FROM THE OFFICE OF THE CITY MANAGER

January 28, 2013

To: Mayor and City Council Members

From: Brian Kischnick, City Manger

Subject: City Council Member Questions and Responses

I have discussed questions advanced by Mayor and Council with Staff, and responses are attached. Thank you for asking questions in advance of the meeting.

Question #1
From: Dave Henderson
Subject: Item I-6 Banking Services

Why switch from a 3 year to a 5 year contract?
Does this mean we will offer online payments and/or credit card payments?

Response:
From: Tom Darling

The five year contract insulates the City from increases in banking fees over a longer period of time. In addition, based on the magnitude of time requirements for implementation and transition, along with the inherent disruption to normal City operations and the impact on our residents, a longer time period is typically warranted when considering a break even analysis.

The quick answer to the second question is no.

The issue of on-line payments and/or CC payments is separate from procuring services for our commercial banking transactions. The acceptance of credit cards is typically between a credit card processing company and the City. The bank in which the credit card processing company "sends" the payments is ancillary. However, some banks offer this service in concert or in partnership with 3rd party providers. We will be exploring cost/benefits of these options in the future.

The ability to make payments "online" adds another level of complexity in that the City will require a "host" or multiple hosts for the website and is a separate issue form commercial banking services. To have an effective website in which residents can make payments, the resident must have the ability to lookup and post to their account. The residents typically have multiple accounts (tax account, water account, library account, etc.) As such you need a host to allow this interactive ability, a credit card

processor to process the transaction, and a bank to accept the deposit. Again some banks, including Comerica, have services that can facilitate the process, but is a separate issue/process from the City's standard commercial banking needs.

The cost/benefit issues with these services is currently being considered and will be addressed subsequent to the successful implementation of our commercial banking services if approved

Question #2
From: Dave Henderson
Subject: Item I-4 ALOe Terra House

Has there been any cost for this to the city of Troy to date? this project has come at meetings before, and it would be nice to be able to state how little this has cost the taxpayers as it leaves our area.

Response:
From: Tim Richnak

The City has had the Solar House for 5 years. Costs over 5 years include repair of broken windows and plumbing totaling approximately $10,000.

