



CITY COUNCIL AGENDA REPORT

Meeting Date: 3/7/2019

From: Stuart Schillinger, Administrative Services Director

Subject: Priority Based Budgeting Review of the Finance Department and Central Services Department

Community Goal/Result

Fiscally Prudent

Purpose

Ensure the Department is meeting the goals of the community as expressed by the City Council.

Recommendation

Review the Finance Department and Central Services program purposes as stated in the 2018/19 – 20 Fiscal Year Budget and direct staff to change as necessary.

Background

At the January 24, 2016 City Council Workshop the City Manager presented the idea of changing the City's budget to a Priority Based Budget style. The main reason for this change is to answer the question "Are we meeting the Community goals and expectations by the services we provide." Priority Based Budgeting also focuses on analytics in understanding the impact of decisions today on the future viability of the City. At this meeting staff laid out a process for converting the City's budget to Priority Based Budget (attachment 1).

To date the City has adopted Community Oriented Goals. These goals are the guiding principles for making decisions (attachment 2). City Council has also adopted program-based budgets in 2016 and 2018. As part of the 2018 budget staff identified goals and results for each program. At the Budget workshop in 2018 City Council decided that they would review these recommended results department by department prior to the beginning of the next two year budget cycle.

Discussion

The first department that the City Council will review will be the Finance Department and Central Services (attachment 3).

The first area to review is the Mission Statement portion of the Department's budget page. The question for City Council is this the Mission that the City Council wants the Finance Department to perform. Are there any other functions you would want the department to do that it is not or are there functions that it is doing that no longer need to be done.

After the review of the Mission Statement the Council should review the individual program purposes. Along with the program purposes staff has put in notes in areas that the City Council may want to further discuss. For example, when using funds appropriately what does this word mean and how would this be measured? Would it be measured by staying within budget, or by ensuring that all the other program goals are met, or that the information that Council receives is accurate and timely even if there is unexpected costs.

When talking about other government leaders, is this at the County, State, and Federal level or is there a focus more at the County and State level. Is this other politicians or does it also include staff or County or State organizations (ie. SAMFOG, CSMFO, BCJPIA)? How do know if you have been effective with other people, is it when your ideas are carried out, or if you are able to modify a decision to be more beneficial for the City even if it is not completely beneficial, or is it if you have the ability to be part of the conversation?

Each program has similar types of questions that can be raised and should be discussed.

Staff recommends that the Council focus on just a few programs at a time. The areas suggested are:

- Finance – Administration
- Finance – Workforce Development
- Finance – Accounting
- Finance – Forecasting and Budgeting
- Central Services – Community Engagement
- Central Services – Public Education

Fiscal Impact

There is no fiscal impact by going through the program document and creating a better understanding of what the Council direction is. What will come of this is an improved budget process going forward.

Measure of Success

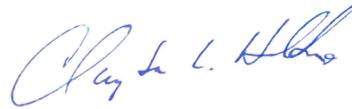
The City Council can agree on the purpose of the programs within the Finance Department and Central Services and provide direction on types of measures that staff should explore before the next budget cycle.

Attachments

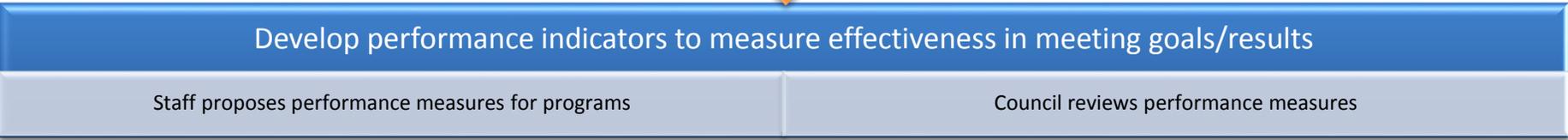
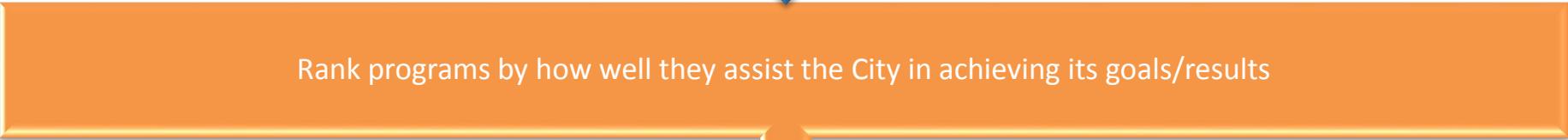
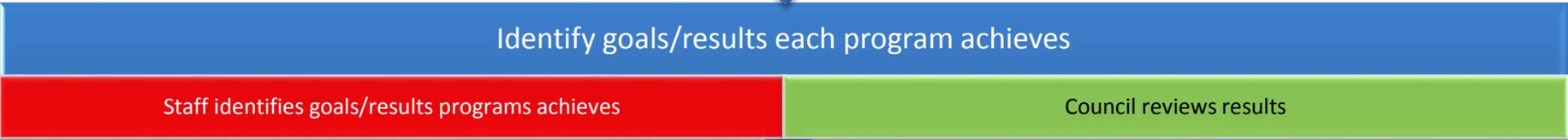
1. Flow chart of Priority Based Budgeting
2. City of Brisbane Results
3. Budget Page for the Administrative Department including the Finance Department and Central Services to be reviewed.

