

Sparks Sustainable Services Initiative (SSSI)

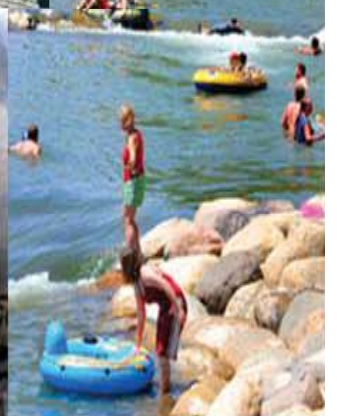
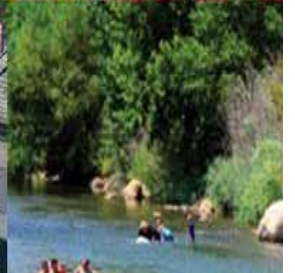


ICMA Webinar
June 30, 2011



Sparks Sustainable Services Initiative (SSSI)

- Background on Sparks, NV
 - 2010 Population: 92,331, (1.3 percent increase from 2009)
 - Located in northwestern Nevada, shares western border with Reno, NV
 - Nevada currently the most impacted by the great recession with unemployment around 13 percent
 - As with all local government in the state, the City has made drastic reductions since 2007.
 - The current City workforce has been reduced by 33 percent which reflects 1996 personnel levels





Sparks Sustainable Services Initiative (SSSI)

- **How we got here:**
 - City began budget reductions in 2007 using traditional methods. i.e.: salary/benefit reductions, project and service reductions
 - We recognized we had to choose another path and could not continue to reduce services and employee wages year after year



Sparks Sustainable Services Initiative (SSSI)

- How we got here:
 - Three primary sources comprise approximately 87% of the City's total General Fund revenue:
 - Property Tax revenue is expected to decline in **FY '12** by a total of 18.5% or \$4.4M since it peaked in **FY '09**, with further declines expected as home values continue to drop;
 - Consolidated & Fair Share Tax revenue (primarily sales taxes) is expected to decline in **FY '12** by a total of 33.3% or \$9.1M since it peaked in **FY '06**;
 - Business Licenses and Permits revenue is expected to decline in **FY '12** by a total of 25.6% or \$3.1M since it peaked in **FY '07**;



Sparks Sustainable Services Initiative (SSSI)

- SSSI was designed to create a sustainable city organization
 - “Sustainable” for this project was used to set the vision and mission of the project which used a comprehensive approach to meet the “new normal”
 - SSSI became an integral part of the budgeting process by prioritizing and rating key services and functions, and allocating budget cuts accordingly
 - This required us to change our thinking. We began asking ourselves “Where are the most important or highest priorities?” Budget cuts were then made according to where each key service fell in order of priority, with more cuts coming from the lowest priority key services.
 - This process allowed us to cut nearly \$2.3M from a \$4.6M budget shortfall, but more importantly provided a comprehensive method for allocating budget resources – both now and in the future.



Sparks Sustainable Services Initiative (SSSI)

- SSSI allowed for an all-inclusive participation
 - Mayor and City Council
 - New Vision, Mission and Strategic Plan were adopted
 - Financial stability and an effective work environment
 - Providing a safe environment, economic development, sustainable services, and opportunity for citizen involvement.





Sparks Sustainable Services Initiative (SSSI)

- SSSI allowed for an all-inclusive participation
 - City Employees at all levels
 - Nearly 25 focus groups were held to solicit input and feedback
 - Engaged nearly 80 percent of the City team
 - Citizens Advisory Committee
 - Studied and survey residents and helped prioritized city services