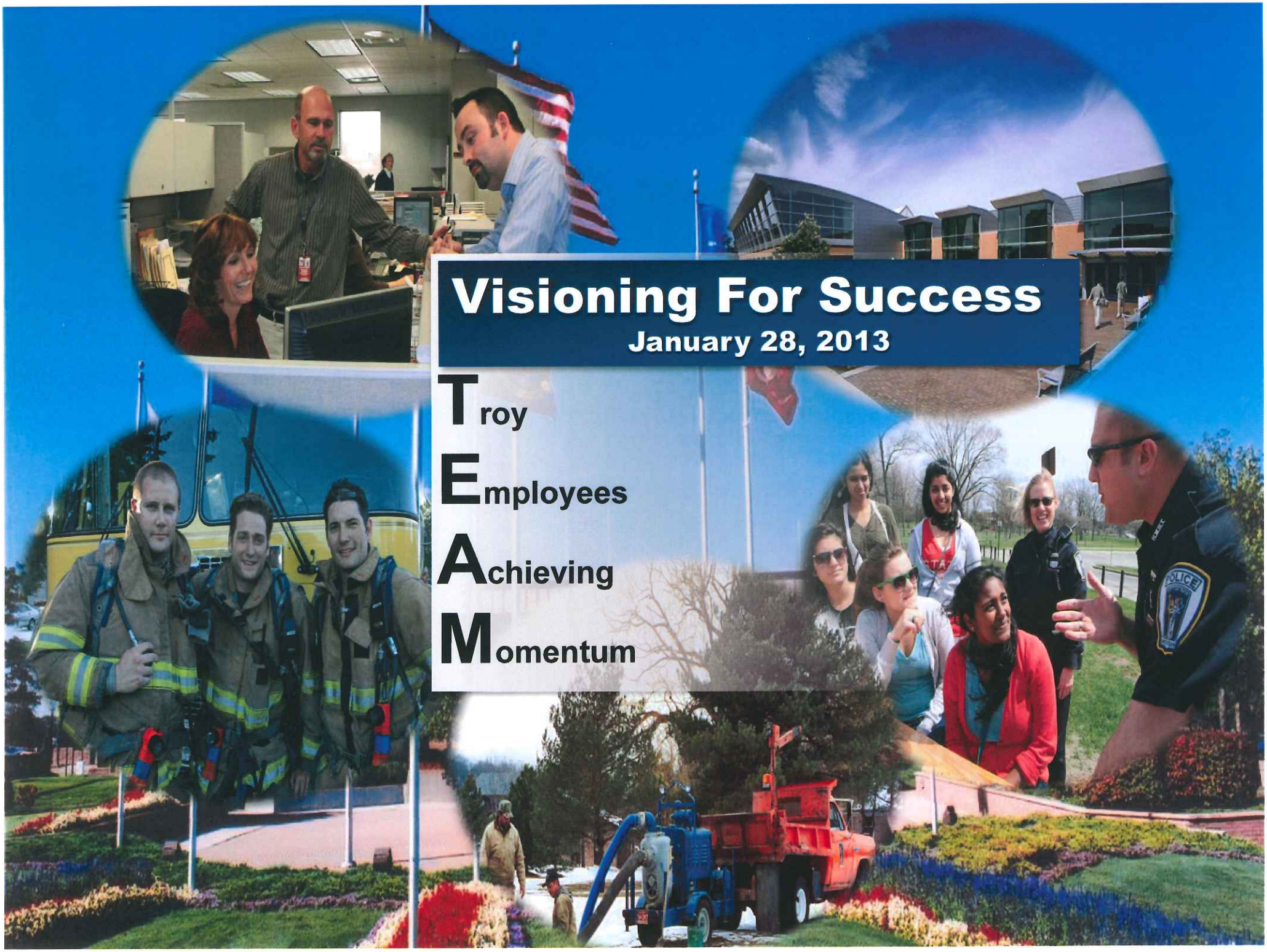
Question #3
From: Wade Fleming
Subject: Visioning for Success Presentation

Slide #9 Engineering Long Term and Short Term Successes had information from the Library.

Response:
From: Beth Tashnick

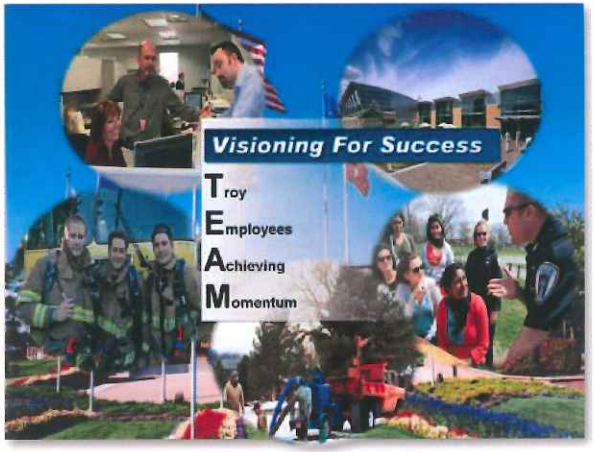
You will find a correct version of this presentation attached.

c: Mark Miller, Director of Economic and Community Development
Lori Grigg Bluhm, City Attorney
Table
BK/bt\Agenda\2013\01.28.13 – Council Questions and Responses


Visioning For Success
January 28, 2013
Troy
Employees
Achieving
Momentum

Staff Successes

Short-Term & Long-Term



City Manager's Office

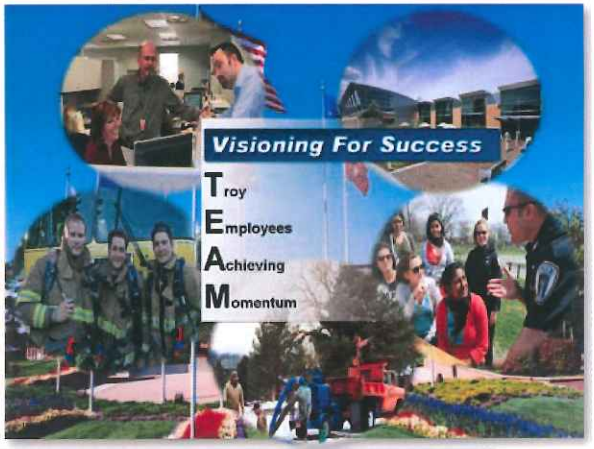
- Successfully developed and implemented a 3-year budget with budget process improvements.
  - The 3-year Budget is tool that allows the City to take a long-term approach to financial planning.
- Creation of the Open Troy system.

