



Core Services Management Tool

Linking Goals, Services and Resources

April 6, 2011
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Town Manager



Reviewing Core Services

- Management tool, used in assisting Town Manager in developing the annual budget
- Third year of implementation
- During the FY 10-11 budget development process, each department was asked to identify their core services and related activities/tasks.
- For FY11-12, departments are asked to review and revise their core services to reflect organizational and workload changes that have taken place in 2010.



Foundation of Core Services

- Functions that the Town is legally mandated to perform
- Community input through citizen surveys
- Town vision and mission statements
- Corporate Strategic Plan and Administrative Work Plan
- Departments' missions and work programs
- Industry best practices



How Core Services Analysis Could Be Used

- Ensure that resources are allocated to achieve critical missions and goals - tie resources to priorities.
- A tool for departments in developing potential budget cut scenarios.
- Evaluate if the most cost-effective methods are being used to provide Town services by identifying options/alternatives.



How Core Services Analysis Could Be Used

- Ensure that resources are used most efficiently by expanding, reducing or deleting services, allowing focus on priorities.
- When revenue streams are limited, core services can help identify & prioritize the most important services and tasks to perform with existing funds.
- Helps Town Manager answer Town Council questions about department operations.



Questions to Ask in Analyzing Core Services

- What services is the Town required to deliver?
- What new Town Council or management directives, goals or priorities is the department expected to achieve or advance?
- Are there high-priority tasks that are not currently being fully completed because resources are being allocated to lower priorities?
- What new services/programs has the department added?
- Have any services been reduced or eliminated?
- How has staff time been adjusted in delivering specific services/performing tasks due to the Town reorganization or workload?
- What services could be deleted because they are beyond the scope of the department's core mission?
- Who else could deliver these services, and could they deliver them in a more cost- effective manner?
- What services/tasks are currently generating revenues or could potentially produce revenues?



Criteria for Developing Core Services

- Priority 1: Those services that are mandated by law, contract or adopted policy of the Town Council. Essentially those services deemed necessary for the orderly and capable governance of the community. Failure to provide those services will result in serious negative consequences to the overall health, safety, general welfare and vitality of the community.
 - The service is essential to protecting and supporting the safety and health of the community.



Criteria for Developing Core Services

- Priority 2: Should Have/Important services are those programs, services and facilities the Town should provide, and are important to governing the municipality and effectively serving our residents, businesses, customers and partners. Providing priority 2 services are also those key goals and initiatives established by the Town Council and Town Manager and expands or enhances our ability to provide and sustain our Town's core services, health & safety, and economic & community vitality.
 - Service provides, expands, enhances or supports core services.
 - Services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good.
 - Public support may be conditional upon the manner by which the service is paid for or funded.
 - Service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide an economic, social or environmental outcome or result within the community.



Criteria for Developing Core Services

- Priority 3: Nice to Have/added value services are discretionary programs, services and facilities that the Town may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value to our residents, businesses, customers and partners above and beyond what is required or expected of a municipality
 - Service expands, enhances or supports Core and Important Services and the quality of life of the community.
 - Services are supported and well utilized by the community, and provide an appropriate & valuable public benefit.
 - Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful economic, social or environmental benefit to the community.