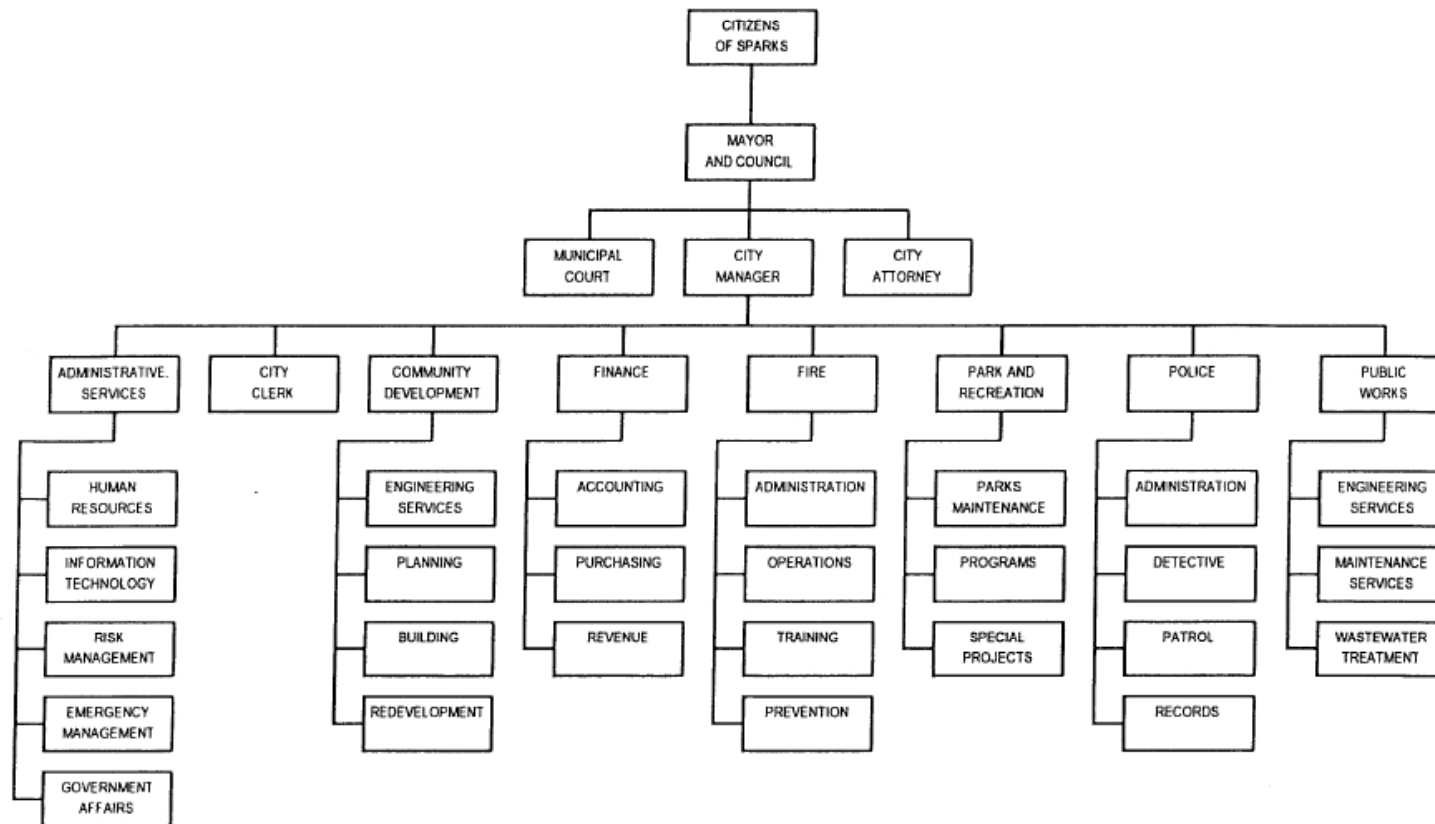


Sparks Sustainable Services Initiative (SSSI)

- End result of creating a sustainable organization for Sparks:
 - Re-engineering and Consolidation of City Departments
 - Combined two departments into Community Services (Public Works / Community Development)
 - Created a greater focus on customer service through a Customer Services Division
 - 17 positions eliminated (including an Assistant City Manager, Department Director), 63 positions reclassified.