City Attorney's Office

- Minimized City liability through education, active involvement, and aggressive defense of lawsuits.
  - Successfully obtained outright dismissals or settlements less than insurance recommendations in all damage cases against the City
- Essential participant in improving public safety through aggressive prosecution of misdemeanor crimes at a lower cost than outsourcing.

Staff Successes

Short-Term & Long-Term



Human Resources

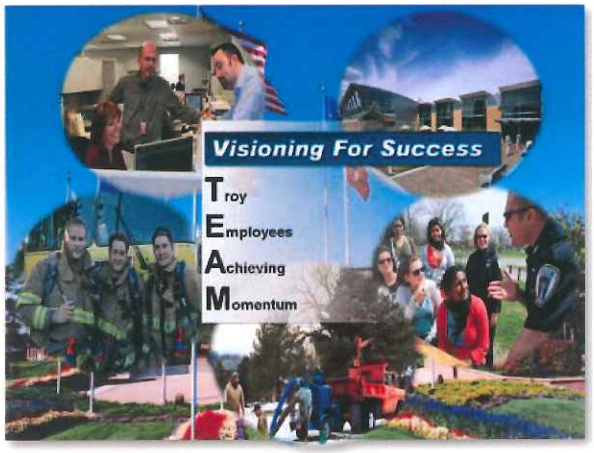
- Success of Interest Based Bargaining – Both parties are trained by a qualified impartial facilitator in a process that brings them together for mutual problem solving as opposed to taking adversarial positions.
    - The City of Troy has not had to arbitrate a collective bargaining agreement since its implementation in 2001.
- Right –To-Work Program – Limits workers compensation costs by bridging the employee into a job within the physical limitations of their disability.

City Clerk's Office

- Piloted two new electronic systems.
    - The Clerk's Office is piloting an election results transmittal system, which makes it possible to transmit the results directly to the Oakland County Elections Division from the precincts on election night, saving time and labor.
- Repaired and reenergized a divided department.

Staff Successes

Short-Term & Long-Term



Police Department

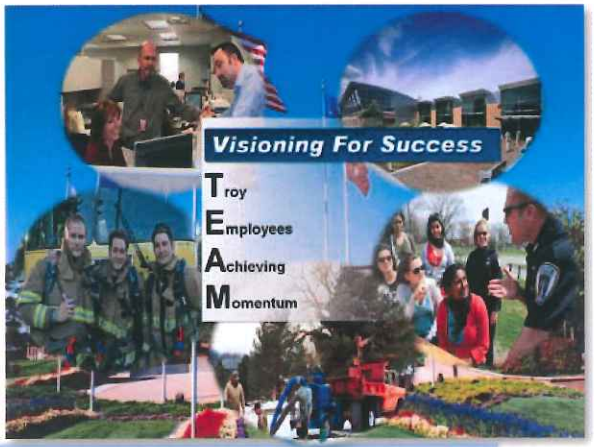
- The City of Troy has received the title of Safest City in Michigan according to the CQ Press 11 of the last 15 years.
  - The Department has maintained a high level of police service while reducing crime in the face of reduced staffing.
- The Police Department is using innovative techniques to provide quality services, including: Hot Spot Analysis, computerized crime mapping, coupled with innovative crime analysis tools, social networking tools, and on-line crime reporting.

Fire Department

- Maintenance of a Volunteer Fire Department for over 30 years.
  - With a volunteer Fire Department, the Insurance Services Office Property Protection Class for Troy has improved from a class 7 in 1966, to a class 3 in 2002 - less than 3% of fire departments in Michigan have a rating of 3 or better.
- Development of a fire prevention focus/culture within City government.