Stuart Schillinger

Stuart Schillinger, Administrative Services Director



Clay Holstine, City Manager



City of Brisbane Results

- **Community Building**
 - Brisbane will honor the rich diversity of our city (residents, organizations, Businesses) through community engagement and participation
- **Ecological Sustainability**
 - Brisbane will be a leader in setting policies and practicing service delivery innovations that promote ecological sustainability
- **Economic Development**
 - Brisbane will work with The Businesses and Residents to provide for economic vitality/diversity
- **Fiscally Prudent**
 - Brisbane's fiscal vitality will reflect sound financial decisions which also speak to the values of the community.
- **Safe Community**
 - Residents and visitors will experience a sense of safety

Administrative Services Department

Mission Statement

The Administrative Services Department is made of two separate Divisions with different missions.

The Finance Division delivers reliable financial and information technology services. We are responsible for facilitating the planning, organization, implementation, control, coordination, and direction of the financial and technological policies and programs of the City, as established by the City Council and the City Manager.

The Human Resources Division recognizes the value and importance of human resources management and employees to the organization and is committed to providing high quality human resource services. We are a resource and advisor to all City departments and employees and to deliver cost effective, results-oriented services.

Finance

Department Management

Coordinate the effective and efficient running of the division. We do this to ensure the Community that the government's funds are being used appropriately and the City's concerns are represented to other government leaders.

Council/Commission Support

Provide the City Council, Commissions, and Committees with the best available information related to the finances of the City in timely manner. We do this to ensure the City Council and the community has accurate financial information in order to understand both short-term and long-term impacts of decisions.

Citizen Engagement

Proactively provide accurate financial information to the Community in order to provide residents and businesses the ability to engage and participate in decisions made by the City Council and Boards and Commissions. We do this to ensure our programs, services and decisions are reflective of and take into consideration the diverse people and interest who make up our Community.

Workforce Development

Assist employees in becoming more effective in their current jobs and provide a method for employees to develop their skills for future projects and jobs within the field of government. We do this to ensure our employees are aware of and can use the latest techniques available for accomplishing their job duties and provide the Community with an organization which is dynamic, enthusiastic, and knowledgeable on how to resolve issues and concerns brought to them.

Accounting

Record, maintain and report on the City's financial transactions according to the requirements of the State and National standards. We do this to ensure the City's funds are safe and financial information is presented in an understandable manner.

Forecasting and Budgeting

Provide a long-term financial picture of the City's revenues and expenditures as well as ensuring annual budgets meet the requirements of the community. We do this to ensure that financial decisions are made with knowledge on the impact of the future ability to pay for services required and desired by the community.

Revenue Collection

Collect revenues which are owed to the City. We do this to ensure that the money is available for City services.

Computer System

Maintain and keep up to date the City's computer system. We do this to ensure that employees have the necessary tools available to perform their jobs effectively and efficiently.

Risk Management

Develop and manage programs which reduce the liability of the City and when necessary defend the City's interests. We do this to ensure that as many resources are available to provide services to the community while ensuring employees act appropriately.

Records Management

Manage all financial records consistent with state law and actively promote methods which would improve the ease of public access to information and enhance staff efficiency in tracking and retrieving records. We do this ensure necessary information is easily accessible by whomever needs to use it.

Human Resources

Administration

Coordinate the effective and efficient running of the division. We do this to ensure the Community that the government's funds are being used appropriately and the City's concerns are represented to other government leaders.

