

Town Manager's Office

DATE: March 31, 2008

TO: MAYOR ALAN WHITE & MEMBERS OF TOWN COUNCIL
FROM: Chuck Rough, Town Manager

**SUBJECT: PROPOSED DEPARTMENT GOALS AND OBJECTIVES
FOR FISCAL YEAR 2008/09**

Introduction:

As promised, I am submitting, prior to our Annual Town Council/Staff Goal Setting Session, this Wednesday, April 2, the proposed department goals and objectives for Fiscal Year 2008/09.

The Town Council is well aware that this annual goal setting session represents the official starting point for the formulation of next year's budget. Simultaneously, to this session, the Town Manager's Office and Finance Department are putting the finishing touches on the essential financial information (i.e. personnel cost projections, etc.) each of the departments will need in order to complete their proposed budgets by the end of April. This essential information for the departments will be distributed to them this week.

Our budget, when ultimately adopted by the Town Council each year, in June, is more than a series of budget estimates, projections, revenues and expenditures broken down by fund and department. A budget for a municipal government, at its most basic, is a statement of the overriding community values, goals and priorities (policy, operational & financial) that the Town Council (as the governing body) has determined for the given fiscal year (and beyond).

While we approach this next fiscal year in relatively healthy financial shape, this next fiscal year still promises to be a challenging one. We face not only financial challenges from a slowing economy (and a possible resulting reduction in property and sales tax revenues), but from the state budget crisis (possible deferral of critically important state payments), as well. In addition, we must set aside our first annual debt service payment (\$ 400,000+) for the Pension Obligation Bonds that reduced (over the long term) our annual PERS retirement rates.

There are several precautionary steps that we have put in place, and that I will be recommending be put in place that are both financially prudent and necessary to deal with the various challenges we face next fiscal year.

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The Town Council is already well aware from our Mid-Year Budget Report, as well as the report that submitted dealing with further proposed budget adjustments to eliminate our nominal general fund budget deficit for the current year, that I have already instructed the departments that the organization will not be hiring next year any additional full or part-time positions (beyond those already funded and approved for the current fiscal year), nor will there be any additional hours appropriated for existing part-time positions. The only exception to this scenario would be if there was a grant approved that required on a temporary basis (during the life of the grant only) the addition of a new position (and there was no obligation to maintain the position once the term of the grant expired).

Staff will also be submitting for your consideration in the April/May period a proposed TRANS financing through the California Communities Financing Authority for around \$ 1 million. This will provide the Town with some extra monies to meet our cash flow demands during that critically tight cash flow period from July – December that we experience each fiscal year. Under the terms of the TRANS financing, it would be fully repaid in January, 2009 when we receive our first property tax payment for the fiscal year. The Council is well aware that we have successfully used this financing vehicle twice before during especially lean years.

While we run a tight ship, we fully intend to achieve further cost savings and reductions in spending. As Town Manager, I will be working with each department to question, assess, measure, and analyze all aspects of their respective programs, operations and purchasing/buying practices in an effort to realize greater efficiencies.

In keeping with Town Council's new community-wide resource, recycling and waste diversion programs, and the Council's endorsement this last year of the Kyoto Protocols, we have already implemented operationally some energy conservation and internal waste diversion measures. However, we fully intend before the end of the current fiscal year, to put in place on an operational level a number of the no-cost or low-cost ideas and suggestions that were solicited, as well as received, from our departments and their respective employees. Many of these good ideas and suggestions range in ways to increase automation and to reduce our use of paper & paper products; to increase our use of recycled materials and products; to reduce energy consumption (utilities, fuel, etc.) and water usage, as well as unnecessary equipment and vehicle use (and thereby their wear and tear); and to convert over to hybrid vehicles for future vehicle replacements in key areas of our fleet.

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Our next year's recommended budget program will further reflect in a very substantive, but cost-effective manner, the Town Council's advocacy and support for a more sustainable and energy-conservation-minded community, and Town government organization.

While our approach to next year's budget will be far more fiscally conservative, especially as we deal with the Town's general fund, it will be my strong recommendation to significantly broaden, as well as to increase, our efforts next year through redevelopment with Downtown and RDA Project Area revitalization, business growth, and expansion. Rather than pull back or retrench, it is precisely at times like this when we are experiencing an economic downturn that our efforts to encourage, foster and facilitate business growth and development needs to be dramatically increased.

One last qualification needs to be kept in mind as you review the proposed department goals and objectives listed below. They are preliminary only at this early stage in the budget process. These preliminary department goals have not gone through any prior analysis or review by my Office and the Finance Department (in the context of what is realistic, possible or affordable), so they are subject to further revision by the time the proposed budget is completed. This is to ensure that they are in keeping and consistent with the Council's overall goals and priorities. Finally, I think it goes without saying that each department's identified goals (for this session) do not represent the full extent of each department's focus, tasks, and responsibilities during the next fiscal year.