Org Chart Prior to SSSI

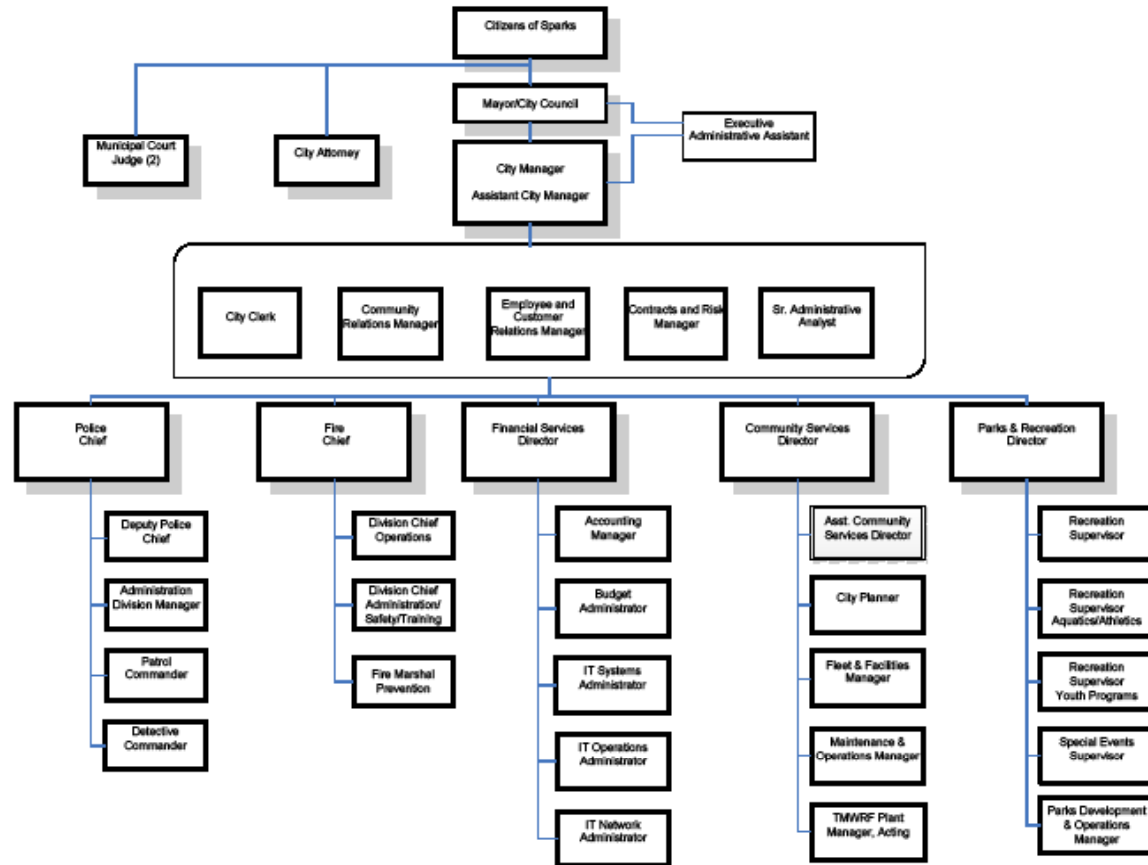


2007 FTE: 656 actual, 356 part time/temps

2011 FTE: 448 actual, 231 part time/temps



Org Chart After SSSI





Sparks Sustainable Services Initiative (SSSI)

– Competition of Services

- Evaluated 13 key services for privatization
 - Asphalt Roadway Patching, Asphalt Crack Sealing, Street Sweeping, Roadway Striping, Utility Assessment, Sanitary Sewer Cleaning, Snow Removal, Project Management, Transportation, Traffic Engineering, Street Cut Program, City Surveying, City Engineer)
- City Council adopted a “Competition for Services” policy.
- Some services were bid such as park maintenance and street sweeping.
- The City compared its costs to those vendors who bid on the same service.





Sparks Sustainable Services Initiative (SSSI)

– Concessions/Wages and Benefit Actions

- Employee bargaining groups came to the table and took a permanent reduction of wages and benefits of 7.5 percent.
- In lieu of a second year of reductions, the SSSI presented other options (i.e. health care changes).

– Shared Services and Process Improvements with Other Agencies

- A regional business license process is being developed.



Sparks Sustainable Services Initiative (SSSI)

- Development of Key Services Levels
 - Defined and prioritized Sparks core services.
 - Budget reductions based on core service prioritization.
 - Previous budget cuts based on department spending





Sparks Sustainable Services Initiative (SSSI)



February 7, 2011

DEPARTMENT: City of Sparks General Fund City-wide Prioritized Departmental Program Scorecards

Directions: List all programs in your department, rate if the program is mandated, score them in the basic attributes, rate how they influence the city's ability to achieve the strategic goals, rate their current performance level and rank the core services in priority order.