Workforce Development

Assist employees in becoming more effective in their current jobs and provide a method for employees to develop their skills for future projects and jobs within the field of government. We do this to ensure

our employees are aware of and can use the latest techniques available for accomplishing their job duties and provide the Community with an organization which is dynamic, enthusiastic, and knowledgeable on how to resolve issues and concerns brought to them.

Risk Management

Develop and manage programs which reduce the liability of the City and when necessary defend the City's interests. We do this to ensure that as many resources are available to provide services to the community while ensuring employees act appropriately.

Compensation and Benefits

Develop, maintain, and administer a pay system and benefit system to attract and retain qualified City employees. We do this to ensure that the City compensates the qualified workforce in a fair and equitable manner to perform the services required by the City.

Safety

Ensure for the safety and well-being of our employees. We do this to protect and minimize the risk of injury and illness to our employees in order for them to be available to perform their duties in an effective and efficient manner.

Employee/Labor Relations

Develop policies and procedures, and create working conditions for the City's workforce consistent with State and Federal Law. We do this to ensure that the City can attract and retain a high quality workforce.

Central Services

Administration

Coordinate the effective and efficient running of the organization. We do this to ensure the Community that the government's funds are being used appropriately.

City Council/Commission Support

Participate in County-wide and State-wide organizations. We do this in order to ensure Brisbane interests are represented on regional and state-wide issues. Televising Council and Commission meetings to ensure residents have the ability to know decisions are being made without needing to attend meetings.

Citizen Engagement

Proactively facilitate the Community's (residents, businesses, and users of City services) ability to engage and participate in programs and services, provided within the City and decisions made by the City

Council and Boards and Commissions. We do this to ensure our programs, services and decisions are reflective of and take into consideration the diverse people and interest who make up our Community.

Workforce Development

Assist employees in becoming more effective in their current jobs and provide a method for employees to develop their skills for future projects and jobs within the field of government. We do this to ensure our employees are aware of and can use the latest techniques available for accomplishing their job duties and provide the Community with an organization which is dynamic, enthusiastic, and knowledgeable on how to resolves issues and concerns brought to them.

Computer System

Maintain and keep up to date the City's computer system. We do this to ensure that employees have the necessary tools available to perform their jobs effectively and efficiently.

Economic Development

Develop and implement strategies to retain and attract businesses to Brisbane. We do this in order to provide a solid financial base for the community so necessary and desired services can be provided with the least financial impact on the residents.

Public Education

Provide the Community information regarding a variety of services, projects, and programs available within the City as well providing information which impacts the health, safety, and wellness of individuals. We do this to ensure the Community is aware of the programs, services, and projects the City are doing which may impact people on a daily basis as well as reduce the loss of life and property due to accidents or events.

Stewardship of Built Environment

Plan for, operate, and maintain in a safe and energy efficient manner the physical structures the City owns. We do this to ensure safe working environments for its employees and to ensure welcoming and easily accessed facilities for the public.

Stewardship of Natural Environment

Provide for public transportation needs of residents and workers within the City. We do this to reduce the impact of greenhouse gases due to commuting.

Successor Agency

City Council/Commission Support

Ensure meetings are properly noticed, accurate minutes are kept, and necessary actions are followed up on.

Finance

- Major Expenditures
 - Audit
 - 2018/19 \$42,500
 - 2019/20 \$45,000
 - Contract for OPEB and PERS Estimates and GASB 45 Actuarial \$11,000
 - Software Maintenance Tyler \$45,000
- New Expenditures
 - Contract for OPEB and Personnel Costing software \$10,000

Human Resources

- Major Expenditures
 - Class and Compensation Study 2018/19 \$40,000
 - Safety Program \$33,000
 - Labor Relations
 - 2018/19 \$30,000 (Negotiations in 2019)
 - 2019/20 \$15,000
 - City wide policy and skill training \$15,000

Central Services

- Major Expenditures
 - Telephone lines \$60,000
 - Janitorial \$35,600
 - CCAG \$29,000
 - Network Monthly access fees \$10,000
 - Cable programming \$20,000
 - Council programming \$14,500
 - Network support \$100,000
 - Brisbane Star/News \$10,000
 - Printing Star/News \$18,000
 - Web Support \$12,000
 - Copier Rental \$49,000
 - Gas and Electric (City Hall) \$42,000
 - Water and Sewer Service \$25,000
 - Furniture and non-computer replacement \$16,000
 - Computer and server replacement \$34,000
 - Chamber of Commerce contribution \$20,400