Staff Successes

Short-Term & Long-Term



Finance Department & Treasurer's Office

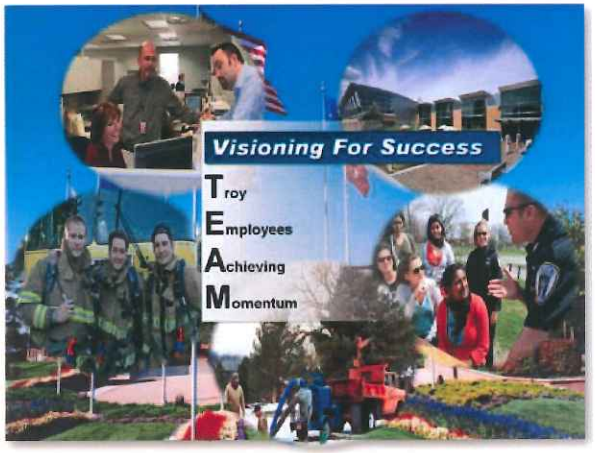
- Received GFOA's Award for Excellence in Financial Reporting for the City's Popular Annual Financial Report (PAFR) and Comprehensive Annual Financial Report (CAFR) every year since 1997.
  - Requiring a significant commitment from Finance staff, these documents help the City's bond rating by demonstrating the City's commitment to financial excellence, and providing additional transparency to residents.
- Finance led in the conversion/implementation of New World Systems – Integrated Financial System.
- Implementation of electronic tax settlement
- Addition of Passport services

City Assessor's Office

- The Assessor's Office administers the 3rd highest tax base in the State, only behind Detroit and Grand Rapids.
  - There is a 60% residential/40% commercial split, and 6,000 personal property parcels in Troy.
- Level IV Assessor and almost all Appraisers have a level III State Assessor Certification.

Staff Successes

Short-Term & Long-Term



Purchasing Department

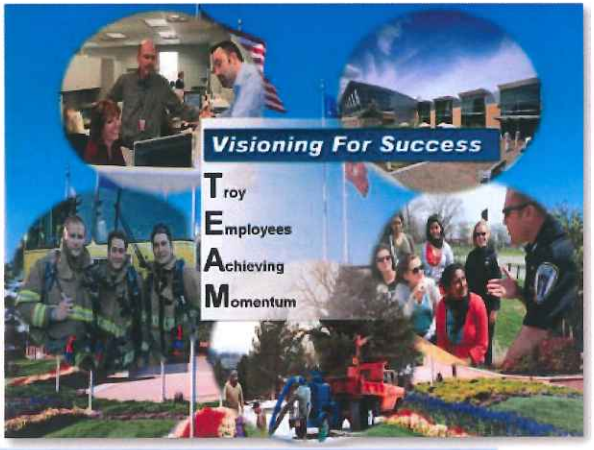
- Establishing E-procurement
  - The MITN System, of which Troy is a founding member, has automated a substantial part of the bidding process and allowed us to migrate from a 4-person office to a 2-person office. This has created efficiencies, such as: the City no longer maintains a vendor database.
- National recognition for Purchasing Excellence for 8 consecutive years.

Information Technology

- Implemented New World Financial systems.
  - All departments now have direct access to their budget along with current revenues and expenditures, eliminating the need for monthly financial report distribution to the departments.
- Implemented City-wide network.

Staff Successes

Short-Term & Long-Term



Economic Development & Community Affairs

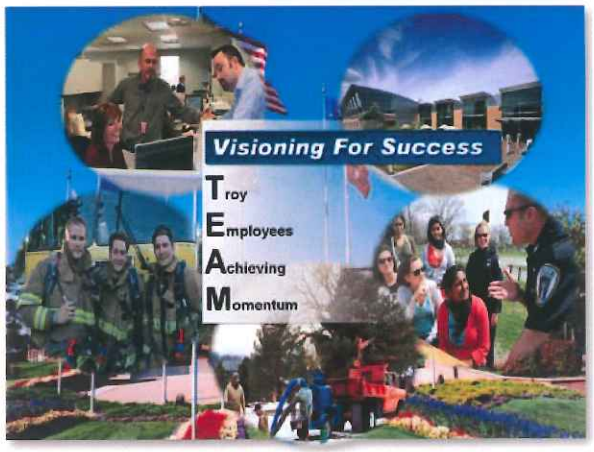
- Implementation of the Economic Gardening Program
  - The City of Troy has established an Economic Gardening Advisory Committee made up of key partners (Michigan Economic Development Corporation, Troy Chamber of Commerce, Automation Alley, and Walsh College) to guide the program and help connect Troy businesses to the resources they need.
- Responsible for the new website design and implementation.
  - The new website makes navigation easier for residents and business owners, reducing the number of clicks to view information, it is smart-phone friendly, and the development portal allows developers to view and comment on development projects.

