go/No Go Decision on a Police Department staffing/workload study
    - ▶ 2 potential vendors, purpose - to ensure this priority service is structured to maximize both effectiveness and efficiency
  - ▶ Dispatch Decisions - if, when, with who

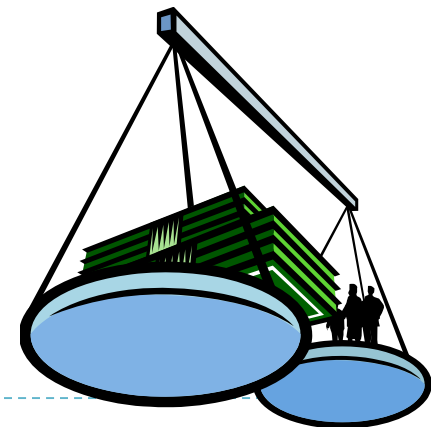


# Balance Budget

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## ▶ Reduce Personnel Cost

- ▶ FY 2013-14 Adopted Budget includes 57 FTE vs. 64 FTE in the prior year adopted budget and \$306,400 in General Fund part time staffing vs. \$347,700 in the prior year adopted budget (\$333,224 projected actual)
- ▶ General Fund Personnel Services Budget dropped from a 12/13 adopted budget of \$6,916,600 to \$6,285,300
- ▶ Formation of an OPEB trust will further reduce personnel expenses citywide in FY 2013-14 (impacting the Employee Benefits fund)
- ▶ Consolidation of Public Works and Recreation & Community Services Departments eliminated one senior management position
- ▶ 2013 Cost of Living Adjustment and Pension Cost Sharing Changes
- ▶ Next:
  - ▶ 2014 Labor Negotiations with all Groups
  - ▶ Contracting discussions for dispatch
  - ▶ Options for code enforcement
  - ▶ Analyzing Reorganization Impacts



# Balance Budget

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- ▶ **Reduce General Fund Expenditures**
  - ▶ FY 2012-13 Projected Budget is \$520,100 less, or 5.7% than the adopted budget
  - ▶ FY 2013-14 Adopted Budget is \$507,555 less, or 5.9% than the 12-13 Projected Budget
  - ▶ Personnel Services budget is down 10% from prior adopted budget
  - ▶ Maintenance and Operations budget is down 14.3% from prior adopted budget
- ▶ **Next:**
  - ▶ PBB and Fiscal Health Diagnostic Tool



# Balance Budget

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## ▶ Finalize City fees

- ▶ New fee schedule adopted by the City Council on March 19th
- ▶ Facility fees were effective in April with program fees effective with the Summer Mosaic
- ▶ Development fees went into effect in May
- ▶ Next:
  - ▶ Assess impacts further with more time and incorporate into budget planning for FY 2014-15
  - ▶ Evaluate where new fees need to be added to the fees resolution
  - ▶ Update fees as part of the early budget planning process



# Balance Budget

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## ▶ Review reserves policy

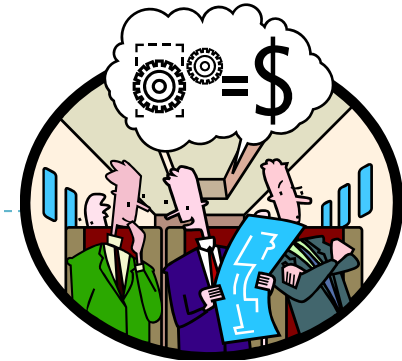
- ▶ City Council adopted improved General Fund policy and new policies for the internal service funds on March 19<sup>th</sup>
- ▶ Street-related funds next to return
- ▶ Utility Funds returning last to allow for master plan work
- ▶ Also Next:
  - ▶ Staff reviews of allocations and long term planning for the internal service funds are underway

- Vehicle Maintenance completed
- Facilities Maintenance in process
- Employee Benefits next up
- Followed by Insurance and Technology
- All to be completed prior to draft budget development for FY 2014-15



# Balance Budget

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## ▶ Staff plan in February

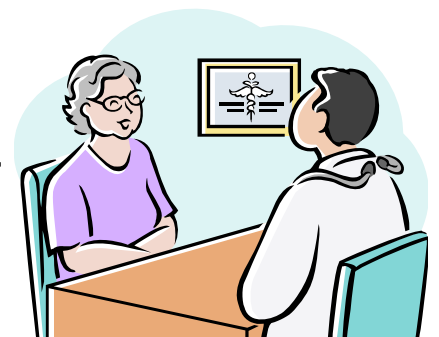
- ▶ Initial Staff Plan proposed on January 28, 2013
- ▶ Plan refined based on City Council feedback on March 11th, April 2nd, and May 15th
- ▶ Budget Adopted June 4, 2013
- ▶ Next:
  - ▶ Mid-Year Review and Amendment – February 4, 2014
  - ▶ Process and Document Changes for FY 2014-15
  - ▶ PBB Related changes
  - ▶ Preliminary Budget Calendar/Matching with Labor Calendar



# Balance Budget

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- ▶ **Develop plan to fund unfunded liabilities (GASB 45/OPEB)**
  - ▶ Proposed plan approved by the City Council on February 5<sup>th</sup>
  - ▶ City Council approval on April 16<sup>th</sup> to move forward with establishing a Trust with Cal-PERS and moving forward with the required valuation
  - ▶ Formation of the Trust scheduled for City Council approval on October 1, 2013
  - ▶ Next:
    - ▶ Implementation of the Trust timeline
    - ▶ Budget discussion of future contributions to the Trust
    - ▶ Exploration of options to impact unfunded liabilities



# On the Horizon...

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## ▶ Energy

- ▶ Energy Conservation – study of projects for City Hall, PD, City Yard and Community Center
- ▶ Energy Production – solar options
- ▶ Street Lights – purchase and retrofit
- ▶ North Orange County Energy Partnership – SCE agreement
- ▶ HERO Program – energy and water conservation projects for residents and businesses utilizing property tax bills as funding mechanism

## ▶ General Plan Review

- ▶ Draft plan circulation anticipated in October
- ▶ General Plan Adoption in March 2014

## ▶ Priority Based Budgeting

- ▶ Fiscal Health Diagnostic Tool
- ▶ Fiscal Health and Wellness



# On the Horizon...

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## ▶ Technology

- ▶ GIS – Spillman requirements, additional functionality to follow
- ▶ Voice Over Internet Protocol (VOIP) Phones
- ▶ Utilities Operations Software
- ▶ Payroll/Health Reform – ADP integrated hr/payroll system

## ▶ Performance Measurement

- ▶ ICMA's CPM 101 Program for benchmarking/added resources

## ▶ Organizational Review

- ▶ Police staffing/workload study and/or Finance/Administration Review
- ▶ Dispatch
- ▶ Consolidation results; code enforcement
- ▶ Classification/Compensation Study for Labor Negotiations

# Q & A

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