Department/Division Key Service		Program Name	
			KEY SERVICES
			1. SPD -- PATROL
090301	Patrol	091344	Patrol-Uniformed Patrol
090301	Patrol	091539	Patrol-S.W.A.T.
090301	Patrol	091541	Patrol-K-9
090301	Patrol	091543	Patrol-Traffic
090301	Patrol	091542	Patrol-Consolidated Bomb Unit
090301	Patrol	091540	Patrol-Mounted Unit
090301	Patrol	091550	Patrol-Not assigned to a business plan program yet



Sparks Sustainable Services Initiative (SSSI)

<i>Mandated</i>	<i>Basic Program Attributes</i>			
Mandated to Provide Program	Cost Recovery of Program	Change in Demand for Service	Reliance on City to Provide Service	Outsourcing -- Best Opportunity for Budget Savings and/or Cost Control
0 to 4 Scale	0 to 4 Scale	-4 to 4 Scale	0 to 4 Scale	Open Scale
4=State/Federal Mandate 2=Charter 1=Ordinance / Resolution 0=No Mandate	4=75-100% 3=50-74% 2=25-49% 1=1-24%	-4 = significant decrease -2 = slight decrease 0 = No change in demand 2 = slight increase 4 = significant increase	4=city is sole service provider 2= city could outsource 0=additional service providers are prevalent	Numbering from 1=Best Opportunity 2=Next Best, etc.
Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below
1	0	0	4	
1	0	0	4	
1	0	0	4	
1	0	0	4	
1	0	0	4	
1	0	0	4	
1	0	0	4	
0	0	0	4	



Sparks Sustainable Services Initiative (SSSI)

Influence on Strategic Goals			
Strategic Goal #1: Promote the safety of our residents, businesses and visitors	Strategic Goal #2: Explore and promote opportunities for economic development and special events	Strategic Goal #3: Manage resources to keep pace with technology, infrastructure and sustainability needs	Strategic Goal #4: Encourage citizens to interact with their government and build strong alliances with other government entities
On a scale of 0 to 4 points:			
<p>4 = program/support is essential to achieving the Goal</p> <p>3 = program/support has a strong influence on the Goal</p> <p>2 = program/support has moderate influences the Goal</p> <p>1 = program/support has minimal influence</p> <p>0 = program/support has no influence on achieving the Goal</p>			
Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below
4	0	0	0
4	0	0	0
3	0	0	0
3	0	0	0
3	0	0	0
3	0	0	0
2	0	0	0



Sparks Sustainable Services Initiative (SSSI)

Core Services		SPARKS CITIZENS ADVISORY COMMITTEE BUDET PRIORITIZATION (by Key Service)	Performance
			Current performance level of the program
Core Services Determination	Ranking		0 to 4 Scale
If the Service being provided is a "Core City Service" answer Yes, otherwise answer No	Rank the Core Service from Most Important = 1 Next in Importance = 2, etc.		4-Exceptional 3 = Good 2= Adequate 1 - Inadequate 0 - Program Eliminated
Enter Score Below	Enter Score Below		Enter Score Below
		1	
Yes	1		2
Yes	2		3
Yes	3		3
Yes	4		3
Yes	5		3
Yes	6		3
No	7		



Sparks Sustainable Services Initiative (SSSI)

Poster size
Comprehensive
matrix enabled
easy viewing
and analysis





Sparks Sustainable Services Initiative (SSSI)

- Summary:
- More than 40 key services were identified
- Nearly 450 city services were scored
- The Sparks 2011-2012 Key Services Scorecard can be found here:

<http://cityofsparks.us/departments/city-manager>



Sparks Sustainable Services Initiative (SSSI)

- Revenue Analysis
 - Summarized all fees; researched authority, appropriateness of fee, etc.
 - **96 percent of revenues** cannot be increased due to state statute or contracts.
- Engaged and Informed Citizens Advisory Process
 - Equating to a more informed and educated citizenry.
 - Grassroots community survey by committee members





Sparks Sustainable Services Initiative (SSSI)

- Employee communications and encouragement to provide input was critical during the SSSI process, and continues to be today:
 - Frequent email updates
 - Internal newsletters
 - Employee meetings
 - Video Recorded Message
 - Use of City's intranet





SUSTAINABLE SPARKS SERVICES INITIATIVE
Status Report – 5/26/11

	COMPLETE	STATUS
POLICY DIRECTION		
• Revision of the city's Vision and Mission statements (City Council)	10/25/10	
• Implement the Sustainable Sparks Services Initiative		On-going
• Reset strategic plan goals for alignment with the SSSI		TBD
KEY SERVICES		
• Define what key services should be continued, reduced, or eliminated		On-going
• Define at what point a service level is unacceptable		On-going
• Review/consideration of input from employee focus groups		On-going
o Continue employee focus group activities	Meetings January/February	
o Q & A in response to employee concerns every 2 weeks	April	
o Happening News communication to employees, includes Q&A responses		First issue 5/19/11 On-going weekly
• Review/consideration of input from SCAC	SCAC presented results to Council 12/13/10; also included in 01/18/11 Council Workshop	
• Prioritization of Key Services within department	Presented at the Council Workshop 01/18/11	
• Prioritization of Key Services city-wide	Prioritization Complete; will be used to discuss budget reductions at the 02/22/11 Sr. Staff Meeting	
• Council Approval of city-wide Key Services Prioritization	Presented to Council 03/21/11	
• Redistribute financial funding percentages based on public safety, city services, and support services	Will use key service priorities to determine budget reductions	