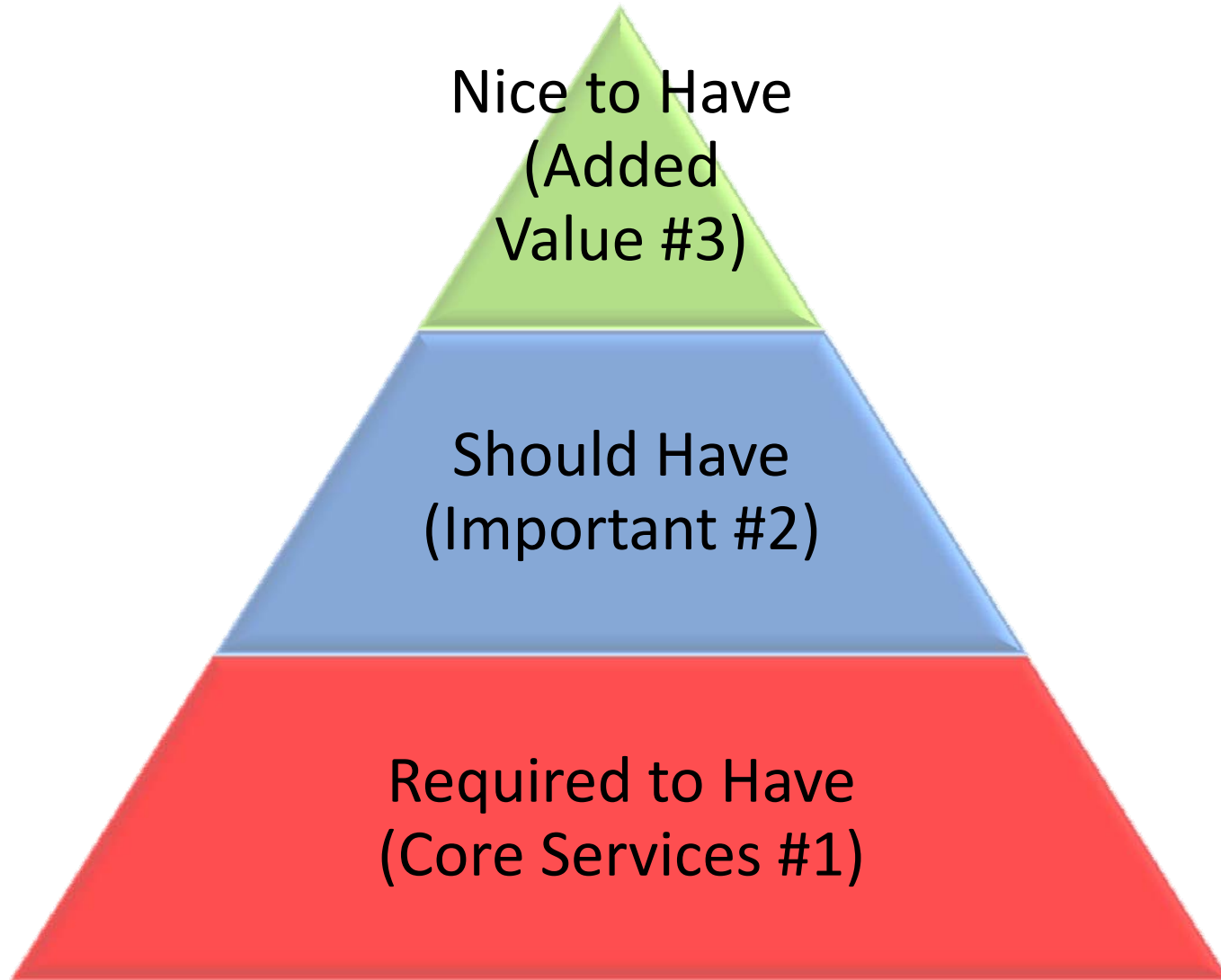


Things to Remember

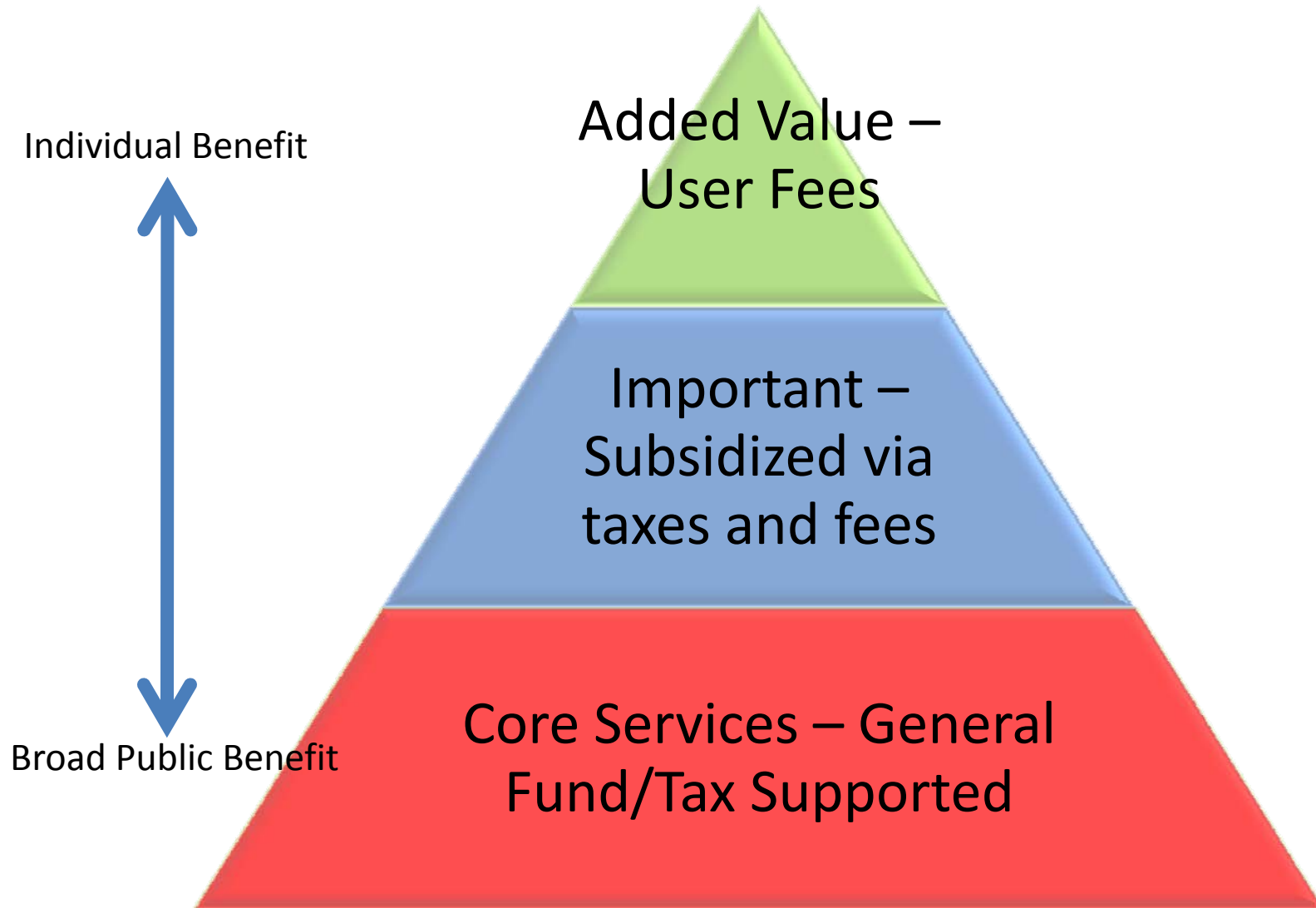
- Not all services may be funded in a fiscal year.
 - Mandated “Must Have” services are funded and implemented.
 - A decision could be made to delay “Should Have” services after discussion with Department Directors and Town Council.
 - “Nice to Have” services will be evaluated. Just because a task has a 3 rating does not mean it will automatically be cut. Some 3 programs are vital to smooth operation of the organization. Some programs/projects may have a 3 rating but are necessary to advance a long-term goal.



