Tangible Result: **Responsible Stewardship of City Resourcs**

Champion: John Richbourg **Submitted:** 07/12/11 **Data for FYE June 30, 2010**

Current Overall Rating of This Result:

YELLOW

Future State **(If we do not change our strategy, what will the future result look like?)**

Results from fiscal year ending June 30, 2010 were fairly positive as a result of the 2010 budget allowing for no wage increasesexcept for the police department and very little capital equipment purchases. Although we can do well with budget compliance and intergovernmental revenue effectiveness in future years, it will be imperative to do well in all the substainabilty categories to allow the city to adequately fund salaries and capital purchases in the future.

Actions already taken to improve sustainability are:
1) began using collection agency to collect delinquent accounts
turned over 1,483 account on 8/31/10, through 12/31/10 have received 13,169.23 on 226 accounts
2) implemented electronic bill pay on 10/1/10
net revenue from 1st quarter was $10,241.21

Measures (with desired trend and ultimate goal / benchmark)

Measure	Desired Trend	Benchmark	Goal
Substainablity			
Essential Service Empl. Index	index up/per capita down	5	10
Employee Fringe Benf. Index	index up/% of ft sal. down	5	10
Operating Expense Index	index up/per capita down	5	10
Equipment Replacement Index	increase index	n/a	10
Unreserved Fund Balance Index	index up/% of budgt exp up	n/a	10
Revenue Growth Index	index up/per capita up	5	10
Fee Based Service Index	increase index	n/a	10
Budget Compliance			
Operating Expense Index	index up/% of budget down	8	10
Salary Expense Index	index up/% of budget down	8	10
Overtime Expense Index	index up/% of budget down	8	10
Capital Expense Compliance	index up/% of budget down	8	10
Intergovernmental Rev. Effectiveness			
Operating Revenue Index	index up/per capita up	5	10
Project Revenue Index	index up/per capita up	5	10

Current State **(should be Descriptive and/or A3Visual) for each measure**

Measure	Month	Trend	Progress	Rating/Comment	Red	Yell	Green
Substainablity							
Essential Service Empl. Index		2008-2011index	yes	general index trend 4.51,5.50,5.85,6.63 enterprise index trend 5.53,5.98,5.58,10		Y	
Employee Fringe Benf. Index		2008-2010 index	yes since 2008	general index trend 1.93,10.00,0.00 enterprise index trend 0.00,10.00,0.00		Y	
Operating Expense Index		2008-2010 index	general yes entrepr no	general index trend 6.72,9.24,2.28 (int equp lease, cape splash, street and snow supplies) enterprise index trend 10.00,3.30,0.00 (adm and franchise)		Y	
Equipment Replacement Index		n/a	n/a	index not developed			
Unreserved Fund Balance Index		2007-2010 actual	yes	general actual trend 4.23%,3.77%,4.25%,6.76% enterprise actual trend 19.54%, 20.50%, 21.49%, 20.93%		Y	
Revenue Growth Index		2008-2010 index	yes	general index trend 3.17,5.47,8.60 enterprise index trend 5.89,5.77,5.55		Y	
Fee Based Service Index		index = goal	% of direct cost decr	goal may need to be reevaluated (may be set to low			G
Budget Compliance							
Operating Expense Index		2007-2010 index	yes	general index trend 10.00, 5.497, 10.00, 10.00 enterprise index trend 4.28, 4.08, 9.79, 10.00			G
Salary Expense Index		2007-2010 index	yes	general index trend 9.96, 10.00, 9.90, 9.26 enterprise index trend 10.00, 9.99, 6.63, 9.46		Y	
Overtime Expense Index		2007-2010 index	no	general and enterprise index trend 0 for all four years	R		
Capital Expense Compliance		n/a	n/a	index not developed			
Intergovernmental Rev. Effectiveness							
Operating Revenue Index		index = 2.88	no	per capita revenue decreased 2.1%		Y	
Project Revenue Index		index = 10	yes	per capita revenue increased 20.9%			G

Implementation Plan **(Green=Task On Time/Ahead - Yellow=Task Running Behind - Red=Task Late - X=Milestone Date)**

#	Leader	Tasks	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12
1	finance	Complete development of the capital related trends. Completion date changed to December.	Y					x						
2	fin dir / city manager	Develop plan to reduce impact of future retiree health insurance costs. Received actuarial valuations for different alernatives during past quarter.	Y		x									
3	fin dir / city manager	Increase fees for services provided outside City limits.	R											
4	finance	Develop policy for appropriate unreserved fund balances. Completion date changed to November.	Y				x							
5	finance / parks	Develop appropriate base for fee based service index. Completion date changed to November.	Y				x							
6	finance	Review at all actual data, benchmarks, and indexes for appropriateness. Completion date changed to December.	Y					x						
7	finance, health, public works	Implement new billing and collection procedures for weed abatements. Staff has completed first review of software solution. New software should be operation by end of July.	Y											
8	finance and various city departments	Develop city-wide policy for reporting and collecting delinquent receivables.	G				x							

Outcome Measures

Measure	Current	After Implementation