SUSTAINABLE SPARKS SERVICES INITIATIVE
Status Report – 5/26/11

	COMPLETE	STATUS
NEW REVENUES		
• Review of current revenue options	Presented at the Council Workshop 01/18/11 No further action	
• Analyze current city fees	Presented at the Council Workshop 01/18/11 No further action	
• Council approval of new fee structure and implementation	No new fee structures identified	
COMBINE DEPARTMENTS (RE-ORGANIZATION) – Executive Level		
• Establish re-organization evaluation process (CM and staff)	July, 2010	
• Determine an effective city structure (City Manager and staff)	Approved by Council 12/13/10	
• Council approval of City Manager's recommended executive organizational structure	Approved by Council 12/13/10	
o Prepare appropriate executive job descriptions, resolution, and individual employee contracts	Approved by Council 03/28/11	
• Implementation of new executive organizational structure	Approved by Council 03/28/11	
COMBINE DEPARTMENTS (RE-ORGANIZATION) – Remainder of Organization		
• Determine organization structure (City Manager and SSSI team)		
o Prepare appropriate job descriptions	02/28/11	
o Prepare appropriate job classification reviews	02/28/11	
• Implementation of new organizational structure (City Manager, Human Resources)		
o Council approval of City Manager's recommended organizational structure	Presentation to Council at 03/21/11 workshop Approved by Council 03/28/11	
o Interviews for placement into new positions	March, April, May	



**SUSTAINABLE SPARKS SERVICES INITIATIVE
Status Report – 5/26/11**

	COMPLETE	STATUS
o Implementation of new organizational structure		No later than July 1, 2011
• Total Compensation Report/Compression	03/4/11	
• High Deductible Health Plan development		On-going
o Education to Employees		On-going
o Roll-out to employee groups	May, 2011	
• City hall office space configuration	February-May	
o Existing Building Analysis	02/15/11	
o Reconfiguration Planning	03/25/11	
o Construction Completed	Early June, 2011	
o Staff Relocations	June, 2011	
PRIVATIZATION		
• Process evaluation for privatization opportunities (Jeff)	September, 2010	
• Evaluate outsourcing opportunities by departments	Proposed policy presented at 01/18/11; approved with minor changes	
o Street Sweeping	Awarded to outside vendor 6/13/11	
o Park Maintenance	Awarded to City of Sparks	
o Pavement Patching/Crack Sealing		Scope to be developed
• Evaluate “competition for services” opportunities by job title (employee vs. private business)		On-going
CONCESSIONS		
• Resolution /Contract Concession Process		On-going
SHARED SERVICES		
• Determine opportunities for shared services with other agencies		On-going
COMMUNICATION (LABOR/MANAGEMENT)		
• Information to employees (CM)		On-going
• City Manager/Employee meetings		12/15/10 & 12/16/10
• Employee Q and A documents		On-going
Updated information on SparksNet: http://cityynt17:81/sites/db_sparks/sssi_ws/default.aspx		On-going



Sparks Sustainable Services Initiative (SSSI)

- The City of Sparks has charted a course that offers a realistic path in providing essential services with appropriate resources to meet the needs and safety of our residents.
- By identifying core services, prioritizing those services, and addressing a structural deficit, the SSSI process created an organizational structure that will allow the Mayor and City Council to govern in unprecedented times.





Sparks Sustainable Services Initiative (SSSI)

- Contact for questions and more information:
 - Shaun Carey, City Manager, (Program Manager for SSSI), 775.353.2310, scarey@cityofsparks.us
 - Steve Driscoll, Assistant City Manager, (Matrix Design for SSSI), 775.353.1633, sdriscoll@cityofsparks.us
 - Teresa Gardner, Senior Administrative Analyst, (Internal Communications for SSSI), 775.353.7877, tgardner@cityofsparks.us
 - Adam Mayberry, Community Relations Manager, (Community outreach efforts for SSSI), 775.353.7894, amayberry@cityofsparks.us