Recreation

- Completion of the Community Center
  - Replaced a 24,000 square foot building with meeting space to a 127,000 square foot community recreation center with gym, fitness, dance, banquet, meeting space, and senior programming.
- Recreation analyzed its cost structure to develop a net zero programming cost.
- The Department outsourced management of golf course operations to Billy Casper Golf in 2010.

Staff Successes

Short-Term & Long-Term



Library

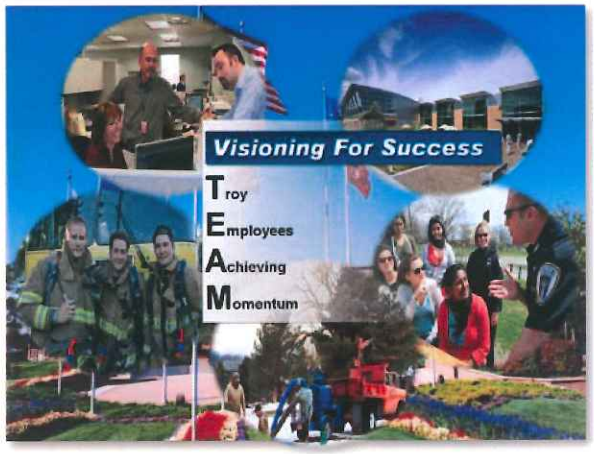
- Developing the Library Strategic Plan, 2013-2015
  - 3 primary goals – Excel at user experience, Increase awareness of library value and vibrancy, and Build a robust infrastructure for community support and partnership
- The Troy Public Library and staff has won various awards
  - #10 Best Library in the United States 2009, American Library Association Grant – only 1 in United States

Planning Department

- Developed a new Master Plan and Zoning Ordinance.
  - The new web-based Zoning Ordinance encourages redevelopment and reuse of properties through mixed-use development , allowing for more creative uses in previously restrictive zoning classification. This helps to create an Environment for Investment in Troy.
- Developed a new culture within the Planning Department, creating a positive work environment that is fast, fair, and predictable.

Staff Successes

Short-Term & Long-Term



Engineering Department

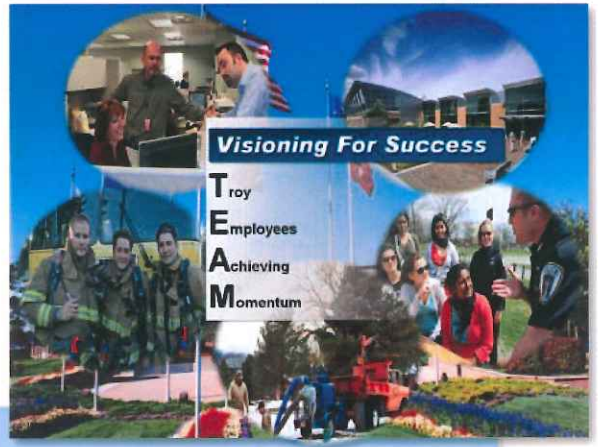
- Completion of the largest major road construction program in the City's history
  - 32 Major Road Construction Projects from 2000-2013 and 5 Major Road Project on the way in 2015-2019 covering Big Beaver, Rochester, Livernois, Stephenson, Maple, Long Lake and others.
- Coordinate with other city departments on the Troy Transit Center planning, development, construction and sustainability plan.
- Widening and Reconstruction of Big Beaver & Rochester Roads.