Prioritizing Town Services



Public Policy and Funding



Parks & Recreation Core Services

Parks & Grounds Maintenance

- Division Management & Administration
 - Interdepartmental Coordination
- Division Budget Development & monitoring
- Project Planning, Design, & Development
- Management Support
 - Committee Representation
 - Special projects
 - Trails Planning & Development
 - Grant Writing and Management
 - Contract Management
- Division Supervision
- Property Maintenance
 - Desert Mountain Park, Founders Park, Municipal Complex, Library, Town Central Properties
 - Improved & Unimproved Properties, Town Owned Developed and Undeveloped Misc. Properties
 - Weed Control
 - Safety Inspections
 - PM-10 Dust Control Program
- Park Security, Safety, & Enforcement
 - Parks, Open Space & Town Facility Patrols
 - OHV/Dust Control Contracts
 - Community Service Program

Recreation

- Division Management and Department Management Support
 - Committee Representation
 - Department Marketing
 - Special Projects
 - Contract Management
 - Active Administration, Reporting
- Youth Sports
- Adult Sports
- Special Events
- Special Interest Classes
- Community Services Programs
 - Senior Program
 - Youth & Teen Center
- Field Allocation/Partnership Program/
Special Event Permitting
- Administering Partnerships with San Tan Football, Little League, etc.
- Allocating field use for both partners and non-partners

Administration

- Department Management & Strategic Planning
 - Interdepartmental Coordination
 - Administer Partnership Agreements
 - Community Outreach
- Department Budget and Financial Services
 - Budget Development & Monitoring
 - Payroll
 - Procurement/Requisitions
 - Financial Analysis & Reporting
 - Special Projects & Research
- Division Management & Department Management Support
 - Committee Representation
 - Policy Development & Research
 - Volunteer Services
- Community Development Block Grants & Housing Rehab
- Administrative Support & Customer Service
 - Customer Service Front Counter
 - Facility Rentals
 - Registrations
- Field Allocation and Special Event Permitting

Finance & Budget Core Services

Accounting Division

Budget Division

Accounting

Financial Services

Purchasing

- Accounts Payable
- Training and Maintenance of Knowledge of purchasing, MUNIS, Finance, policies and procedures
- Admin/Meetings/Committees
- Audit/CAFR
- Cash Receipts/Deposits
- Bank Reconciliations
- General Ledger Reconciliation – Monthly Close
- 941 Quarterly Reports – Payroll
- Issue W-2s – Payroll
- MUNIS Chart of Accounts Administration
- Payroll
- Employee Benefits
- Insufficient Checks - collections

- Improvement District Assessments – Billings/Cash Receipts
- Sales Tax Collections and Monitoring – W/Auditor
- Revenue Management
- Internal Controls/Risk Assessment
- Audit/CAFR
- Performance Measures & Core Services Analysis
- Budget Preparation and Monitoring

- Training and Maintenance of Knowledge of purchasing, MUNIS, Finance, policies and procedures
- Admin/Meetings/Committees
- Audit/CAFR
- Performance Measures & Core Services Analysis
- Budget Preparation and Monitoring
- MUNIS Chart of Accounts Administration
- Formal Solicitation
- Purchase Order Maintenance and Requisition Conversion
- Fixed Assets
- Purchasing Research
- P-Card Administration
- MUNIS Administration – Program Management
- Contracts

- Long Range Projections
- Budget Monitoring
- Training and Maintenance of Knowledge
- Admin/Meetings/Committees
- Budget Book
- Next FY Budget
- Performance Measures & Core Services

Questions/Comments?

Thank you