Proposed Department FY 08/09 Goals

Town Manager's Department:

1. To complete the Civic Center Planning Task Force's report and recommendations re: the new Town Hall Community Civic Center to the Town Council by the end of December, 2008
2. To coordinate the development of a proposed recycled & energy-saving procurement policy/program for the Town
3. To develop proposed changes to the Town's outdoor burn policy
4. To assist the Chamber and business organizations with the development of a proposed business registration program
5. To increase the Town & RDA's public information efforts through various non-traditional, no-cost, low-cost means
6. To complete easement agreement/ development agreement with developer of business park

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Human Resources:

1. To complete contract negotiations with five of our employee units
2. To initiate Town-wide (in-house) personnel evaluation training for managers and supervisors
3. To initiate a “career ladder” compensation review (in-house)
4. To conduct an internal safety program (OSHA) review & update

Town Clerk:

1. To purchase a web-based agenda management system and minute-making module for agency-wide use
2. To implement a file management system to replace DOS based subject file system that is presently unusable
3. To provide searchable data base of public records for public access (Council agenda packets, minutes, resolutions and ordinances)
4. To obtain Crisis Certification Specialist certification from California State Training Institute

Finance/Information Management:

1. To complete the conversion and automation of our Finance Department’s payroll and human resources software system
2. To evaluate future IT support at the most effective level and lowest possible cost
3. To complete the installation and conversion of the Acella municipal permitting software

Community Development:

Planning

1. To complete (and adopt) the Southeast Specific Plan
2. To initiate the revision/update of the Paradise General Plan that includes significant community input
3. To continue with planning process reforms (initiated in 1997) including updates, PMC text amendments to improve landscape regulations, etc.

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Building:

1. To increase the number of local building community workshops to three times per year (use the workshops to orient (through staff & guest speakers about building code & onsite changes & sustainable building techniques and applications)
2. To revise building services fee schedule (to update building valuation table, flat fees, to encourage sustainability and energy conservation, etc.)

Solid Waste

1. To finalize the development & establishment of local year-around HHW collection facility
2. To coordinate comprehensive recycling and diversion efforts throughout the Town organization
3. To promote SB1305 awareness regarding Sharps disposal (after 9/01/08) and coordinate w/NRWS for return centers

Public Works:

Engineering

1. To contract out (at the beginning of the fiscal year) the update of the Town's Pavement Management System
2. To complete the AutoCAD drafting of the Town's Land Division Standards for Council consideration and adoption
3. To complete the revision and adoption of road standards for the Town and with the the County in the Town's Sphere of Influence Area

Onsite

1. To bring back for Council consideration a negotiated draft (with Regional Water Quality Board) Town-Wide Waste Discharge Permit
2. To identify preferable site for the Downtown clustered wastewater treatment system; secure an option to purchase; initiate design process and initial environmental review

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Streets Maintenance

1. To crack seal & patch failed asphalt areas and regrade roadside ditches on Skyway and Clark Roads, north of Wagstaff
2. To initiate an aggressive herbicide program for the Memorial Trailway to reduce Poison Oak, followed by aggressive mowing program the following year to reduce Scotch Broom

Capital Projects (Non-RDA)

1. To complete the Skyway/Wagstaff Traffic Signal Project
2. To complete the Memorial Trailway Southern Extension (Neal/Skyway to Princeton)

Fire Department:

1. To further implement the decisions & direction made regarding the future of Fire Station #3 by the end of this current fiscal year
2. To implement the approach to the fire marshal function as it will be recommended in the proposed budget
3. To implement a phased, grant-funded, or low-cost fuel break management program
4. To replace or purchase staff vehicles and pick-up truck (hybrids where applicable)
5. To install Mobile Data Terminals in all staff vehicles and first-out engines

Police Department:

1. To address current police officer shortages over hire two academy trainees by May 12, 2008 that would be completely trained by November, 2008
2. To increase police transparency during patrol with the purchase, or through grant the acquisition of in-car video systems
3. To complete final phase of purchase and installation of digital Comparator system
4. To carry over from this fiscal year install of Bar-Code Property Management System (if funds are unspent & can be encumbered)

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Fleet Maintenance:

1. To purchase and install a computerized fleet management software system
2. To establish a vehicle replacement program schedule for the Town's fleet
3. To explore various no-cost, low-cost methods to secure additional maintenance support for the Vehicle Mechanic

RDA/Business & Housing Services:

Studies/Plans

1. To complete the BCAG-funded Skyway Corridor Study by end of December, 2008
2. To complete the Downtown Capital Projects Master Plan Study by early 2009
3. To complete the RDA 5-Year Non-Housing & Housing Implementation Plan (legally required) (to be done in-house)

Bond Financing

1. To issue a tax increment bond in November/December 2008 that will retire the two tax allocation notes, and provide funding for some of projects resulting from both the Skyway Corridor and Downtown Capital Projects studies

Programs:

1. Non-housing – Combine Business Start-up Program w/Business Incubator Program in concert with Tri-County EDC w/use of RDA & CDBG Funds
2. Non-Housing – Aggressive emphasis on completion of large-scale, major and minor commercial facade renovations
3. Non-Housing – Major overhaul of business relocation and business expansion assistance programs to intended to boost local economic activity/investment
4. Housing – Spend down the \$ 800,000 HOME grant with First Time Home Buyers loans & Home rehabs & apply for additional funding
5. Housing – Establish mobile home replacement program

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Capital Projects:

1. To start construction of Pearson Road Street & Streetscape Improvements (south side) (from Black Olive to Skyway (that includes the development of our 12-15 public parking facility on Pearson & the design upgrades to the Skyway/Pearson intersection)
2. To initiate preliminary plans for the improvement of the Downtown portion of Skyway (based on the Skyway Corridor Study)
3. To complete facade renovation of the Jefford's Building

Please, contact me if you have any questions before Wednesday's session concerning this memorandum.