Fleet Maintenance (Motor Pool)

- The Fleet Maintenance Division has a 98% Ready to Roll Rate, which is unheard of anywhere.
  - The Fleet Maintenance operation provides a 98% ready to roll operation to its 13 in-sourced clients, through a scheduled 50 point inspection, two shift operation, flexibility, and balanced in house vs. contracted services.

Staff Successes

Short-Term & Long-Term



Parks, Streets & Drains

•Due to staff reductions, the Parks, Streets & Drains Division rebalanced in-house vs. contracted services, increasing the number of contracted services.

- The rebalancing of in house vs. contracted services was accomplished by combining contracts, revising specifications, and reducing levels of service levels in key areas.

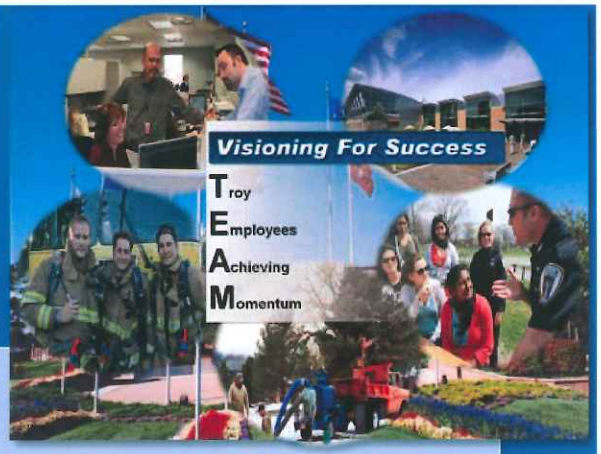
Water & Sewer

- The Department replaced all meter readers with radio reads.
  - This replacement was completed in a 4.5 year time frame and allowed for the five meter readers covering the reading of a meter district 5 days a month to be redistributed to daily work allowing maintenance schedules for fire hydrants, valves, sewer cleaning and inspection to meet industry standards.

Building Operations

- The Building Operations team developed a building utility and maintenance efficiency program.
  - Efficiency has been maximized by replacing all building lighting with Led fixtures; and replacing heating, air cooling and air handling equipment in City Hall, Library and Fire Stations with a computerized energy management system.

Council Input



Questions:
- What kind of Community do we want to be?
- How can we improve efficiencies, reduce cost and increase revenue?

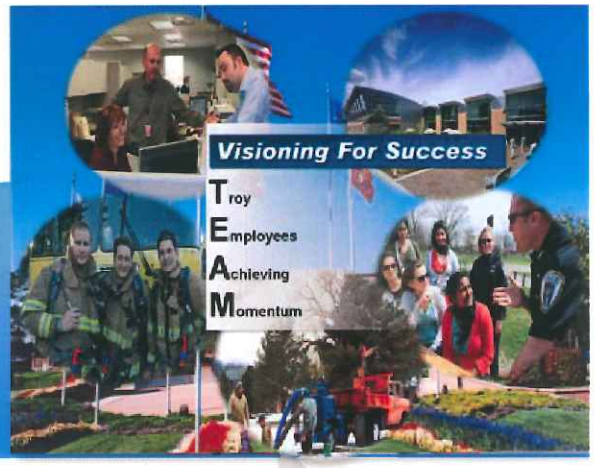
Work with Council:
- Philosophy: Work with Council as a whole
- Continue the process of sending out information to all Council members
- Budget Process – thorough review
- Establish/refine goals, objectives, and matrixes

Services and Programs:
- Continue to consolidate, collaborate, and privatize where appropriate
- Identify and analyze cost neutral position of programs.
- Hire/Contract Pension Fund professional
- Develop a strong relationship between the City and the School District

Look to the Future:
- Change Agent for Continuous Improvements
- Schedule to evaluate a plan for the future
- Re-evaluate ICMA Report recommendations and its implementation status
- Draft a Sustainability Plan for the Transit Center and timeline of activities for 2013.

