

**CITY OF STOUGHTON BUDGETING FOR OUTCOMES
ROUND ONE PURCHASING PLAN
COVER MEMO**

Priority: Citizen Focused, Well-Run Government

Team Leader: Dan Glynn

Team Members: Brian Hoops, Lisa Schimelpfenig, Bryce Bronstad

Number of Proposals Received - 20

1. What was ranked high and why?

The offers that ranked high fit our priority and strategies better than the offers that were ranked low. We put a high value on leadership and financial stability and this can be seen in our team's map.

2. What was ranked low and why?

We felt all of the offers are important. The offers that were ranked low were done so because of three reasons. The first reason is that an offer could have not fit our priority well or that it hit on a factor we ranked low. The second reason is that the offer might have questions that need to be answered before it can be ranked higher. Lastly, we might have thought that the offer was incomplete or offered alternatives.

3. Describe how you made your decisions in the "gray band" (the offers just above and below your allocation line).

We haven't considered money at this point because we feel that there are too many unanswered questions to do this sufficiently.

4. What special issues or concerns do you have?

Our issues and concerns can be seen in our questions for offers.

Group Four – Questions Regarding Offers

General.

- We're working off the assumption that medical insurance costs are included in all of these programs. Is it cost beneficial in the current era of astronomical medical treatment costs to remain self-insured, or are there cost savings to be realized by the City joining the State's health-care plan (or other plans)? If it is best to remain self-insured, have the administration costs / provider been reviewed recently?

Offer 04-01 – Interdepartmental Media Tech Services

- Some overlap exists with Interdepartmental Media Tech Services, Interdepartmental Communications Admin & Support, City Webpage Design, Admin & Support, and Information Technology & Services in general scope (Information Technology/Services). Can alternatives be provided that consider the possibility of combining services/funding?

Offer 04-02 – Interdepartmental Communications Admin & Support

- The offer refers to telecommunication technologies—specifically, what are they?
- Are the current systems so antiquated that they require this level of funding; would replacement be cheaper long-term?
- The offer refers to monitoring City cell phones, what/why, and could the individual departments handle this?
- Some overlap exists with Interdepartmental Media Tech Services, Interdepartmental Communications Admin & Support, City Webpage Design, Admin & Support, and Information Technology & Services in general scope (Information Technology/Services). Can alternatives be provided that consider the possibility of combining services/funding?

Offer 04-03 – City Webpage Design, Admin, and Support

- Are we / can we take advantage of interns, hobbyists, or volunteers for web content.
- How much of this is hosting vs. support vs. maintenance vs. other.
- Can formal group webpage training be offered to reduce the costs of external support and hassle of internal support?
- Some overlap exists with Interdepartmental Media Tech Services, Interdepartmental Communications Admin & Support, City Webpage Design, Admin & Support, and Information Technology & Services in general scope (Information Technology/Services). Can alternatives be provided that consider the possibility of combining services/funding?

Offer 04-04 – Government Media Production

- Is utilization of interns, hobbyists, or volunteers a viable alternative for governmental or other recordings?
- Are there methods to recoup costs through the school district, etc.
- Have all revenue options (advertising, etc.) been investigated.
- Are current revenue sources (Charter) predicted to continue?

- Are current revenue sources being allocated completely to this offer, or are they spread out amongst the department.

Offer 04-05 – Senior Center Administration and Advocacy

- How many customers/clients does the program-offering serve?
- Of the 25% of the population, as given in the offer, how many take advantage of the services the Center offers.
- Are there certain times/days/seasons when participation is low, and if so, could operations be reviewed/reduced to match participation?
- Has the ratio of City to rural clients been reviewed, and is adequate and proportionate funding being received from outside entities?

Offer 04-06 – Contracted Services

- Can/should this be provided as two offers; one for cemetery and a separate for trash.

Offer 04-07 - Elections

- One of the service alternatives is to have fewer polling locations. Is there a proven correlation between distance to polling locations and voter turnout?
- If fewer volunteers/locations are provided and wait time increases, is there a proven correlation between time and voter turnout?

Offer 04-08 – Clerk Admin

- Does this include any additional staff over what is currently available?
- Is there data available to show that other departments will also benefit from this reorganization?

Offer 04-09 – Personnel

- Are these tasks currently being completed within the department?
- Could a restructuring of current staff allow these tasks to be completed?
- Do similarly sized municipalities have three employees to handle the clerk and personnel roles?
- How will negotiating with only one union instead of three as in the past affect the need for this new position.
- With nearly all employees taking several years of pay freezes and furloughs in the past, a 5.8% pay cut next year, and the lingering possibility of existing employees being eliminated, is now a good time to be creating new positions and hiring new employees?

Offer 04-10 – Council/Committees

- What is the average council size for a similarly sized municipality?

Offer 04-11 – Insurance/Risk Management

- Has the current insurance/risk management structure been reviewed recently?
- Are the current provider's premiums and administrative costs favorable?
- What does the loss experience measure consist of?

- Are there high-risk areas in terms of premiums that future training could reduce future insurance costs?

Offer 04-13 - Assessor

- Can alternatives be provided for reduced assessor services (biannually, every five years, drive-by reviews, etc.).
- Has the provider's costs been reviewed recently.
- Are there other alternative methods that similarly sized communities have adopted?

Offer 04-14 – City Attorney Services

- An alternative was given as hiring an attorney. Has this alternative been fully explored?
- Were there enough billable hours in recent years to support having a full-time employee?
- With union negotiations greatly diminished, is there an expectation of decreases in costs due to a reduction in utilization of Atty. Krohn?

Regarding 04-15 – Financial and Accounting Services

- Are there technology advancements that could streamline the departmental services?
- Increases in electronic payment acceptance and remittance, payroll processing, accounts payable, online filings, etc.
- Could a software upgrade today reduce ongoing costs in the future?

Regarding 04-16 – Treasury Management

- What is the extent of the third-party investor for long-term funds?

Regarding 04-18 – We Deliver!

- Can we reduce the number of delivery days (3, 1, etc.), and would there be a financial impact?
- As a percentage of total visitors, how many utilize the service of on-demand requests.

Regarding 04-19 – City Facility Operation, Maintenance & Repair

- Are revenue sources available to have visitors/departments support the buildings used – are users of the building paying for the building or are the taxpayers?
- Would shifting snow removal or other services to another department or to a third-party contractor be a viable option?
- With so much included in a single offer, how will this be reviewed in future years for cost effectiveness?
- How is there one major building project per year, i.e. what is considered major – a roof, parking lot, new building, etc.?
- Can grounds maintenance be separated from building maintenance?
- Can utilities be separated from the offer entirely?
- What percentage of this program are utility costs vs. other costs?
- Do we have over-qualified staff completing menial tasks? Is it necessary to have a master electrician unclogging toilets, painting walls, and shoveling snow?

Regarding 04-20 – Information Technology & Services

- Are third-party services being received at higher than average costs (hardware/software markups, labor, etc.).
- Can internal staff complete IT tasks?
- Do the resources of this program need to be reprioritized – can hardware costs be reduced to accommodate software upgrades, etc.?
- Can training be provided to departmental staff to make this program more cost efficient?
- Some overlap exists with 04-01, 04-02, 04-03, and 04-20 in general scope (Information Technology/Services). Can alternatives be provided that consider the possibility of combining services/funding?