Staff Recommendations for Continuous Improvements

Employee Relations



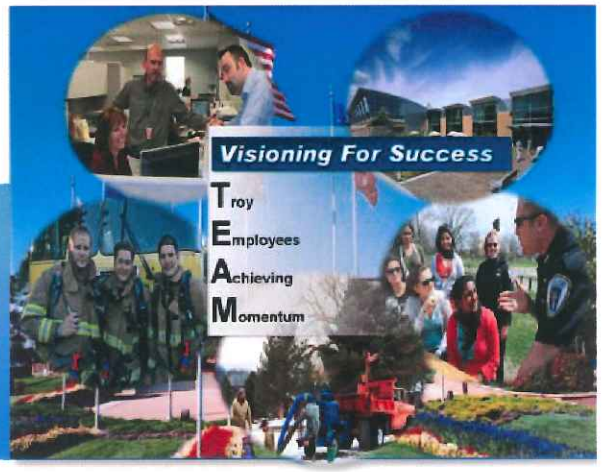
- Help Improve Morale
- Stabilize Work Force
- Evaluate Pay & Benefit Programs/Initiatives

- Develop Staff Recognition Program
- **Communication**

- Increase Staff Training
- Hire Based on Attitude as well as Aptitude
- Create a Succession Plan

Staff Recommendations for Continuous Improvements

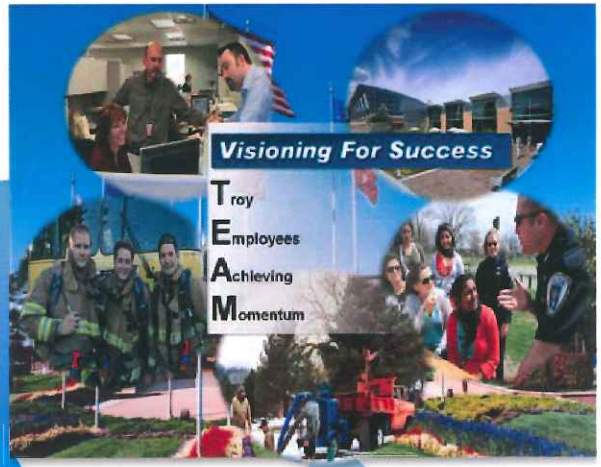
Managerial Relations



Maintain Professionalism	Maintain Departmental Team Work	Create Economic/ Commercial Growth	Improve Employee Security by Identifying the Future (Forecasting)
Treat Staff with Respect	Solve Revenue Problems	Create a World Class Blvd. on Big Beaver	Ensure a Smooth Transition to a "Mature City"
Develop a Unified Vision	Develop a Financial Sustainability Model	Creation of Exciting Uses in Under Utilized Areas	Continue Operational Review of Departments

Staff Recommendations for Continuous Improvements

Process Improvements



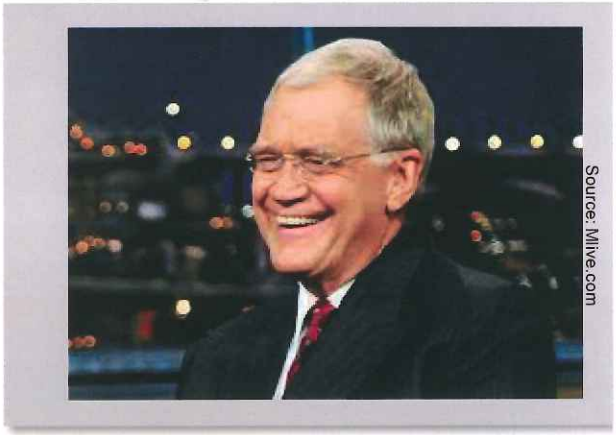
- Increase On-Line Processes for Departments
- Records Storage
- Capital Improvement Plan

- Increase Involvement in Michigan Public Purchasing Officers Association for training
- Explore more Co-Op Purchasing Opportunities (MITN, Oakland/Macomb County, State Purchasing)
- Continue Field Device Implementation

- Utilize existing Systems for Process Improvement
- Expand upon Economic Growth Partnerships (MI Community Works, Colleges, Regional Partnerships)
- Electronic Economic Development Tools (E-Newsletter, GIS, Office Search)

Identify & Brainstorm

Top 10



Source: Mlive.com

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THANK YOU!